



Arab American University
Faculty of Graduate Studies

**Employee Performance and Turnover Intentions in an Era of
Digitalization**
(Palestinian private universities in the West Bank as a case study)

By

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for the Master's degree in Human Resource Management**

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Thesis Approval

Employee performance and turnover intentions in an era of digitalization

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By

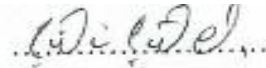
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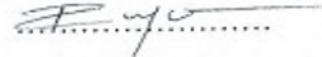
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Declaration

I hereby declare, that I have gathered with all applicable rules, guidelines, and judgements of the Arab American University of Palestine (AAUP), by well-known methodical and ethical criteria including the methodical honesty. And that I shall allow all consequences and accountability if the contrary was proved. By this, I permit the AAUP to publish, and copy my thesis in whole or in part to provide assistance for individuals and institutions in agreement with the guidelines and instructions of the AAUP after my personal approval.

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Acknowledgment

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Thank you all

Abstract

The alarming technological transformation had a massive alteration on many organizations, particularly on educational institutions. Since it marked some new strategies, to be able to understand the behavioral and employee's work atmosphere, by creating more targeted and timely interventions for improving employee's performance and well-being.

The study aims to track Palestinian private universities in the west bank, on how they use digitalization to improve employee's performance and reduce their intention for costly turnovers by the support of three mediating variables.

A sample of 909 staff in four Palestinian private universities in the west bank, were targeted using stratified random method, in order to observe their level of improvement and how their employees are performing in their work using digitalization? An explanatory research study was employed, and the researcher distributed questionnaires method, as variables were measured using standard questionnaires, since universities and the samples are chosen carefully. The aim for distributing this questionnaire is to provide a clear understanding and approve reliability and validity as a procedure for using digitalization in Palestinian private universities in the west bank.

Descriptive analysis of structural equation models (SEM) was performed to identify the relationship between the variables. As the study provided useful understanding for how digitalization is affecting employee performance and turnover intentions, by the support of three mediating variables-job satisfaction, employee engagement and work stress- as company will effort, with the contribution of HR department, as they should adapt the best policies and provide full understanding for academic and administrative employees, on how to adapt technology at workplace and encourage them to work to increase their level of involvement and

loyalty to the organization, since they are the only factor for production to reach success and organizational approaches (Maxwell & Singh, 2019).

The study revealed that digitalization has a positive relationship on job satisfaction and employee engagement, on the other hand, it showed negative relationship with work stress, which showed a result that digitalization has an indirect effect on employee performance and a direct effect with the help of the three mediating variables, and no direct effect on turnover intentions even with the support of the three mediating variables. Based on the results, recommendations are made to improve the adaption of digitalization for improving employee performance and reduce the chance for turnovers.

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Chapter 1

1.1 Introduction

“Change an aircraft in a mid-flight” as a sign of how organizations are facing a traumatic change due to technological rapid transformation (Jackson & Philip, 2005) as this kind of transformation affects HR departments in several companies. In order to cope this transformational change, it was indicated to adapt many e-learning approaches, as Digitalization has moved organizations from traditional practices and began to change the behavioral aspects of employees and develop their individual well-being, by adopting new approaches and tools in performing tasks (Jayabalan et al., 2021) which encouraged the researcher to have full understanding on how this transformation affects the research variables on administrative and academic employees in 4 private Palestinian universities- The Arab American Universities, Alahliya University of Palestine, Alzaytouna University and Dar-Alkalimah Univeristy- and how they can adapt to this change and avoid any employee technological resistance, as something different that should be improved and treated carefully to be able to cope the change worldwide.

However, organizations do not have to adapt new digitalization strategy and start from scratch, since they are already familiar with some digital components with HR assistance. Meanwhile, digital as an important technological industry made a huge explosion into companies around the world (Davidson, 2006), as the research will study the adaptation of digitalization in these four Palestinian private universities in the west bank by enhancing employee’s engagement and satisfaction, therefore it will improve their ability to perform well and assist their competitive position to reach development, which reduce stress and support their well-being, since competitiveness is one of the major human contributions as gathering data needs a lot of efforts

and a solid system to be able to reach the information and knowledge needed to check data and store them (Khasati A., 2011).

The way of transferring information affects the level of employee involvement and performance (Khasati A., 2011). For example: the importance of adapting technology requires to retain the best talents and skilled employees, as its very expensive to recruit talented candidates as well as training them to new technologies, as loosing upskilled employees will be very expensive (Maxwell & Singh, 2019). In order to preserve talents, study showed that 16% of employees that are motivated and satisfied in their work will perform well, as long as the company is alerted so in reducing the level of turnover intentions. Furthermore, administrative and academic employees at universities in general, should adapt technology in a way of improving the educational process, as long as they are aware of the process and the change without having any difficulties, they will be satisfied to gain knowledge and spreading information to students which enhances their job performance and reduce the idea of turnover and that comes with the presence of job satisfaction, employee engagement and well-being as the three mediating variables that will be discussed in this research, otherwise they will be depressed, resist the change and reduce their ability to learn.

In this study we will discover how digitalization is related to improve employee's performance, through 3 mediating variables which are: job satisfaction, employee engagement and work stress, that impact employees and increase their performance and reduce their turnover intentions, as how much adapting knowledge and technological information enhances the relationship within employees by encouraging e-communication, enhance decision making that build positive atmosphere with several upskilled work provided by the organization.

The researcher consciously studies the use of digitalization in private universities of Palestine, since they are profit universities, they take full tuition from students, and we will see how much tuition might be useful to bring more talents and reduce work stress and how sharing experiences might develop the educational process into innovation?

Furthermore, the occupation has always been a barrier for Palestinians to improve their educational system, as they always narrowing the educational process in Palestine, and the use of technology can be a chance to connect with several international universities and communities sharing programs and scholarships that help Palestinians to reach the highest level of knowledge and education without the occupation interference, all these can come with the use of digitalization and how much employees are capable and skilled to use technology to preserve the educational process, which at the end leads to job satisfaction, employees well-being and engaged to work (Khasati A., 2011).

The study will be delivering several recommendations for universities on how to use digitalization as a strategy by identifying the components of the needed e-learning skills by having solid infrastructure, identify the challenges by communicating with employees and provide cooperating programs to be able to recognize the challenges and analyze those components to reach the competitive advantage and market growth to preserve their workforce as the only source for production, to be the number one institution in Palestine. Data will be collected through online survey using google form distributed for 4 Palestinian private universities. Data will be analyzed through Structural equation models (SEM), to finally get conclusion to help recognize the suitability in adapting technology in these private universities for improving their employee's performance and avoid turnovers.

1.2 Research problem

The combination tools and practices between HRM and digitalization are targeted in ensuring the value-adding and directing the tasks within organizations to increase employees well-being and enhance their performance, all these information are covered under e-HRM as an umbrella for adapting a new strategy plan to cope the change (Jayabalan et al., 2021). The study targets administrative and academic employees in Palestinian private universities to discover how much employees are using manual work compared with digital work, besides of facing unexpected concerns during the implementation of this project. However, neglecting the well-being of employees will increase the level of insecurity to end up with low productivity.

Several employees are not aware of the drastic change in general, since they have difficulties in using technology and adapt to it, as some of them prefers the old methods and manual work. On the other hand, many employees are accepting the alteration as a radical change for the daily routine, as well as it reduces time.

There are no specified Palestinian studies that mentioned how digitalization affects the performance and measuring employee's turnover in Palestinian private universities, and why the researcher chose these universities? Since the research specifically studies the reasons and the results for this topic. So, the main problem is studying the effect of digitalization on employee performance and turnover intention with the help of three mediating variable which are: job satisfaction, employee engagement and work stress, to improve academic and administrative employee work level, and adapt this research as a main reference for building educational strategies for HRM in these universities.

1.3 Research objectives

The purpose of this study is to achieve the relationship between digitalization as independent variable on employee performance and turnover intention as dependent variables, with the support of job satisfaction, employee engagement and work stress as mediating variables to enrich our results for academic and administrative employees in Palestinian private universities in the West Bank, within their use of digitalization several years ago. And provide recommendation in which using this relationship to provide future effect on university's management in enhancing future performance.

1.4 Significance of the study

This study was chosen carefully, in order to investigate how much Palestinian private universities are adapting technology in their workplace? and support HR department in adapting new tools for enhancing employee's productivity and performance. The development of the computerized system will unify the database all over Palestine, which will allow to enhance the academic process as a solid strategic future plan around the nation (Khasati A., 2011). Therefore, studying the capacity of universities will develop computer software, to organize data and have easy access to it, to cover all the universities needs by providing accurate information in a timely manner and easy to use. In addition of exploring Palestinian university's capabilities in enhancing the digital system, as the lack of technological research requires to investigate more about how to engage employees digitally.

What drew attention of the researcher, is the fact of including many obstacles in adapting digitalization on workforce, since HR managers are facing resistance within few employees on how to adapt digitalization (Heikkilä & Smale, 2011). Which allow the researcher to build a new strategy of building digital transformation awareness and sharing it within managers and leaders, in how to recognize their employees' inputs? otherwise it will slow the chance of

performing tasks and reach goals, as it will be considered a great obstacle for the university in particular and the educational system in general (Lager David & Milojkovic Emilia, 2018).

1.5 Research Justification

1. One of the first major studies that the researcher will examine the importance of digitalization on enhancing employee performance and reduce turnover intentions.

2. The importance to enhance and develop the change for academic and administrative employees in Palestinian private universities.

3. The impact of digitalization on job satisfaction, employee engagement and work stress as three mediating variables.

4. Digitalization is a new concept that must be addressed to Palestinian studies to comprehend its impact on many levels (research dependent and mediating variables).

1.6 Research questions and hypothesis

Research Questions

According to the problem described above, the study targets employee's performance and their intention of turnover, by using technology as a new tool imposed worldwide, Therefore, the thesis has addressed a **main question** which is "how digitalization can affect employee performance and their turnover intention?"

Since the analysis will be connected with mediating variables, the following **sub-questions** should be answered properly:

1. What's the impact of digitalization on work stress?
2. What's the impact of digitalization on employee engagement?

3. What's the impact of digitalization on job satisfaction?
4. What's the impact of work stress on employee performance?
5. What's the impact of work stress on turnover intention?
6. What's the impact of employee engagement on employee performance?
7. What's the impact of employee engagement on turnover intention?
8. What's the impact of job satisfaction on employee performance?
9. What's the impact of job satisfaction on turnover intention?

1.7 Research Hypothesis

Based on the amount of literature highlighted, there are unfounded results on the relationships between the variables and measuring employee's performance and their turnover intentions. Thus, the researcher will adapt Directional Hypothesis (as the result would be either positive or negative) as following:

H_{1a}: There's a positive relationship between digitalization and employee performance.

H_{2a}: There's a positive relationship between digitalization and turnover intention.

H_{3a}: There's a positive relationship between digitalization and work stress.

H_{4a}: There's a positive relationship between digitalization and employee engagement.

H_{5a}: There's a positive relationship between digitalization and job satisfaction.

H_{1b}: There's a positive relationship between work stress and employee performance.

H_{2b}: There's a positive relationship between work stress and turnover intention.

H_{3b}: There's positive relationship between employee engagement and employee performance.

H_{4b}: There's a positive relationship between employee engagement and turnover intention.

H_{5b}: There's a positive relationship between job satisfaction and employee performance.

H₆: There's a positive relationship between job satisfaction and turnover intention.

Therefore, the conceptual framework in figure 1. Explains the variables used in the research as identifying digitalization as independent variable and how it affects employee performance and turnover intentions as a dependent variables with the association of three mediating variables: employee engagement, job satisfaction and work stress.

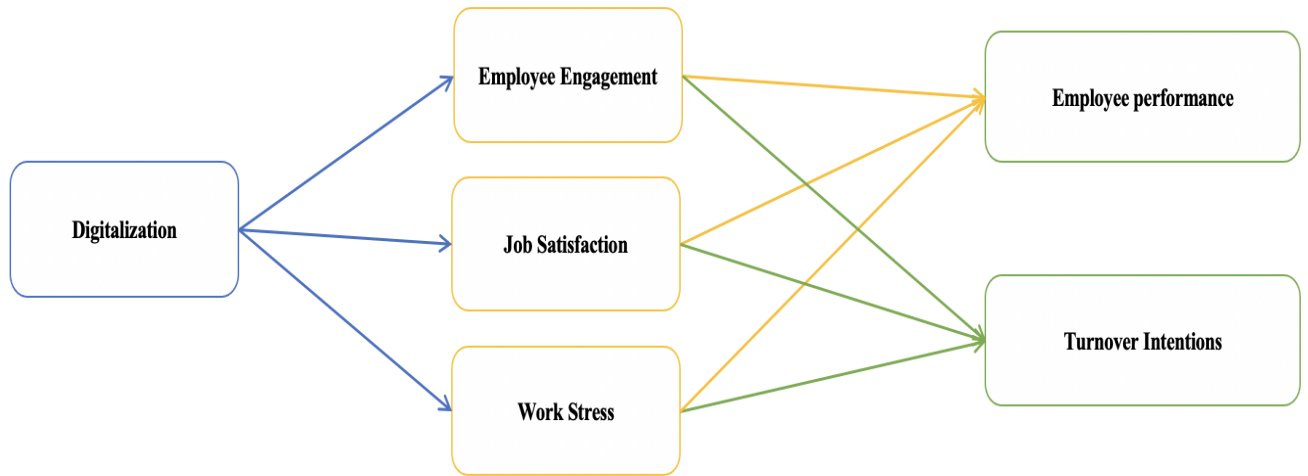


Figure 1. Research Conceptual Frame-work

Chapter 2

Literature Review

2.1 Introduction

“I believe innovation is the most powerful force for change in the world” Bill Gates. The world is turning into a rapid development in the era of technological transformation (Staff, 2021), they continue that, the structure of change is improving by passing information rapidly without considering the geographical location of any human being, which we recognize the ultimate change that digitalization has on public whether in their place of work, lifestyle and carry out business. Experts now a days are trying to reach high level of innovation that help workers to finish their work faster in easy and efficient method, in order to reach high level of achievement.

Business structure have been directed to prepare for substantial changes in a way to perform businesses (Staff, 2021). Human resource management is the main key for any organization to adapt digital transformation in all stages of collaboration, ecosystem, culture, empowerment etc. (Thileepan & Raveendran, 2022). As HR management will help the workforce to adapt any technological tasks in an effective mode, plus creating the positive atmosphere within the workforce culture and environment.

Competition is arising, institutions worldwide are facing an enormous and alarming technological change, as digitalization is demonstrated as the sociotechnical fact of implementing data information and communication technologies (Bolli & Pusterla, 2022), therefore institutions had to mark some strategy changes by understanding the behavioral and cultural descriptions as a new approach to accomplish innovation and reach sustainability (Jackson & Philip, 2005) in addition of investigating the market to determine the amount of job opportunities

that technologies will replace (Bolli & Pusterla, 2022). The successfulness of any company depends on how their employees are engaged and committed to their work as it's defined with: "the level of emotional attitude towards an organization without only focusing on satisfaction and happiness" (Hewitt, n.d.). Management should always take into consideration the process of orientate innovation for employees, as to be prepared for the upcoming stages (Lahtinen & Järvinen, 2016). In this chapter the researcher will define the meaning of digital transformation, from where the concept has been created and how it affected the future of employees, specifically in Palestinian private universities in the west bank, and from what can be supported to preserve employee's loyalty and reach organizational sustainability.

2.2 The history of digital transformation

The word digital is a Latin expression was invented in the 15th century where the Latin word *digitus* (*digitalis* or *digital*) meant a finger or a toe (Verma et al., 2022). The rise of digitalization started back in the 1600's, as Gottfried Wilhelm Leibniz invented the binary system – expressing data using the digits of (0-1)- writing a book that supports other inventors to facilitate the recognition of the system, by adapting mathematical analysis to be logically familiar to human in the era of digitalization (Staff, 2021). Furthermore, telecommunication system has been invented through digital circuit as it has been considered as the brain of digital technology developed by Claude Shannon (Staff, 2021), then the idea of artificial intelligence has been adapted all over organizations to reach high level of improvement. Digitalization has moved organizations from traditional practices and began to change the behavioral aspects of employees and develop their individual well-being by adopting new approaches and tools in performing tasks (Jayabalan et al., 2021), previously material and human resources were essential for organization; to manage its work, however technology nowadays is connected as significant resource for human activity,

since it increased the work efficiency and work effectiveness for their workforce (Khasati A., 2011; Staff, 2021). Generally, innovation is a procedure that covers diverse features of newness (Weiss et al., 2016), as it results in developing the outcomes of the organization process and practices, IT solution would be appreciated through the ability to keep the process uninterruptedly open, outgoing and transparent to different ways between all the organization's work-force (Lahtinen & Järvinen, 2016). Additionally, digital transformation has been considered as the reflective method of revolution for businesses and for administrative procedures, to pursue the innovative activities and get opportunities for the rapid technological change that affect the population and stake holders (Goswami & Upadhyay, 2019), as they continue, of how much information you have is the more you can reach innovation and structural development. Therefore, we can define digitalization as "the fast-rising sociotechnical phenomenon of accepting information and communication technologies" (Legner et al., 2017).

Moreover, we can define digital workplace: as the way of employee performing tasks in a digital work space (Haddud & McAllen, 2018). As well as (Tubb C., 2014) mentioned that digital workplace is the pool of all digital tools that organizations provide for employees to do their job efficiently". Moreover, IT tools and innovation can connect all employees in the organization and start to collaborate through development as should be connected with employee's involvement and their practices that can be enhanced through knowledge (Lahtinen & Järvinen, 2016).

The world we live in is deeply changing into a new eco system that forces organizations to essentially turn their way for sustainability (Signori et al., 2015), digitalization has led many companies to be in a high competition for adapting the new system in the era, since they can improve their businesses and achieve their goals through new styles and contributions

(Weiss et al., 2016). Digitalization can be seen as a challenge for many organizations, if they are not reaching the readiness of digital maturity and the capability to enhance their level of transformation, as this considered one of the top priorities for organizations to adopt for further cultural development, (Mele et al., 2016). This kind of digital transformation is quite difficult as it will certainly affect the organization's cultural aspects, as HR management should improve their strategy to be incorporated with the organization's strategy and achievements ((Barišić et al., 2021)). However, HR management are facing challenges in which it might affect the performance and work process within employees, as the shift for a remote workspace reduced face-to face interaction, which will affect the way employees will engage.

The challenges that organizations might get into are the ignorance of e-learning and training by providing technological knowledge that employees should get in order to maintain the level of competitiveness and organizational procedures, as the absence of knowledge may change the positivity of remote workspace into negativity for low-skilled employees that requires a change in human's behavior which required to be one of the main challenges according to (Barišić et al., 2021)

Another obstacle in which affect the foundation of HRM is the rise of generation Z with enabling more mobility and remote work, which make the low skilled generation get into depression and reduce their level of performance within the rise use of electronic HRM which defined as “the umbrella covering all possible incorporation tools and contents between HRM and information technologies, that aim to create value within across organizations for targeted employees and management” (Bondarouk and Ruël 2009), another definition of e-HRM is “ the structure of computer hardware and software and electronic networking resources that enabled HRM practices and process in which to achieve competitiveness and organizational goals, through

communication and innovative creation in which to cut boundaries within the staff and managers” (Marler & Parry, 2015, p.2(Bondarouk et al., 2017).

Institutions have to cope the change and implement information through telecommunication and digitalization, as it will have a major impact on the way they run business (Mele et al., 2016), as (Goswami & Upadhyay, 2019), mentioned that appropriate digital communication is very important in order to keep employees active and meet priorities. They continue that, there’s quit some tools that companies should start to have in order to cope the change, as leadership, restructuring organization and design services. However, if companies are not aware with the change and the management still not realizing how serious this change, it will lead to a huge fall down and the company will be in serious reduction (Mele et al., 2016).

Therefore, results confirmed that the importance of technology in building contemporary administrative structures, since it’s connected with many parts of the organization by having a major role in making decisions, in addition of major alteration and development of the educational system, having an essential parts between the human elements and the machines, to provide the educational system with the necessary information to support and continue the normal and daily operations of the organization, the way of exploiting the system is by providing new techniques for students to receive information, instead of old methods of teaching and this can be provided through the knowledge and the diligence of the professors to have excellent outputs (Khasati A., 2011).

Eventually, organizations have to prove their competitiveness in the recent era, they should be able to improve employees as the workforce who have digital experiences, attraction for networking and the ability to multitask, as HRM are using technologies to fulfill their purposes and operational functions (Al-Kharabsheh et al., 2023). Many studies ensured how much

human resources at all level have to reach transformation and build the trust with their employees through motivating them (Goswami & Upadhyay, 2019), they continue that a complete motivated employee is the one who will be interconnected to reach the company's goals and purposes, besides individual development, as studies showed that engaged employees is available in high level through digital environment more than the manual processes (Goswami & Upadhyay, 2019).

2.3 Educational systems in Palestinian universities and its evolution within employees

The expression system or systema is a Greek word which means “the whole collected from parts”, that has been developed through decades as: educational system, working system etc. are collected under one system, since universities are under administrative and academic system are engaging together to provide a good working atmosphere (Khasati A., 2011). We can define system as: a set of inputs that represents different data that are processed to obtain outputs that are essential to satisfy the responses to be achieved.

Eventually, management should always be alerted to any kind of change, as the Cinderella story, when prince charming had to work hard to search for the owner of the glass shoe to find his princess (Käpykangas et al., n.d.), this is the same as involving employees in official projects and prepare them to any kind of transformation, by identifying the main challenges they have and explore their talents, communicate and interact with them and how interactive they are for handling a job and give them a positive atmosphere in the workplace, that eventually will enhance their level of motivation and easily adapt to the new system of the company (Goswami & Upadhyay, 2019).

In order for HR management to get sustainability and reach their goals in an era of transformation, they have to be involved with all of their employees and interact with them,

they have to prepare a good atmosphere in order to have high level of performance, and take into consideration the value of their employees through studying their level of well-being, and how much they are satisfied in their work to get the highest level of performance.

The researcher pursues to work on achieving successes as possible in order to develop the educational process in Palestine, in result of technological development through employees. As universities become an aspiration of people, in order to achieve their goals and the main access for the progress and development of societies (Khasati A., 2011), as they continue that, the educational system in Palestine is no different from other educational system around the world, but the occupation always tries to create obstacles and barriers to the educational process, and the more of individual development absence, the more using Palestinian workers as a cheap laborer. However, the existence of the occupation, created the inspiration for many to convert schools to colleges and then into universities, which opened around 10 universities whether public, private and governmental universities all around the west bank.

Since 2011, education in Palestine has represented a qualitative shift in the field of engaging technology in the educational process, to provide the best methods of e-learning and employ them for students, academic and administrative employees, in an attempt to provide the basis of the educational process and not limit it to emergency conditions (reference). As it reached its peak in 2020 at the rise of the Corona pandemic and the prevention of face-to-face education, which increased sufficient awareness of the use of technology in the educational process. Furthermore, private Palestinian universities in particular dedicated their work years ago in developing the educational system in order to reach the main achievement and goals of universities, by improving its methods and relying on modern technology specifically e-learning to enhance the skills of Palestinian employees and students, as they are considered a major

investment for the country (reference), especially with the presence of the occupation that perform a burden on educational methods, however the rise of technology enhanced communication skills within employees and students and within universities worldwide, as not being limited inside the country, which allowed many universities in performing many training and e-learning institutions for academics and administrative staff in order to provide professional educational system, for instance: most universities started to use Moodle as a modern educational system that enhances the use of uploaded videos and articles in order to develop students and their learning skills, rather than using traditional learning that does not consume time and provide difficulties (HIBA MABYED). But the question is how much does universities provide and use e-learning techniques in order to develop educational process?

Thus, HR managers in several Palestinian universities provided workers with proficiencies and competences which drove them to communicate with international universities that creates scholastic cooperation and participation that enhances the educational process, which prompts the students to improve. Thus, academic employees will feel satisfied, since they are contributing to this process. Moreover, there's a great connection at the academic and organizational level, as teaching and research require the presence of many requirements and resources, in addition to financial and administrative follow-up by providing the necessary facilities without any obstacles. Therefore, due to these transformations and have these systems computerized, it is essential to choose a modern technology that is suitable for development, in order for the university to keep progressing, and focus on the ability of communication, in order to observe the level of staff adaptation in this time of development (Khasati A., 2011).

The transactional correlation of employees has been revived through digital makeover by encouraging them to achieve their targets and be more involved in the upcoming transformational change (Goswami & Upadhyay, 2019), they continue, as many workforce has been thinking of being replaced by technology and lose their career, however many studies showed how much employees can bring better results even with the existence of technology, and to ensure the efficiency of any employee, HR management should focus on highly trained and motivational programs for employees and digital tools, as many researches dedicated that digitalization improves employees performance when having the professional tools and training programs for the company to do their tasks, such as social media, mobile technologies, internet, big data analytics that brings extraordinary alterations and lead business to the exact road of transformation to creates values and new knowhows (Goswami & Upadhyay, 2019), they also mentioned that 50% of leaders who are adapting technology share the same belief that organizations will lose their approach with the absence of technology, as they will fall behind the new transformation and change worldwide. To sum up, many researchers are mentioning that in order to grow competences, employees have to face a lot of obstacles by developing new ideas and innovative ones, to be able to find solution for any problems ahead.

2.4 Digitalization affecting employee's performance and their turnover intention.

Digital technologies have been changing and spreading like waves over organizational, cultural and social institutions, as at first employees did face difficulties in how to adapt to this change, and sometimes they preferred to practice old methods rather than practicing new ones as a complicated process (Pettersson, 2021). Meanwhile, organizations are considering digitalization as a challenge task, that should be related to proficiencies and the level of providing

learning in which it can be adapted to enhance learning and build a solid structure (Hauge, 2016). Therefore, it is essential for management to form a structure of a solid relationship with their employees, to invest in them and guarantee a high level of performance by forming concepts in which they have to adapt to the change and provide knowledge tools with learning programs, that will increase their job satisfaction, especially when they are recognized which will reduce their intention to leave their job (Karatepe et al., 2006), since the basic needs for an employee is to have good resources and be recognized for their job well-being, especially in an era of transformation, these variables are mentioned in this research in which they can lead employees to adapt the change and perform well to work together, in which they can beat the drastic change that occurred in an era of transformation.

Institutions in general and universities in particular, have to plan an orientation day for new employees in order to understand the organizational goals and how to cope the atmosphere and work processes. Moreover, 1st year students in any university always have orientation and open day for how to deal with the university, identify their faculty and take information to understand the system. This is the same for academic and administrative employee, as they have to be oriented and up to date for any change to be able to cope any drastic alteration worldwide, as they have an important role to develop the system and improve their students, so they have to be trained each year for any new updates in the world concerning their field, as this will bring them satisfaction and less stress at work, enhancing teamwork and share experiences and knowledge at work will help employees to engage and reach the aim of the university with high performance and less turnover rate.

2.5 Employees Performance as a dependent variable

Level of performance reflects the amount of economic and cultural development of any country besides, the external environment that affect work performance (Khasati A., 2011). employee performances have always been a major topic to discuss, as it brings innovation and firm performance for the company, including innovative ideas that help the company reach it goals and increases client's satisfaction of the products or the outcomes of the company (Sadikoglu & Zehir, 2010).

Organizations has always been concerned to adopt many activities and approaches to ensure employee high performance and increase their level of accomplishment through motivation to guarantee competitiveness, organizational growth and productivity (Inuwa, 2016), meanwhile income growth and raising the standards of living depends on obtaining the best results with the shortest and least use of resources (Khasati A., 2011). Recently, universities worldwide and precisely in Palestine are worried about how to confirm high level of employee performances, through many factors including: managerial accountability and transparency (Inuwa, 2016) in order to keep them satisfied and loyal to their workplace, however many opinions support motivation for academics more than the non-academic staff, but satisfaction and high performance should be given for both, since academics share awareness, philosophy and other materials for students that develops their skills and knowledge, moreover the non-academic staff are important as much as the academic, since they have a big role in managing the workforce and other managerial stuff in the university, that build the importance to ease the role for academic staff to do their job well and provide an easy way for students to process there financial or non-academic material for them without any delays and problems, this theory should be enhanced in our universities, as many students have difficulties in processing their work when administration departments does not have the proficiency in performing their job well, so it's really important to

consider the non-academic staff the same way they consider the academic ones, as they can link students with international programs which enhances the educational system (Khasati A., 2011), this can be accomplished by the collaboration of HR team by existing in every detail of the university's workforce that help them seek a good level of activities (Putu Agus Adnyana et al., 2021). Subsequently, one of the performance elements is the existence of planning performance, in which is the process of drawing a picture of future performance; in order to achieve future goals by clearing standard approved by parties through the capabilities and energies available (Khasati A., 2011). Thus, e-HRM practices does affect employee performance by transforming the information into digital form, that will be handled automatically, thus will lead into processing HRM practices and enhance the possibility to finish operational work and develop strategical HRM purposes (Al-Kharabsheh et al., 2023).

In an era of competition leaders should always have a good plan to keep their employees on track, while companies with highly competitive employees will do much better than companies with less competitive employees (Karatepe et al., 2006). (Brown & Peterson, 1994), demonstrated that competition has a positive impact on employee performance. When staff - whether academic and especially the non-academic ones- lack job development and low concerns from management it will show a result of increasing in job dissatisfaction and the concerns for turnover (Adenike, 2011) since their desire for their job has been gone, lack of resources and ignoring their demands, besides their qualifications will not meet their job description anymore, which make them feel that they will be replaced whether by technology or high skilled employees, especially in an era of technological transformation, that leads to so much stress which ends up in decreasing job performance. The researcher used 360 performance review and peer review by (Stikic et al., 2011) Measuring employee performance in general and through private universities

in Palestine used in the research's survey since, it has always been stated that the importance for job satisfaction and employee performance through high-tech has always been a major topic among researchers.

Therefore, many studies defined job performance as: "The quality of work presented by an employee with efficacy through associating with colleagues, by finishing work in a reasonable amount of time, and solving problems without waiting for orders, like taking a lot of responsibility through cooperating with several job behaviors and outcomes" (Babin & Boles, 1998; Budiningsih et al., 2017). Furthermore, (Putu Agus Adnyana et al., 2021), demonstrated that job performance is: "the result accomplished by individual at work, and it is dedicated through the size of work given to any employee". Performance can also be defined as: "the desire for workforce to handle activities and many programs according to their level of responsibilities that will be seen through their results" (Dessler, n.d.). Performance management is the result in which managers should enhance flexibility in communication processes and sharing a lot of ideas that should be included in the vision and strategic approach shared by employees that enhances their ability in decision making (Putu Agus Adnyana et al., 2021), however many researches implied that working from home has decreased the level of contribution, due to low level of supervision on work tasks and assignment and the other teams will do the job through the power of communication and contribution (Wahyu & Sa'id, 2020). This dedicated through the use of digitalization as it comes with 2 stages, the first is about considering the alteration of the structure to the combination of old inputs and material into digital form, as the second stages includes the definition of digitalization and its values for the internal and external customers (Blštáková et al., 2020), this is how digitalization can reduce the level of performance and have impact on employees performance,

especially in an atmosphere beyond innovation and development. As organizations tend to accomplish their targets in both level of expertise and the use of technology.

Managers and leaders have the biggest challenge in how to keep their employees in a high level of performance (Inuwa, 2016). At first, managers in private universities should always study the atmosphere of their employees and fill their needs in a way in measuring their performance and anticipate the best in their work, when the globe is moving into technological system, as they have to take into consideration the way of improvement in order to ensure their proficiency and their use of technology (Putu Agus Adnyana et al., 2021). Fulfilling their needs, human resources should be preparing employees to this kind of change, by providing training and development programs to cope the drastic changes worldwide. Training is defined: as “the process in which employees get a temporary learning practice in which they gain knowledge and learn technical skills to understand the change” (Budiningsih et al., 2017). Moreover, training and developing employees is related to increase employee’s performance and take accountability for their job in an organization, since it enhances employee’s knowledge and skills, especially when it’s related to technology as they always should be up to date with the system and familiar to them, otherwise, they might end up resist the change and reduce the organization’s performance and productivity. Many studies agreed that training helps to fulfill and raise employee’s commitment to a job, thus many organizations are now familiar with e-learning plan and digital tools to ensure employees practice and get responsible for their development (Jayabalan et al., 2021), they continue that this procedure brought high level of performance, increased team work activities and consumed time for employees to complete tasks. This kind of learning will develop employees’ skills and ability to accomplish tasks without even worrying about any change and global

transformation, as long as their managers are aware to keep their employees up to date and fulfill their needs to learn and develop their skills.

To sum up, performance is the outcome of the interaction between motivation, individuality, work climate, and the ability to accomplish work, and eventually its related to the behavior of the individual as shown in figure 2:

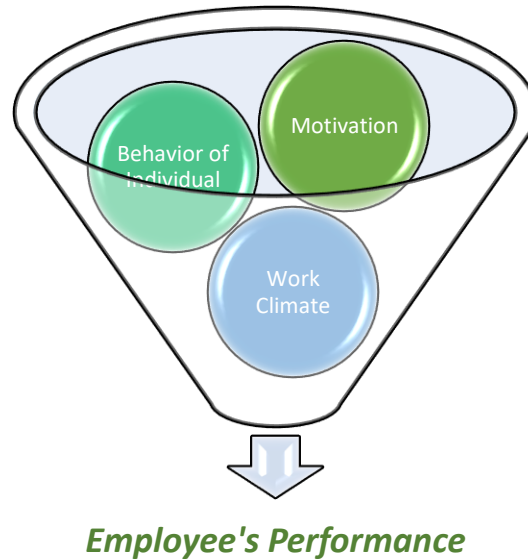


Figure 2. The combination of motivation, individual behaviors and work climate to perform employee performance.

2.6 Employee engagement

The efficiency of performance in organizations is linked to achieving the optimal use of productive resources, especially in human resources department, as it is the greatest common denominator in all activities of any organization (Buckley M.R. et al., 2021). Employees, or what the business like to call the Human Power, is one of the most important pillar of the business existence and development in the future, as employees resembles the business success and competitiveness within the market (Arthur, 1992). Moreover, they are considered as an

investment for managers and leaders in any firm, and they have to build their strategies according to this vision; to be able to reach the highest level of improvement and development.

“The only way to do great work is to love what you do” -Steve Jobs. In order to ensure employees loyalty and their commitment to work, managers has to be trained and be able to identify the concept of engagement, as it builds through individual and managerial performance (HR Basics: Employee Engagement., 2018), they continues that its essential for managers to provide a healthy atmosphere for their employees to invest in their work and ensure their engagement, as it differ from being satisfied, since the last is about how employees are loyal and have pride to work, unlike disengaged employees who feel annoyed and unattached to their work environment.

Many studies showed how leaders must enhance the relationship between the organization and employees, since its top priority for leadership teams around the world, to be able to satisfy their needs (10 Data-Driven Ways to Improve Employee Engagement, 2020). Besides, employees need motivation and psychological support to enhance their level of emotional commitment and loyalty to work (BAILEY, 1993), through many techniques and concepts that fit the organizations work environment, which might at some pointe develop a negative atmosphere on employees and affect their performance and productivity (10 Data-Driven Ways to Improve Employee Engagement, 2020). On the other hand, employee’s motivation has always been a major problem for many leaders and managers, since there’s some definitions that are not deeply discovered yet, as it’s hard for managers and leaders to attract the human power with the needed talents, but maintain their full potentials as much as possible and engaging them into the business current mission and future long- term vision is the hardest part (BAILEY, 1993).

Researchers and professionals started to do some investigations on how to measure employee engagement and how to be attached in their work (Hajjami & Crocco, 2023), It has been verified that employee engagement increases productivity, reduce turnover, improve customer satisfaction, improve organization outcomes and improve employee wellness, safety and productivity, Gallup 2023 confirmed that 17% of employees around the world are increasing their productivity with 70% decline in work incidents, and the level of their quality is getting higher as 40% reduction in weaknesses of high quality.

Gallup used 12 elements for measuring employee engagement, as it's established through their performance and their needs for development (HR Basics: Employee Engagement., 2018). It's really essential for managers and HR professionals to distribute a survey for their employees to discover how much they are satisfied and engaged in their work, it's always important to hear feedbacks from their employees without only considering managers point of view, that will make them fall into survey trap that will dissatisfy their employees (HR Basics: Employee Engagement., 2018) as the researcher used this kind of measurement in private Palestinian universities in order to track the level of engagement and their way in performing task in a certain kind of atmosphere. In order for universities to avoid ignoring their employees, they have to consider few steps that will definitely enhance their engagement; start by having references and tracking employees level of engagement, that leaders should be aware of their employees effort and commitment level; to realize how much they are engaged and what to improve in case of having unattached employees (10 Data-Driven Ways to Improve Employee Engagement, 2020), they continued that its really needed by time to time to send employees surveys to collect data and observe the basic level for future improvement and efforts and to be updated where the team stands and give them the feeling that they are not left alone. Thus, to reach this kind of improvement and

develop employee's effort, leaders should be trained and coached by preparing them with the right education and professional development, as no worker will be hesitated to follow their role models (10 Data-Driven Ways to Improve Employee Engagement, 2020). The importance of organizational culture is dedicated by how leaders should act to it and build a culture full of positive atmosphere far away from toxic environment, accepting new employees is very tough for all workers, since employee on board should be connected with the team to reach positive acceptance that will allow fresh perspectives to be connected and show them a good time, for example: introducing counsellors before starting their first day, attach them with managerial work, make manager's priority to build relationship through their onboarding staff to a regular ones (10 Data-Driven Ways to Improve Employee Engagement, 2020).

HR managers have to build trust through communication and transparency as building trust can't happen through secrets and poor communications, to ensure their sense of belonging and commitment to universities (10 Data-Driven Ways to Improve Employee Engagement, 2020). The rise of innovation and technological development is the result of managers allowing their employees to communicate and cooperate with leaders and share their ideas and sometimes allowing them to make decisions (Schwarz Müller et al., 2018), particularly with an environment full of diversity and different perspectives, it's really important to hear employees and share ideas like: "I think we should change plan X through identifying How and Why?" try to interview them and set a lot of meetings, which will express the university's culture and values (10 Data-Driven Ways to Improve Employee Engagement, 2020), this comes with the meaning of Recognition, that can be expressed as "the desire of employees to be treated fairly, to appreciate their efforts at work, to make important contributions to the organization, and to achieve their goals at the level of their jobs" (Henryhand, 2010) . For example: "X of people has zero

appreciation to their employees at X company, which allowed his employees to do their job without any innovative processes or development, since they are not heard and recognized by the manager” as creating a culture that celebrates experimentation and accept failure is the healthiest culture any organization could have as to create and innovate, benefits the organization profit and easier to reach their goals (Henryhand, 2010).

Innovations in the 21st century played a huge role in changing the structure, environment and the way people work in any organization and learning institute. Therefore (Burnett & Lisk, 2019) confirmed that “many organizations already, allows corporate leaders to create more targeted and timely interventions for improving engagement, satisfaction, commitment, and ultimately productivity, retention, customer satisfaction, and financial results”. On the other hand, fear of losing your employees and give them skills that will make them distribute it to other companies will make you fall down to failure, since giving them the attention to accept new perspectives and always support innovation will allow them to be loyal and committed to continue what they started (10 Data-Driven Ways to Improve Employee Engagement, 2020).

Ultimately, Employees should always be recognized and always be appreciated in their workplace that will allow them to be engaged and express their ideas easily without any fear. Therefore, employees’ desire is not only for a good salary and benefits, some organizations work on designing recognition programs to thank employees for their achievements and contributions to the organization (Durrab Hussain et al., 2019), they continued that emphasize the importance of employee recognition to maintain high self-esteem and keep them motivated,

because there is a positive relationship between the organization's recognition of employees and good performance

2.7 Job satisfaction

The drastic change that the world is experiencing is changing the structure of many organizations if not all of them, changing the features of any job will change the level of employee's job satisfaction (Bolli & Pusterla, 2022), as many jobs are relying on their workforce to insure the best quality of work and reach high level of productivity and efficiency (Inuwa, 2016), they continue that dissatisfaction is considered as a big dilemma nowadays, as something unusual being adapted unexpectedly and affect productivity in a negative form. In general, digitalization will change how employees are working, by increasing the level of pressure and sometimes losing their jobs if they are not treated well (Bolli & Pusterla, 2022), because the immediate change is critical in understanding the new technologies, whether in a positive form by decreasing the number of duties or negative form by increasing the level of stress. So, I believe the basic structure in this situation is to change job characteristics and get a lot of communication and collaboration with employees, to share ideas that will enhance engagement and their level of satisfaction, as they have been recognized and taking care of (Haddud & McAllen, 2018), they believe that the level of performance will be increased as long as the level of satisfaction is high, they continue if information is provided and e-communication is available in this era, then it will enhance their level of social communication and their workplace activities. As it always connects employees to interact with each other whether in the same workplace or anywhere around the world. So many studies defined job satisfaction as: "the enjoyable passionate state, resulting in providing confidence as it is aligned with rewards and benefits, as achieving or simplifying the accomplishment of one's job values" (Locke, 1969). As (Inuwa, 2016) sees job satisfaction as a

“mixture of agreeable or disagreeable attitudes from employees”, in addition to (Spector, P.E. (1997), 1997) who demonstrated that job satisfaction applies on “the sensation of any individual centered on their entire job that indicate whether they like it or hate it”. therefore, the concept of job satisfaction is how much employees are overwhelmed that enhances the relationship between employees that leads to high level of job performance and their well-beings (Inuwa, 2016).

Meanwhile, there are many factors in which it can help enhance the ability to understand digitalization and simplify tasks on employees, by increasing the level of excitement at work for example financial packages, decrease the quantity of uninteresting work and provide new activities that will enhance productivity, working conditions by increasing independency of work and making work much easier by simplifying the tasks with employees that have difficulties in understanding and ensure flexibility through team work, as simplifying the way of adapting data through archive as much easier to obtain and improves quality of work (Bolli & Pusterla, 2022; Inuwa, 2016). Nevertheless, managers should always consider employees satisfaction and dissatisfaction in order to ensure balance and anticipate the consequences if something will come up (Aziri, 2011), as managers should be aware that their employees might not quit their jobs, however it might reduce their level of performance and slow the road to reach their anticipated goals, as job satisfaction is considered one of the main factor in which affects employees feelings in universities and its absence and lack of consideration require difficulties which lead to low level of performance. Many studies showed how much universities requires digitalization as a positive link within increasing job satisfaction, however there’s few of the population that might be sophisticated in dealing with digitalization tools and its concepts, and this can be enhanced through managers and HR departments in which they can support their employees, provide training programs and enhance team work in which they can do their job well and reach their goals.

HR managers should always provide trust and confidence by measuring their employees level of satisfaction through 7-point Likert scale questionnaire by (Locke, 1969) and also used as a measurement in the research, studied to measure Palestinian universities academic and administrative employees as the old generation are always worried to be replaced by technology or lose their job, especially if they are not trained well and this will provide undesirable place to work at (Inuwa, 2016).

Many studies conducted that digitalization is completely affecting job satisfaction if it's well managed (Bolli & Pusterla, 2022), that does not deny the fear of losing or negatively affecting their satisfaction, however the role has to be leaded by human resources and managers, which in my opinion should be designed with the annual strategy of educational institutions. (Inuwa, 2016) mentioned that “the wisdom of a satisfied employee is a pleased employee and a pleased employee is an effective and working employee”. As many studies denied the idea of having a high level of job satisfaction will increase the level of job performance, as they did a lot of researches and correlations which ended up having a positive relationship between job satisfaction and job performance.

2.8 Employee's well-being and their intention to leave

The radical change in any institution comes with many consequences that might be suitable or not, especially if it's related to employee's emotions (Benko & Anderson, 2010). Employee engagement within the change is very important since it provides 20% of high performance for the institution, and benefit the workforce in how to adapt new approaches easily without suffer emotionally (Winasis et al., 2020)? Organizations and specifically universities should always be prepared for any change, by restructuring their strategy, to avoid the atmosphere

of unsupportive workplace, internal stress within the employees and work overload, that will add many emotional conditions that will affect individuals work skills, and physical health.

Employee's attitudes should always be controlled, since their behaviors affects the customers of their company (Karatepe et al., 2006), this can be defined through how much managers have to put effort in their employee's development process, as to make them sense the change and enjoy the competition that is arising through the globe, this will increase their performance and job satisfaction, HRM team have to anticipate the needs of their employees by providing communication tools to discover the talents, deliver knowledge and develop their job capacities and digital skills (Fedorova et al., 2019) besides using survey and questionnaire demonstrated by Winasis et al. 2020, since human resource management is a procedure that manage a lot of complications in the work space to enhance the ability to assist organizational activities in order to accomplish the planned objectives (Soelton & Atnani, 2018). Otherwise, the work atmosphere within universities will lead to stress, depression and the outcome from a failure will be the reason for more stress, especially when not providing these programs and have vagueness information concerning a task (Winasis et al., 2020).

Employee's stress and frustrations are one of the factors that leads to enhance **Turnover Intentions**. Since it has been acknowledged globally as one of the major complications especially in the educational system (Räsänen et al., 2020), several countries had a general estimation of their teacher's and administrative staff turnover rate scope from 13% to 15% annually (Ingersoll, 2001; Räsänen et al., 2020)

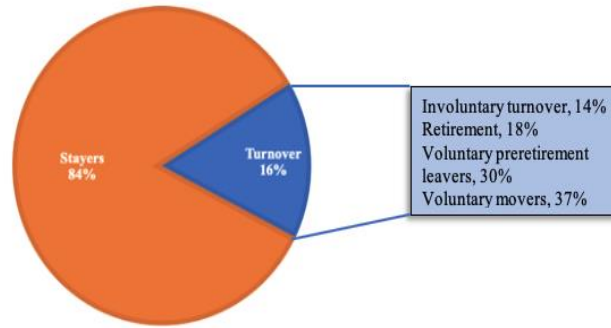


Figure 3. Teacher's Turnover in several countries.

It's really challenging to experience teacher and administrative staff turnover, it leads to a very severe results, it affects the quality of education, and it will turn negatively on students, as well as a problem for the administration for having a significant workforce changes including financial raise for some staff and recruiting new members, besides training new staff to the daily practice to have an engaged workforce and healthy school community (Räsänen et al., 2020) which will be costly in this case for the university or any other institution that faces turnover. They continue that, university staff who feel neglected by their administration are more likely to leave the institution to search for another respecting and supportive administration (Räsänen et al., 2020). As it can be anticipated that there's quite a relationship between stress level and turnover intentions. So, measuring turnover rate can be demonstrated through figure 4.

$$\text{Monthly Turnover \%} = \frac{\text{Employees separated}}{\text{Average number of employees}} \times 100$$

Figure 4. describing how to measure turnover rate.

We can define teacher turnover as “either to area relocation within the teaching career, such as shifting to a new subject to be taught, to migration from one school to another or

to leave the teaching profession” (Räsänen et al., 2020). (Soelton & Atnani, 2018) defined turnover as: a solid appearance of leaving the institution voluntarily which affect the company’s rank and the productivity in general, they continue that turnover is the amount of employee’s drifting into a new job and leave the company. In addition, (Costan et al., 2022) defined turnover as “awareness and purposeful desire to quit the job”. Turnover intentions are “the sensible will to leave the organization, for the purpose to seek another fitting job that encounter the desire of an employee” (Emiroğlu et al., 2015) others demonstrated that turnover is leaving the workplace for the near future.

Meanwhile, there are many factors that lead employees to take the turnover decision as shown in figure 5, as many employees sense a lack of professional and administrative commitment to the job and workload especially for employees who are not familiar with tasks and follow-ups (Räsänen et al., 2020), they continue those salaries has a huge impact on whether they want to stay or leave the job, working under pressure is one of the main reasons that makes an employee think to leave the job (Buchanan, 2010). For developmental tasks, administration should be aware of providing training and clear clarification for employees, on how new tasks should be performed, especially in educational system, otherwise not knowing the new innovations and be aware of the continuing change as a teacher will definitely lead to stress, inefficacy in their tasks with low productivity which at the end lead to turnover (Räsänen et al., 2020). Nonetheless, in developed countries they have more opportunities if they seek to leave the job, due to the large number of jobs offers, unlike developing countries, teachers are stuck with stress and workload tasks, since they have few, job offers (Soelton & Atnani, 2018).

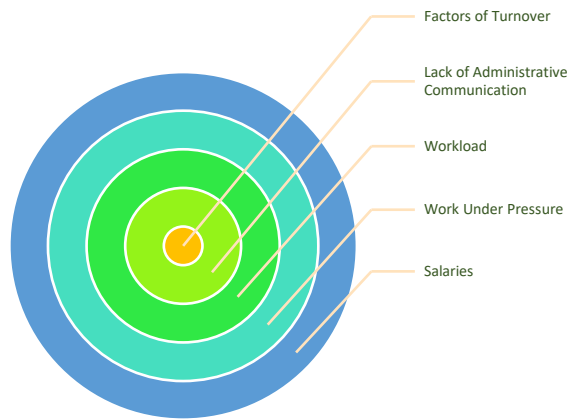


Figure 5. Reasons for high turnover rate

Technology is now familiar in the modern society and as mentioned before companies and many institutions are now drifting to adopt technology, as the main feature of their work. However, no body was expecting to drift quickly after the pandemic of COVID-19, as it built emotional exhaustion, tension, depersonalization disorder and low personal achievement, especially in the teaching process and to whom who are not familiar with technology at all, which at the end lead to a high risk of turnover which impacted 60% of the world's student population (Costan et al., 2022; Räsänen et al., 2020). Nevertheless, people who are familiar with this kind of change they will have more freedom to use alternative activities and time through innovative forms that will satisfy the students and teachers as well, this developmental phase has to be supported by administration and providing learning domains and combining technology with everyday work as a main strategy to achieve sustainability (Costan et al., 2022). Besides, acceptancy to digitalization come from the organizational culture for innovation and sharing the idea of adapting new methods to help them be involved in the creation of new approaches for the company that should be reinforced from human resources management, that have to design a working environment considering how their employees are receiving information and avoid technostress which is defined as: "The psychological outcomes reduces the ability to deal with computers and

technology used at work” which can depressingly affect employee performance by affecting their well-being and job satisfaction (Bolli & Pusterla, 2022). On the other hand, one of the main reasons that might lead to work stress is to lack knowledge of the new innovative programs and stick only to old methods, like dealing with a great amount of data, organizing employees’ feedback through online programs etc. since this have to be prepared and structured in any strategy that need a lot of training from employees provided by HRM, which leads to find the right person to the right job, that will definitely lead to stress, since they will be afraid to be replaced by technology or other high skilled candidates (Emiroğlu et al., 2015; Fedorova et al., 2019), especially with digital natives who are “the individual that grew up familiar with digital technology” (Costan et al., 2022). However, (Winasis et al., 2020), demonstrated that, this kind of stress can be positive in creating motivative activities within employees to work hard and meet the expectation of their employers, as self-efficacy teachers are more likely to build educational strategy, which will reduce burnout and stress level and increase their level of satisfaction (Costan et al., 2022).

On the other hand, digitalization has proven to many researchers that many employees’ well-being has been increased, to what they call it “the work life balance”, since digitalization provided working from home as employees work profession and their personal life, for working mother or father who have hard time managing their work (Fedorova et al., 2019). The idea is to have employees prepared for any kind of change, by communicating with them and see where they stand so managers can see their intentions whether they are stressed, depressed or they want to quit their job, particularly when stress is allied with the cause of turnover, absenteeism and physically unstable (Luo, 1999), As shown in figure 6:



Figure 6. Stress allied with several variables that increases turnover rate.

So, many expertise said that in order to avoid stress and ensure human well-being, they have to enhance and empower human resource management to ensure motivation, reduce stress and turnovers (Winasis et al., 2020). Which many studies demonstrated that work stress has a significant influence on employee performance. Many assumes that turnover is related to salary, which is completely true, nonetheless work pressure and stress with unengaged employee will also have the result for turnover, since lack of communication, employees not related to company culture, will definitely impact organizational productivity, many expertise studied that lack of communication and discuss any organizational or structural change with employees will reduce loyalty and employee's commitment to a job. Studies showed that turnover is divided into voluntary employees' decision or involuntary turnovers that employer interfere with.

According to the study we can assume that turnover rate increases when it's related to low job satisfaction and low wages, which is linked with high or low commitment and job performance, therefore, digitalization as an external condition, changed the organizational structures that is affecting the internal factor related to employee skills and education, whether in a positive or negative form (Emiroğlu et al., 2015).

Eventually, HR managers within universities should be aware of how their employees of accepting the change, by interacting with them, share ideas and prepare them with any kind of change, to avoid any resistance or work depression (Høyrup, 2012), they continue that manager has to ensure their employees effectivity by making them participate in their one of the best innovative processes. (Brandi & Hasse, 2012), demonstrated that employees should feel that they are the future opportunity for their company that enhances collaboration and communication within the company. (Donati & Archer, 2015) continued that empowers employee with positive atmosphere by having godfathers and godmothers from local or international universities to act like mentors in the process, which enhances the ability to collaborate with foreign managers by designing workshops that supports their employees to enhance their skills and influence their choice and responsibilities.

Chapter 3

Methodology

3.1 Introduction

This chapter presents the methodology that was used in the preparation of this study in terms of the study instruments, the population of the study, the study sample, the statistical analysis. The correlation quantitative method was used in this study.

3.2 Research design

The study started in October 2022. Literature review was accomplished at the end of May 2023. Testing of validity, questionnaire and data collection were finalized at the end of June 2023.

Data analysis, discussion, conclusion and recommendation were completed at the end of August 2023.

3.3 Framework of the Research Methodology

3.3.1 Design of the study

The research procedures started by identifying the problems mentioned in Chapter 1, as the identification was concerned for describing the theory that reinforce the establishment in variables, in addition to the arrangement of techniques in collecting data, and instruments for defining statistical testing methods. The structure will be referred to private Palestinian Universities, processed to analyze digital transformation on employee performance and their turnover intention, the study will be measuring the idea of adapting the use of e-HRM in these universities and confirm reliability.

The researcher used the quantitative approach, as to investigate and examine the relationship of digitalization on employee performance and their turnover intention as an explanatory research. Using a questionnaire survey technique, considering the population of academic and administrative employees as a primary data. To ensure the validity of the questionnaire, it would be presented to four private Palestinian universities presented to administrative and academic staff. The questionnaire will be presented for the employees by email or receive them in person. There were difficulties in collecting the data and receive responses from several universities, which made the researcher minimize the sample in to four private universities. A stratified sampling-probability sampling method-was used as a method of sampling dividing the population into subpopulations.

The research obtained a secondary data from several publications, such as books, journals, thesis and published articles. As employee performance and turnover intentions and the support of mediating variables had showed more concerns at global level, according to literature review, as it discussed also the way of measuring the performance and turnover intentions including the mediating variables.

Measuring employee performance is very important within the rapid digital transformation, since employees are the main target for organizational improvement and successfulness, as managers have to adapt some tools to measure the level of employee performance, as (Stikic et al., 2011) by gathering feedbacks through peers, stakeholders, including managers, and how employees can complete a task regularly with high work quality and regular attendance, using a software tools to enhance their level of practice and ensure high performance. In addition, (Skelton et al., 2020) identified measuring turnover intention by identifying the number of times that employees leave the company in a given period of time separated by the

number of employees who left by the average number of employees then multiplying by 100 as shown in the figure 4.

Table 1. requires the measurements for thesis variables.

Variables	Measurements	References
Employee Performance	360 performance review (complete task with high quality) Peer review	Stikic et al.2011
Turnover Intention	Monthly Turnover % = (Employee Separated/ Average number of employee) *100	Skelton et al. 2020
Employee Engagement	Survey and feedbacks	Hajjami & Crocco, 2023
Job Satisfaction	Questionnaire and survey 7-point Likert scale	Locke, 1969
Work Stress	1–5-point Likert scale	Winasis et al. 2020

Literature review were all agreeing on the way of measuring the mediating variables mentioned in this study, as according to (Hajjami & Crocco,2023) employee engagement is measured using survey and hearing feedbacks from employees, as managers should always get into consideration the feeling of their employees, as Locke, 1969 mentioned the questionnaire and survey of 7 point Likert-scale in measuring job satisfaction, at the end work stress is measured using 1-5 point likert scale according to Winasis et al, 2020.

3.3.2 Research Location

The research was established at four Private Palestinian universities. The questionnaire was distributed within administrative and academic employees by getting

permission from the HR department to get the information needed for the researcher. As using email providing precise information for the workforce about the questionnaire and inform that there will be confidentiality and honesty in collecting data by the researcher, as the sample will be considered for academic and administrative employees in the following universities: Arab American university, Alahleyah Palestine university, Dar-alkalimah University and Al zaytouna University. Nevertheless, there will be a possibility to distribute 100 questionnaires by papers, since one of the universities are not responding by emails, as well as the researcher didn't get the quite number of the population that will support my study by google form.

3.4 The study instrument

The researcher intended to examine the impact of digitalization on employee performance and their turnover intention in private Palestinian universities. Achieving this goal is by using questionnaire technique for data collection using google form in which all related study variables were considered, and its validity and reliability were confirmed. Whereas the questionnaire is divided into two sections:

Part 1: Demographic Data

Table 2. Demographic data

Gender
Marital Status
Age
Educational Completion
Income Level
University Name

Position identification for academic and administrative employees.

Part 2: The impact of digitalization on employee performance and their turnover rate in Palestinian private Universities.

This part describes all main variables of the study (whether are independent, dependent and mediating) as it's divided into six parts, measuring employee performance and turnover intentions to descriptively analyze the data of each factor, distributed using 100 questionnaire applications to a population size of all employees at the time of data collection, from numbers of Palestinian private universities as they carry out digitalization as an important aspect for education as following:

Table 3. Research variables

1. Digitalization.
2. Employee Engagement.
3. Job Satisfaction.
4. Work stress.
5. Employee Performance.
6. Turnover Intentions.

3.5 Target Population/ Sampling Frame

The population in this study were all academic and administrative employees in Palestinian private universities, including high management and general directors which consisted of an estimated number around 3000-4000 employees from academic and administrative staff.

3.6 The sample of the study

Employees from all categories are selected through Stratified Sample technique, as it divides the population into similar sub-group, and then use probability sampling method as simple random sampling technique permitting the researcher to estimate statistical procedures for each sub-group. This technique of stratified sampling is used only to ensure a proper sampling for the group, and avoid bias as shown in figure 7:

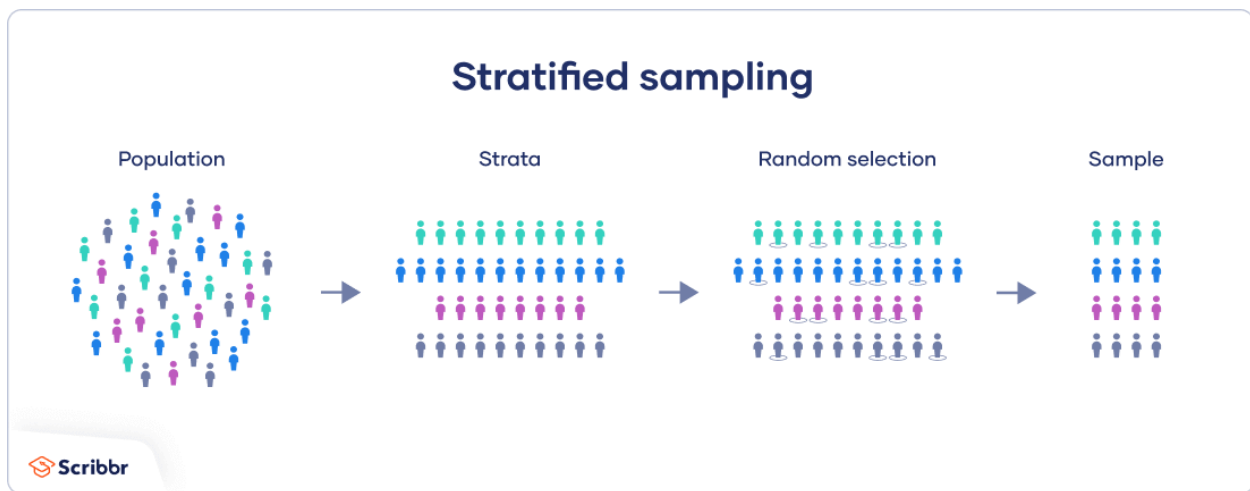


Figure 7. Stratified Sampling Technique.

3.7 Sample Description

The total number of respondents who answered the questionnaire were 207 employees representing the sample size of the study.

In this section, the characteristics of the study sample are presented by distributing them according to demographic information.

Gender:

The data show that 59.4% of the sample were males (123 employees) and 40.6% of the samples were females (84 employees).

Table 4. Distribution of the study sample by gender:

Gender	Frequency	Percentage
Male	123	59.4%
Female	84	40.6%
Total	207	100

Marital Status:

The results shows that 54 are married (26.1%), 149 of the sample are single (72%) and 4 samples selected others for their marital status (1.9%).

Table 5. Distribution of the sample by Marital Status

Marital Status	Frequency	Percentage
Married	54	26.1%
Single	149	72%
Others	4	1.9%
Total	207	100

Educational level:

The results indicated that 3 of the sample completed high school (1.4%), 1 sample completed vocational training (.5%), 3 samples have their intermediate diploma (1.4%), 2

samples completed their higher diploma (1.0%), 48 of the sample have their BA degree (23.2%), as 78 of the sample have their MA degree (37.7%), and 72 of the sample have their PhD degree (34.8%).

Table 6. Distribution of the sample by educational level:

Educational level	Frequency	Percentage
High school	3	1.4%
Vocational Training	1	.5%
Intermediate diploma	3	1.4%
Higher Diploma	2	1.0%
BA Degree	48	23.2%
MA Degree	78	37.7%
PhD Degree	72	34.8%
Total:	207	100

Age:

The data show that 37 employees were between the age of 20-29 years old (17.9%), 65 were between 30-39 years old (31.4%), 56 employees were between the age of 40-49 years old (27.1%), 43 employees were between the age of 50-59 years old (20.8%), and 6 employees were between the age of 60-69 years old (2.9%).

Table 7. Distribution of the study sample by age:

Age	Frequency	Percentage
20-29	37	17.9%
30-39	65	31.4%
40-49	56	27.1%
50-59	43	20.8%
60-69	6	2.9%
Total:	207	100

Job Type:

The data show that 163 of the sample work Full time (78.7%), and 44 of the sample works as part time employees (21.3%).

Table 8. Distribution of the sample by Job Type

Job Type	Frequency	Percentage
Full Time	163	78.7%
Part time	44	21.3%
Total	207	100

Income level:

The data show that 16 of the sample get Less than 500 JD (7.7%), 43 of the samples get 500 and less than 900JD (20.8%), 70 of the sample get 900 and less than 1300 JD (33.8%), and 78 of the sample get more than 1300JD (37.7%).

Table 9. Distribution of the sample by income level

Income Level	Frequency	Percentage
Less than 500 JD	16	7.7%
500 and less than 900 JD	43	20.8%
900 and less than 1300 JD	70	33.8%
More than 1300 JD	78	37.7%
Total	207	100

University name:

The data show that 90 of the sample are from Arab American university (43.5%), 78 of the sample are from Alahlyiah Palestine university (37.7%), 33 of the sample are from Dar-alkalima University (15.9%), and 6 of the sample are from Al-Zaytouna University (2.9%).

Table 10. Distribution of the sample by the name of the University

University	Frequency	Percentage
Arab American University	90	43.5%

Alahlyiah Palestine University	78	37.7%
Dar-Alkalimah University	33	15.9%
AlZaytouna University	6	2.9%
Total	207	100

Mobile Usage:

The data shows that 122 of the sample are Academic Staff (58.9%), and 85 of the sample are Administrative Staff (41.1%).

Table 11. Distribution of the sample by Mobile usage:

Mobile Usage	Frequency	Percentage
Academic staff	122	58.9%
Administrative staff	85	41.1%
Total	207	100

3.8 Data Collection:

The data collection was carried out using google form questionnaire of 43 questions, designed to collect data from websites that are applicable, adaptable and have enhanced the data collection and managing the procedure, in order to enhance the idea to understand the impact of digitalization on employee's performance and their intention for turnover using a measurement through 7-point Likert scale that has been developed by (Cammann et al., 1979), since the highest value is 7 and the lowest is 1 the interval length will be as follow:

$$\frac{\text{max}V - \text{Min} V}{\text{number of intervals}} = \frac{7 - 1}{3} = \frac{6}{3} = 2$$

Therefore, if the mean between 1 and 3, it will be considered as low, if the mean between 3,01 and 5, it will be considered as medium, and if the mean between 5,01 and 7, it will be considered as high.

3.9 Assessing the validity of a Questionnaire

The researcher measured the validity of the questionnaire content, by presenting it to specialists, performing a confirmatory factor analysis, convergent validity was evaluated by means of the factor loading of the indicator. The researcher improved the questionnaire and formulated it in its final form, to ensure its validity.

3.10 Assessing Questionnaire reliability

The researcher assessed the reliability and stability of the scale used in the questionnaire by using Cronbach's Alpha indicator, and the study used average variance extracted (AVE) and composite reliability (C.R.) to measure the scale's reliability. It was calculated for the main parts of the questionnaire, the values of the internal consistency of Cronbach's Alpha shown in this table 12.

Table 12. Cronbach Alpha.

Variables	Cronbach's Alpha
Digitalization	0.985
Employee Engagement	0.983
Job Satisfaction	0.972
Work Stress	0.968
Employee Performance	0.981
Turnover Intention	0.958

3.11 Data Analysis:

Data analysis was carried out for all stages of preparing the study through procedures, the data were processed, and analyzed using structural equation models analysis generated through tables, graphs, for representing the results of the researcher analysis as followed:

1. Using means and standard deviations for each variable to indicated the results of each variable
2. Using Cronbach alpha indicators, composite reliability and average variance extracted, generated through tables and models.
3. To interpret the results, the following scale was used to for the mean:

Likert scale	Degree
Strongly Agree	1
Agree	2
To some level I agree	3
Neutral	4

To some level I disagree		5
Disagree		6
Strongly Disagree	=	7

Mean	Degree of Agreeing			
Between 1 and 3	=	Low	=	L
Between 3,01 and 5	=	Medium	=	M
Between 5,01 and 7	=	High	=	H

4. To test the alternative hypothesis (accept the positive relationship or reject them) the researcher used structural equation model to insure the study of the hypothesis.

Measuring the variables and talk about them (go back to presentation) and see more about the employee performance.

Chapter 4

Data Analysis

This chapter will identify the demographic and the variables descriptive statistics using structural equation model with many other model equations to ensure the relationship between the variables and ensure the research reliability and validity for the study.

The table below shows the demographic statistical results of participants characteristics:

4.1 Descriptive statistics

Table 13: Descriptive statistics of participant characteristics

Item	Frequency	Percentage (%)
Sex		
Male	123	59.4
Female	84	40.6
Marital Status		
Married	54	26.1
Single	149	72
Others	4	1.9
Education level		
High school	3	1.4
Vocational Training	1	.5
Intermediate Diploma	3	1.4
Higher Diploma	2	1.0
BA Degree	48	23.2

MA Degree	78	37.7
PhD Degree	72	34.8
Age		
20-29	37	17.9
30-39	65	31.4
40-49	56	27.1
50-59	43	20.8
60-69	6	2.9
Job type		
Full Time	163	78.7
Part-Time	44	21.3
income		
Less than 500JD	16	7.7
500 and less than 900 JD	43	20.8
900 and less than 1300JD	70	33.8
More than 1300 JD	78	37.7
university		
Arab American University	90	43.5
Alahlyiah Palestine University	78	37.7
Dar-Alkalimah University	33	15.9
Alzaytouna University	6	2.9
Mobile Usage		
Academic Staff	122	58.9
Administrative Staff	85	41.1

4.2 Results of the study

This section reviews the analysis of the data to identify the most prominent results that were reached by analysing its items, and testing the relationships between the study variables represented by the independent variable, which is digitization, mediating variables: Employee Engagement, job satisfaction, and work stress, and dependent variables: employee performance and turnover intention.

- Results of the study questions

In this section, we will answer the study questions. This study will create three categories to classify the means (low, medium, and high). Since the highest value is 7, the lowest value is 1, the interval length will be as follow:

$$\frac{\text{max}V - \text{Min}V}{\text{number of intervals}} = \frac{7 - 1}{3} = \frac{6}{3} = 2$$

Therefore, if the mean between 1 and 3, it will be considered as low, if the mean between 3,01 and 5, it will be considered as medium, and if the mean between 5,01 and 7, it will be considered as high.

Table 14: means and standard deviation of digitization in the study population.

	Item	Mean	Std. Deviation		Rank
DG1	I would find digitalization useful in my job.	2.483	1.6775	low	13
DG2	Digitalization enables me to accomplish tasks more quickly.	2.551	1.6028	low	12
DG3	Using digital technologies improves my speed of response in work.	2.667	1.6866	low	7
DG4	I would find digital technologies easy to use.	2.986	1.6561	low	1
DG5	Learning to operate the digital technologies is easy for me.	2.734	1.6076	low	4
DG6	I have the knowledge necessary to use the digital technologies	2.570	1.5371	low	11

DG7	It would be easy for me to become proficient in the use of digital technologies.	2.667	1.6634	low	7
DG8	Learning how to operate digital technologies is easy for me.	2.643	1.6569	low	10
DG9	I have technological knowledge and resources to do my job well.	2.647	1.5754	low	9
DG10	My colleagues are affected positively using digital technology in the work environment.	2.729	1.6588	low	5
DG11	I have the resources to use digital technologies.	2.787	1.6230	low	3
DG12	Digital technologies are compatible with other tools to practice.	2.923	1.6052	low	2
DG13	A specific person or group is available to facilitate my experience with digital technologies.	2.705	1.6086	low	6
DG14	In general, the organization has supported digitalization in the workplace.	2.652	1.6793	low	8
digitization	207	2.6960	1.49532	low	

Table 14. illustrates mean, standard deviation, and rank for digitization items.

Results indicate that respondents perceive a low implementation of digitization ($M=2.696$, $SD=1.495$). item 4 (“digitization enhances my opportunity to get promoted”) has the highest mean ($M=2.986$, $SD=1.656$), which means that respondents do not perceive digitization as a mean to advance their career. On the other hand, item 1 (“digitization is useful in my work place”) has the lowest mean ($M=2.483$, $SD=1.6775$). which means that respondents perceive little benefit of the current digitization tools and processes.

Table 15: means and standard deviation of Employee Engagement in the study population.

	item	Mean	Std. Deviation		Rank
EE1	At my work, I feel bursting with energy.	2.768	1.6705	low	2
EE2	At my job, I feel strong and vigorous	2.662	1.6957	low	5
EE3	When I get up in the morning, I feel like going to work.	2.676	1.7142	low	4
EE4	My job inspires me.	2.652	1.6880	low	6
EE5	I am enthusiastic about my job.	2.551	1.7281	low	7

EE6	I am enthusiastic about my job.	2.715	1.6926	low	3
EE7	There is a positive interaction between my colleagues and my organization in which I work through social networking sites.	2.773	1.7325	low	1
EE8	I feel loyal to my organization and to defend it in all forums.	2.531	1.8163	low	8
employee engagement		2.6661	1.62411	low	

Table 15. illustrates mean, standard deviation, and rank for Employee Engagement items. Results indicate that respondents illustrate low engagement (M=2.773, SD=1.7325). item 7 (“There is a positive interaction between my colleagues and my organization in which I work through social networking sites.”) has the highest mean (M=2.986, SD=1.656), which means that social media does not play a vital role in interaction among the employees. On the other hand, item 8 (“I feel loyal to my organization and to defend it in all forums.”) has the lowest mean (M=2.531, SD=1.8163). which means that respondents have a low commitment to their organization.

Table 16: means and standard deviation of job satisfaction in the study population.

	Item	Mean	Std. Deviation		Rank
JS1	Generally, I am satisfied with my job.	2.609	1.6971	low	5
JS2	I find my job very interesting.	2.623	1.7047	low	4
JS3	My current job meets my expectations.	2.836	1.6728	low	2
JS4	My current job is pleasant.	2.894	1.6512	low	1
JS5	I am satisfied with my salary and incentives.	2.894	1.7147	low	1
JS6	I am satisfied with my current position.	2.691	1.7657	low	3
job satisfaction		2.7576	1.59334	low	

Table 16. illustrates mean, standard deviation, and rank for job satisfaction items. Results indicate that respondents illustrate low job satisfaction (M=2.773, SD=1.7325). item 4 (“My current job is pleasant.”) and item 5 “I am satisfied with my salary and incentives.” have the

highest mean ($M=2.894$, $SD=1.6512$ & 1.7147 respectively), which means that respondents do not have a good feeling about their jobs, neither their salary, sometimes this means that employees do not feel that salary reward their effort neither competitive. On the other hand, item 1 (“Generally, I am satisfied with my job.”) has the lowest mean ($M=2.531$, $SD=1.8163$). which means that respondent's overall assessment of job satisfaction is very low, which confirm the result of the total dimension.

Table 17: means and standard deviation of work stress in the study population.

	item	Mean	Std. Deviation		rank
WS1	I have too much workload and stress on me.	5.130	1.9176	high	5
WS2	Work-related frustrations reduced the performance level.	5.266	1.8570	high	4
WS3	Do you think your work can affect your health?	5.440	1.8394	high	1
WS4	I have too little time in which to do what is expected of me.	5.367	1.8356	high	3
WS5	Do you think management performs some activities in order to reduce the stress level of employees?	5.391	1.9021	high	2
work stress		5.3188	1.76095	high	

Table 17 illustrate mean, standard deviation, and rank for work stress items.

Results indicate that respondents illustrate a high work stress ($M=5.3188$, $SD=1.76095$). item 3 (“Do you think your work can affect your health?”) has the highest mean ($M=5.440$, $SD=1.8394$), which means that respondents believe that the stress in the work has a negative effect on their health. On the other hand, item 1 (“I have too much workload and stress on me.”) has the lowest mean ($M=2.531$, $SD=1.8163$). which means that respondents believe that the workload is the least factor that cause work stress, it seems that other issues in the work, such as relationship with managers or coworkers may be the source of stress.

Table 18: means and standard deviation of Employee performance in the study population.

	N	Mean	Std. Deviation		rank
EP1	I understand the criteria for the performance review of my organization.	2.787	1.5928	low	1
EP2	I understand my job and how to carry it out.	2.594	1.6604	low	3
EP3	I am able to resolve unexpected schedules on time.	2.488	1.7373	low	5
EP4	I maintain good record of attendance in this organization.	2.594	1.7037	low	3
EP5	I can carry out assigned duties effectively and efficiently.	2.705	1.6562	low	2
EP6	I am very conversant with the standard operating procedure of my job.	2.440	1.8421	low	6
EP7	My performance evaluations are considered positive by my supervisor.	2.580	1.8201	low	4
Employee performance		2.5983	1.62747	low	

Table 18 illustrate mean, standard deviation, and rank for Employee performance items. Results indicate that respondents illustrate low performance ($M=2.5983$, $SD=1.62747$). item 1 (“I understand the criteria for the performance review of my organization”) has the highest mean ($M=2.787$, $SD=1.5928$), which means that although performance standard is the clearest item, it still very low. On the other hand, item 6 (“I am very conversant with the standard operating procedure of my job.”) has the lowest mean ($M=2.440$, $SD=1.8421$). which means that respondents have an ambiguity with the procedures which they operate according to, most likely operating procedures are not well published or discussed.

Table 19: means and standard deviation of Employee turnover intention in the study population.

	item	Mean	Std. Deviation		rank
TI1	I often think about leaving this job.	5.386	1.8263	high	3
TI2	It would not take much to make me leave this job.	5.575	1.7245	high	2
TI3	I will probably be looking for another job soon.	5.614	1.9794	high	1
Turnover		5.5250	1.77399		

Table 19 illustrate mean, standard deviation, and rank for Employee turnover intention items. Results indicate that respondents illustrate high turnover intention ($M=5.5250$, $SD=1.77399$). item 3 (“I will probably be looking for another job soon.”) has the highest mean ($M=5.614$, $SD=1.9794$), which means that social media plays a vital role in interaction among the employees. On the other hand, item 1 (“I often think about leaving this job.”) has the lowest mean ($M=5.386$, $SD=1.8263$). which means that respondents have a low commitment to their organization.

4.3 Reliability and validity.

First, the study used Cronbach’s α indicator to measure the scales’s reliability, with 0.7 as the reference value (Hair et al., 1995). All the variables obtained very good values where ($\alpha > 0.8$). Second, the study used average variance extracted (AVE) and composite reliability (C.R.). the values obtained exceed the threshold used as a reference at 0.7 and 0.5, respectively, as well as other indicators of overall fit for the measurement model (Bollen, 1989; Hair et al., 1995).

To test the convergent and divergent validity of the scales, a confirmatory factor analysis was performed. In this analysis the items that contributed least to the explanatory power of the model was eliminated ($R^2 > 0.5$). Convergent validity was evaluated by means of the factor loadings of the indicators. According to (Hair, J.F., Hult, G.T.M., Ringle, C., 2016) the loading value must be greater than 0.50. which is true for all loading values of the latent constructs, ($\beta > 0.811$). Consequently, we can say that the latent variables adequately explain the observed variables.

Composite reliability values must be greater than 0.70 to reflect the internal consistency between the indicators (Hair, J.F., Hult, G.T.M., Ringle, C., 2016) The Average

Variance Extracted (AVE) values should be greater than 0.50 to reflect the success of all construct items (Hair, J.F., Hult, G.T.M., Ringle, C., 2016) Table (20) illustrates the values of Cronbach's α , factor loadings, average variance extracted, and composite reliability.

With regard to discriminant validity the variances were found to be significantly different from zero. Moreover, the correlation between each pair of scales did not exceed 0.8.

Table 20: Cronbach's α , factor loading, composite reliability (C.R.), and Average Variance Extracted (AVE)

Variable	Item	Standard coefficient	Cronbach's Alpha	CR	AVE
digitization	q1	0.876	0.985	0.985366	0.828061
	q2	0.89			
	q3	0.929			
	q4	0.935			
	Q5	0.919			
	Q6	0.914			
	Q7	0.932			
	Q8	0.949			
	Q9	0.935			
	Q10	0.902			
	Q11	0.811			
	Q12	0.892			
	Q13	0.926			
	Q14	0.921			
Employee Engagement	Q1	0.912	0.983	0.98318	0.879644
	Q2	0.945			
	Q3	0.94			
	Q4	0.957			
	Q5	0.96			
	Q6	0.936			
	Q7	0.914			
	Q8	0.938			
Job Satisfaction	Q1	0.919	0.972	0.857164	0.972968
	Q2	0.915			

	Q3	0.918			
	Q4	0.935			
	Q5	0.96			
	Q6	0.907			
Work Stress	Q1	0.876	0.968	0.968385	0.859847
	Q2	0.942			
	Q3	0.962			
	Q4	0.96			
	Q5	0.893			
Employee Performance	Q1	0.883	0.981	0.981371	0.8828
	Q2	0.969			
	Q3	0.974			
	Q4	0.952			
	Q5	0.936			
	Q6	0.924			
	Q7	0.936			
Turnover Intention	Q1	0.917	0.958	0.962002	0.894105
	Q2	0.968			
	Q3	0.951			
	q32	0.755			
	q33	0.757			

4.4 Structural equation model

In this section, we show the results of research hypotheses in the literature review using structural equation model (SEM). we choose the maximum likelihood estimation method, and a significance level of 95 percent. The maximum likelihood is preferable in the case of small samples, as opposed to generalized or weighted least squares (West et al., 1995).

The values of the proposed model are consistent with the values established in the literature. Wheaton et al., suggest a ratio of approximately five or less to be reasonable. (Browne, M. W. & Cudeck, 1993) indicates that a value of RMSEA about 0.08 or less would indicate a reasonable error of approximation. Litreture in (Bollen, 1989; Muñoz, 2010) GFI and AGFI > 0.80, CFI and NFI > 0.90 (see Table 21).

Table 21: Goodness-of-fit indicators in the structural model.

Fit indices	Recommended value	Value in the model
CMIN/DF	2 < CMIN/DF < 5	2.164
RFI	> 0.90	.885
NFI	> 0.90	.894
CFI	> 0.90	.940
TLI	> 0.90	.935
IFI	> 0.90	.940
RMSEA	< 0.08	.075

*Notes: CMIN/DF- normal chi-square/ degrees of freedom; RFI - relative fit index; NFI - normed fit index; CFI - comparative goodness of fit; TLI - Tucker-Lewis Index; IFI - incremental fit index; RMSEA - root mean square error of approximation.

4.5 Hypothesis testing

To evaluate the structural model, we analyzed the statistical significance of the structural loads of the different proposed relationships.

Table 22: Results of the hypotheses test

Hypothesis	Effect			Coefficients	S.E.	Sig.	Support
H1a	Dig	→	EP	.360	.140	.015	Yes
H2a	Dig	→	TI	.09	.176	.569	No
H3a	Dig	→	WS	-.806	.069	***	Yes
H4a	Dig	→	EE	.287	.137	.018	Yes
H5a	Dig	→	JS	.947	.054	***	Yes
H1b	WS	→	EP	-.109	.039	.022	Yes
H2b	WS	→	TI	.531	.054	***	Yes
H3b	EE	→	EP	.448	.069	***	Yes
H4b	EE	→	TI	-.226	.081	.002	Yes
H5b	JS	→	EP	.413	.064	***	Yes
H6	JS	→	TI	-.242	.077	.001	Yes

*** Significant at .001

The results of the SEM analysis, as well as the hypotheses results are listed in Table 22, divided into (the relationship between digitalization on all mediating and dependent variables, and the relationship between mediating variables on employee performance and turnover intentions). In addition of Figure 8 Below is the discussion of the hypotheses.

H1a, which proposed a positive relationship between digitization and Employee performance, was confirmed ($\beta = .360$, $p\text{-value} = .015$). Which indicates that digitization stimulates a moderate Employee performance in research population.

H2a, which proposed a positive relationship between digitization and turnover intention, was not confirmed ($\beta = .09$, $p\text{-value} = .569$). Which indicates that digitization does not affect turnover intention in research population.

H4a, which proposed a positive relationship between digitization and Employee Engagement, was confirmed ($\beta = .945$, $p\text{-value} = .018$). Which indicates that digitization stimulates a very strong Employee Engagement in research population.

H5a, which proposed a positive relationship between digitization and job satisfaction, was confirmed ($\beta = .945$, $p\text{-value} = .000$). Which indicates that digitization stimulates a very strong job satisfaction in research population.

H3a, which proposed a negative relationship between digitization and work stress, was confirmed ($\beta = -.806$, $p\text{-value} = .000$). Which indicates that digitization strongly dissimulates work stress in research population.

H3b, which proposed a positive relationship between Employee Engagement and Employee performance, was confirmed ($\beta = .448$, $p\text{-value} = .000$). Which indicates that Employee Engagement stimulates a moderate Employee performance in research population.

H4b, which proposed a negative relationship between Employee Engagement and turnover intention, was confirmed ($\beta = -.226$, $p\text{-value} = .002$). Which indicates that Employee Engagement dissimulates turnover intention in research population.

H5b, which proposed a positive relationship between job satisfaction and Employee performance, was confirmed ($\beta = .413$, $p\text{-value} = ***$). Which indicates that job satisfaction stimulates a moderate Employee performance in research population.

H6, which proposed a negative relationship between job satisfaction and turnover intention, was confirmed ($\beta = -.242$, $p\text{-value} = .001$). Which indicates that job satisfaction dissimulates turnover intention in research population.

H1b, which proposed a negative relationship between work stress and Employee performance, was confirmed ($\beta = -.109$, $p\text{-value} = .022$). Which indicates that work stress dissimulates Employee performance in research population.

H2b, which proposed a positive relationship between work stress and turnover intention, was confirmed ($\beta = .531$, $p\text{-value} = ***$). Which indicates that work stress stimulates a strong turnover intention in research population.

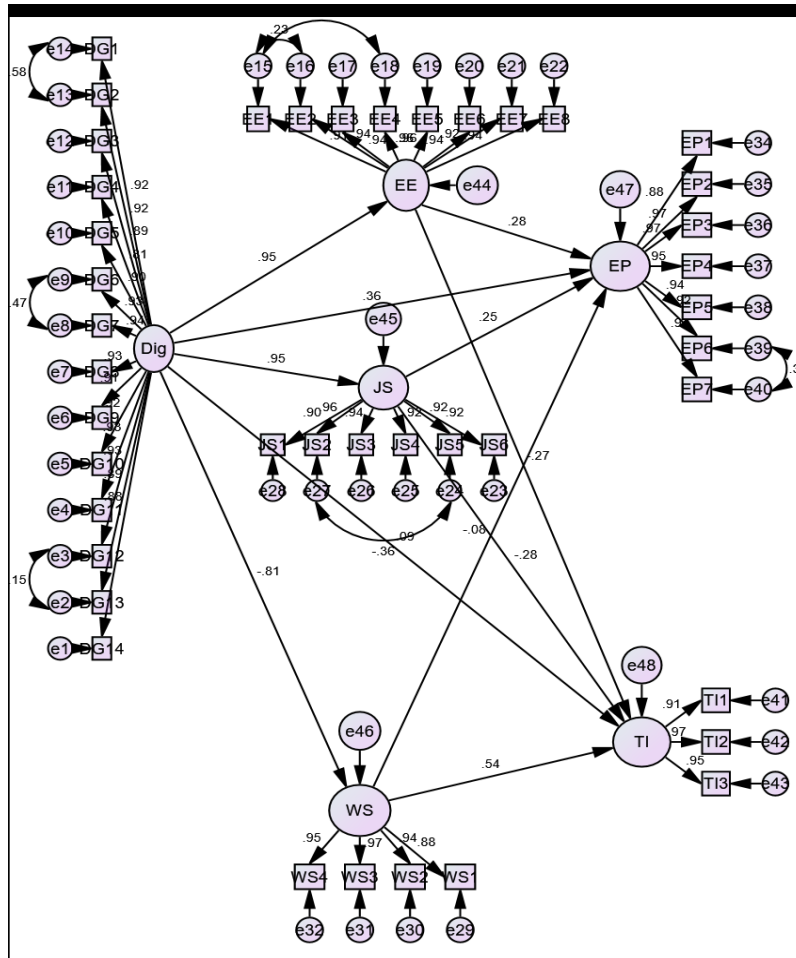


Figure 8: standardized effect of the hypotheses (structured equation modeling).

Dig: digitization, EE: employee engagement, JS: job satisfaction, WS: work stress, EP: employee performance, TI: turnover intention

4.6 Direct, indirect and total effect

Digitization and Employee performance

Digitization has an indirect effect on Employee performance and direct effect.

Therefore, Employee Engagement, job satisfaction, and work stress have a partial mediation role.

Digitization and Employee performance have three mediators (Employee Engagement, job satisfaction, and work stress). “a1” represent path from Digitization to Employee Engagement, and ‘b1’ represent path from Employee engagement to Employee performance). “a2” represent path from Digitization to job satisfaction, and ‘b2’ represent path from job satisfaction to Employee performance. “a3” represent path from Digitization to work stress, and ‘b3’ represent path from work stress to Employee performance ‘c’ represent the direct path from digitization to Employee performance. There are three indirect effects of Digitization on employee performance. Total indirect effect will be the sum of the six paths ($a1*b1+a2*b2+ a3*b3$). Total indirect effect ($=.95*.28+ .95*.25+ -.81* -.08 = 0.27+ 0.24+.07=.58$). since all paths are significant, then total indirect effect is significant. Moreover, the lower bound of bootstrap confidence interval $=.334$ and the upper bound of bootstrap confidence interval $=.857$. Since zero does not belong to the upper and lower limit interval we conclude that the indirect effect of Digitization to Employee performance is significant.

Total effect of digitization on employee performance is the sum of direct effect (c’) and indirect effect. Therefore, total effect of digitization on employee performance is $.36 + .58=.94$. The lower bound of bootstrap confidence interval $=.878$ and the upper bound of bootstrap confidence interval $=.995$. Since zero does not belong to the upper and lower limit interval we conclude that the total effect of Digitization on Employee performance is significant.

Digitization and turnover intention

Digitization has an indirect effect on Turnover intention and no direct effect. Therefore, Employee Engagement, job satisfaction, and work stress have a full mediation role. Digitization and Turnover intention have three mediators (employee engagement, job satisfaction, and work stress). “a1” represent path from Digitization to Employee Engagement, and ‘b1’

represent path from Employee engagement to turnover intention). “a2” represent path from Digitization to job satisfaction, and ‘b2’ represent path from job satisfaction to turnover intention. “a3” represent path from Digitization to work stress, and ‘b3’ represent path from work stress to turnover intention. c’ represent the direct path from digitization to turnover intention. There are three indirect effects of Digitization on Turnover intention. Total indirect effect will be the sum of the three paths ($a1*b1+a2*b2+ a1*c*b2$). Total indirect effect= $(.95* -.27 +.95* -.28+ -.81*.54= -.26+ -.27+ -.44= -0.97)$. The lower bound of bootstrap confidence interval of indirect effect = -1.174 and the upper bound of bootstrap confidence interval = $-.753$. Since zero does not belong to the upper and lower limit interval we conclude that the indirect effect of Digitization to Turnover intention is significant. the direct effect of digitization on turnover intention is insignificant (upper bound= $.312$, lower bound= $-.122$). Since zero belongs to the upper and lower limit interval we conclude that the direct effect of digitization on Turnover intention is insignificant. Total effect, therefore, is the indirect effect.

Chapter 5

Discussion, recommendation and conclusion

5.1 Discussion

The present research and literatures reveal how can digitalization affect employee's performance and their intention to leave the job? In this study the researcher tried to observe employee's awareness toward digitalization and how it impacts their level of performance and their turnover intentions toward private Palestinian universities. As shown in figure (8), it really indicated a massive relationship among the variables and it's relationship between employees performance and turnover intention, with some of negative and unconfirmed relationship, it indicates that those variables cannot be separated in any study, since each variable has a connection in performing a result of a study and ensure validity and reliability of a research.

The data analysis indicates digitalization has an indirect effect on employee performance and a direct effect, as employee engagement, job satisfaction, and work stress have a partial mediating role. Therefore, (Jayabalan et al., 2021) study showed a positive confirmation of the relationship mentioning that organizations who created an e-learning system and provide digital tools will definitely ensure employees practice and be responsible of their high level of performance.

However, the research should have shown that digitalization will have a serious impact on employees' turnover intention, as this theory was not confirmed, since the results showed that digitalization has an indirect effect on turnover intention and no direct effect with the help of the 3 mediating variables, in contrary of what (Räsänen et al., 2020) demonstrated in their studies that lack of innovative development will lead to stress, inefficiency in their tasks with low

productivity and lead to turnover. Furthermore, any change can affect the way people reacts and adapt to it, as the digital transformation is spreading in a massive form and affecting every single detail in humans public or private life, as the results showed how employee engagement is really affected by digitalization, by the reliability and validity of the study, as it confirmed by (Burnett & Lisk, 2019) that organizations are already targeting engagement, commitment and satisfaction through the use of technology and reach high innovation in institutions, as (Bolli & Pusterla, 2022) conducted that digitalization is completely affecting job satisfaction if it's well managed, and the results showed that employees satisfaction in these universities were affected by digitalization and as it's inspired with a strong job satisfaction.

Academic and administrative employees showed a great results concerning the relationship between digitalization and stress, as (Fedorova et al., 2019) confirmed that reducing stress is completely positive through the knowledge of innovative and technological aspects, however our study showed a contrary result, as it proposed a negative relationship between digitalization and work stress, as the research indicates that this result is usual, since they are not quite familiar with technology use, and they feel relived not using it in their work, so it showed a negative impact as it results of not using technology very noticeably.

There's always a connection between employee engagement and their level of performance as the results ensured that there's a positive relationship between employee engagement and employee performance, which confirmed by (Winasis et al., 2020) demonstrations on how employee engagement is very important, as it provides 20% of high performance for the institution and benefit the workforce. Employees turnover rate is very sensitive for any institution, as it changes the work environment and for sure it's very costly for managers to retain or bring new talents to the workplace, besides of being aware to preserve their

employees however, the study showed that a negative relationship was confirmed between employee engagement and turnover intention which can be a great step for universities to preserve and ensure the presence of their employees, as Gallup, 2023 confirmed the verification of employee engagement Affecting productivity and reduce turnover rate as employee satisfaction, wellness and safety are improved.

(Haddud & McAllen, 2018) confirmed that the level of performance will be increased as long as the level of satisfaction is high, which was confirmed in our study as a positive relationship that indicates no performance is high without an employee working with loving spirit, but it showed a negative relationship between job satisfaction and turnover, since it does not affect employees in a way to leave the job. Nevertheless, studies showed that work stress has a significance influence on employee performance, (Winasis et al., 2020) demonstrated as the research showed the contrary of a negative relationship between the two variables, however the positive relationship between turnover and work stress was confirmed which proves (Räsänen et al., 2020) demonstration that employees' stress and frustrations are one of the main factors that leads to turnover intention.

The results indicates that universities offices are digitalized, but it's not well used by employees, since they lack knowledge or training programs that enhances their level of performance, as for sure it can enhance university sustainability and main goal in developing employee and student's skills and in order to ensure this development here are some recommendations that enhances our study:

5.2 Limitation, Recommendations and conclusions

The research is planned to give a full understanding of the relationship between digitalization on employee performance and turnover intention, with a contribution of three

mediating variables. Limitation of this study was lack of prior studies, specifically in Palestinian studies that does not have a quit understanding of understanding the impact of digitalization and its various transformation worldwide. The time was the first obstacle the study challenged, as the time was limited and that was a high pressure on the researcher. Besides of limited respondents of online questionnaire which generalized the study only on four private Palestinian universities. The role of human resource management is very important, while they provide the workforce with suitable resources that cope the change and enhance employee's productivity and talents, besides reducing their fear of being replaced with generation Z. Subsequently, disrupting the idea of technology will not achieve satisfaction and perfection for universities.

In order to have a perfect employee's performance whether for academic or administrative employees and meet the work standards, here are some recommendations that I believe that might improve and enhance the idea of coping the change and develop our universities:

1. Universities have to get technological supporting equipment, in which to develop computer networks, in terms of providing a great number of good and modern devices, with a good ability to store a huge amount of information and cover all the needs of faculties and departments.

2. Formation of an IT infrastructure that can shape the technological design of the university and how to deal with it, through the development of computer centers and specialists that have expensive experiences to improve their work environment, by enhancing diversity and cooperation and sharing their experiences, to reach improvement and suitable infrastructure, and not be limited to one technician that will form pressure on him and affect university's system.

3. In order to recognize challenges, management should have frequent interviews with their employees through face-to-face interview or through “video ask program” to be able to get human to human interact and answer survey questions, as to be able to identify the best solution of e-learning programs to survive the challenges.

4. Enhance cooperative programs, as digital natives -whether interns or expert assistance- can be supportive in providing effective learning for older adults in many modern and innovative methods, and they can be the key of enhancing employee engagement by using for example podcast interactive videos etc.

5. Give a precise data to employees to be able to identify their problems and challenges, which improves job satisfaction and organizational commitment to ensure employee’s attitude and well-being.

6. Require a flexible e-learning atmosphere, by building a high quality of e-learning programs for example “building a business model canvas” as to create a content in order to set business strategies in solving challenges, use a distribution plan through feedback mechanism, in order to ensure their use of any program offered by the institution.

7. Feedback mechanism is the way of ensuring the well-being of employees, as providing e-learning environment enhances satisfaction and reduce depression and turnover intention.

8. Designing training program cautiously, whether for academic or administrative employees, providing supportive equipment such as game-based learning platforms and interactive remote learning for individual and institutional development.

9. Universities or any other company should always have orientation for their employees in order to focus on regaining skills related to digital age as usual, however focusing on behavioral, cultural and ethical skills in particular will help employees to engage in a digital world.

10. Human resource management should provide collaborative programs in sharing experiences and knowledge in order to improve academic and administrative skills, by adopting digital technology with organizational culture through national and international universities.

11. Human resource policies have to study the overall employee's well-being, and treat them not only with their proficiencies but with fairness and equality by all employees.

5.3 Theoretical and practical implantations:

5.3.1 Theoretical implications

1. The researcher will use the study as a theoretical future study for universities all over the country whether private or public.

2. Enhance the role for HR department to develop the talents and increase digitalized work within th staff.

3. Enhance the relationship between universities through knowledge sharing.

4. Increase and unify digitalized data through the ministry of education and spread to universities.

5. Enhance for future studies.

5.3.2 Practical Implications

1. Improve employee's performance whether academic and administrative.
2. Enhance the university's marketing for admission, research publications and achievements.
3. Enhance the business and improve the talents.
4. Reach high level of competitiveness within the universities.

Furthermore, the data showed reliability and validity of the relationship concerning the variables and how employees are treated as students, who should have regular orientation in every field, since the performance is always dedicated to stress and job satisfaction, and with unsatisfied employee the work atmosphere will be beyond engagement. Eventually, human resource management should always take into consideration the idea of improving their employees and keep them up to date for any alteration, so they could preserve the institutions goals. In addition, they have to concentrate on defining challenges and focus on main challenges for employees and figure it out, instead of creating many contents and spending money on developing 10 or 15 challenges without paying attention to the main reasons of the problem which is number one challenge. Finally, in order to have sustainable growth and preserve the institutions environment and meeting the community standards, digital technologies should always be adapted by the HR practices as a main source for sustainability.

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Appendix

Employee Performance and Turnover Intentions in an Era of Digitalization

Dear employees,

I kindly ask you to give me part of your valuable time to answer the questions of this questionnaire entitled: “The impact of Digitalization on the level of employee’s performance and turnover intention of administrative and academic staff”, with the aim of studying their interaction within the institution (an applied study on Palestinian private universities), as a requirement for obtaining a master’s degree in Human Resources Management at the Arab American university. The obtained data will be used for research purposes only and in complete confidentiality.

With much appreciation,

Sandra Khalil.

Please choose the answer that applies to you.

Section 1: demographic information.					
Gender	1. Male	2. Female			
Marital status	1. single	2. married	3. other		
Age	1. 20-29	2. 30-39	3. 40-49	4. 50-59	5. 60-69
Educational completion	1. High school	2. Vocational training	3. Intermediate diploma	4. Higher diploma	5. BA Degree
	6. MA Degree	7. PhD Degree.			

Job Type	1. Full time	2. Part time				
Income level	1. Less than 500 JD	2. 500 and less than 900 JD	3. 900 and less than 1300 JD	4. More than 1300 JD		
University name	1. Arab American University	2. Alahlyiah Palestine university	3. Dar-Alkalimah university	4. Al-zaytouna University,		
What is your position?	1. Academic Staff		2. Administrative Staff			
For academic employee, what is the name of the faculty to which the academic employee belongs?	1. Graduate studies	2. Faculty of dentistry.		3. Faculty of managerial and financial science	4. Faculty of IT.	
	5. Faculty of science and literature	6. Faculty of allied medical science and nursing.		7. Faculty and data science.	8. Faculty of engineering.	
	9. Faculty of law	10. Faculty of Journalism and modern media.		11. Faculty of Medicine.	12. Faculty of Pharmacy.	
	13. Faculty of Sports Science.	14. Others.				
For administrative employees, what is the name of the department to which the employee belongs to?	Answer.....					

Section 2: questions related to the study of the impact of digitalization on employee performance and their turnover intention in Palestinian private universities.

Digitalization	Strongly disagree (1)	Agree (2)	To some	Neutral (4)	To some level I disagree	Disagree (6)	Strongly disagree (7)
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			level I agree (3)		(5)		
1. I would find digitalization useful in my job.							
2. Digitalization enables me to accomplish tasks more quickly.							
3. Using digital technologies improves my speed of response in work.							
4. I would find digital technologies easy to use.							
5. Learning to operate the digital technologies is easy for me.							
6. I have the knowledge necessary to use the digital technologies.							
7. It would be easy for me to become proficient in the use of digital technologies.							
8. Learning how to operate digital technologies is easy for me.							
9. I have technological knowledge and resources to do my job well.							
10. My colleagues are affected positively using digital technology in the work environment.							

11. I have the resources to use digital technologies.							
12. Digital technologies are compatible with other tools to practice.							
13. A specific person or group is available to facilitate my experience with digital technologies.							
14. In general, the organization has supported digitalization in the workplace.							
Employee Engagement							
15. At my work, I feel bursting with energy.							
16. At my job, I feel strong and vigorous.							
17. When I get up in the morning, I feel like going to work.							
18. My job inspires me.							
19. I am enthusiastic about my job.							
20. I am enthusiastic about my job.							
21. There is a positive interaction between my colleagues and my organization in which I work through social networking sites.							
22. I feel loyal to my organization and to defend it in all forums.							
Job satisfaction							

23. Generally, I am satisfied with my job.						
24. I find my job very interesting.						
25. My current job meets my expectations.						
26. My current job is pleasant.						
27. I am satisfied with my salary and incentives.						
28. I am satisfied with my current position.						
Work stress						
29. I have too much workload and stress on me.						
30. Work-related frustrations reduced the performance level.						
31. Do you think your work can affect your health?						
32. I have a little time to do what is expected of me.						
33. Do you think management performs some activities in order to reduce the stress level of employees?						
Employee performance						
34. I understand the criteria for the performance review of my organization.						
35. I understand my job and how to carry it out.						
36. I am able to resolve unexpected schedules on time.						

37. I maintain good record of attendance in this organization.						
38. I can carry out assigned duties effectively and efficiently.						
39. I am very conversant with the standard operating procedure of my job.						
40. My performance evaluations are considered positive by my supervisor.						
Turnover intention						
41. I often think about leaving my job.						
42. It would not take much to make me leave this job.						
43. I will probably be looking for another job soon.						

Thank you ☺

الاستبيان مترجم الى اللغة العربية

تأثير الرقمنه على أداء الموظفين وتفاعلهم داخل المؤسسة.

حضرة الاخوة والاخوات المحترمين

تحية طيبة وبعد

ارجو منكم التكرم باعطائي جزءا من وقتكم الثمين للاجابة على اسئلة هذه الاستبانة، بعنوان "مدى تأثير الرقمنة على أداء الموظفين الاداريين والاكاديميين"، بهدف دراسة تفاعلهم داخل المؤسسة (دراسة تطبيقية على الجامعات الفلسطينية الخاصة)، كمتطلب لنيل درجة الماجستير في تخصص ادارة الموارد البشرية-الجامعة العربية الامريكية. سيتم استخدام البيانات المستخلصة لاغراض البحث العلمي فقط وبسرية كاملة.

مع فائق الشكر والتقدير،

القسم الأول: المعلومات الديمغرافية					
الجنس	ذكر. ١	انثى. ٢			
الحالة الاجتماعية	١. اعزب	٢. متزوج	٣. غير ذلك		
العمر	1. ٢٠-٢٩	2. ٣٠-٣٩	3. ٤٠-٤٩	4. ٥٠-٥٩	5. ٦٠-٦٩
التحصيل العلمي	1. المرحلة الثانوية	2. تدريب مهني	3. دبلوم متوسط	4. دبلوم عالي	5. بكالوريوس
	6. ماجستير	7. دكتوراه			
ما هو نوع الوظيفة؟	1. دوام كامل	2. دوام جزئي			
مستوى الدخل	1. اقل من ٥٠٠ دينار اردني	2. ٥٠٠ دينار اردني و اقل من ٩٠٠ دينار اردني	3. ٩٠٠ و اقل من ١٣٠٠ دينار اردني	4. اكثر من ١٣٠٠ دينار اردني	
اسم الجامعة	1. الجامعة العربية الامريكية	2. جامعة فلسطين الاهلية	3. جامعة دار الكلمة	4. جامعة الزيتونة	
ما هو منصبك في الجامعة؟	1. موظف أكاديمي		2. موظف اداري		

خاص بالموظف الأكاديمي، ما اسم الكلية التي يتبع لها الموظف؟	1. كلية الدراسات العليا	2. كلية طب الأسنان	3. كلية العلوم الإدارية والمالية.	4. كلية تكنولوجيا المعلومات.
	5. كلية العلوم والآداب	6. كلية العلوم الطبية المساندة والتمريض.	7. كلية علم البيانات	8. كلية الهندسة
	9. كلية القانون	10. كلية الصحافة والاعلام. الحديث	11. كلية الطب	12. كلية الصيدلة
	13. كلية علوم الرياضة	14. غير ذلك		
خاص بالموظف الإداري، ما اسم الدائرة التي يتبع لها الموظف؟	الجواب.....			

القسم الثاني: الاسئلة المرتبطة بدراسة اثر الرقمنة على اداء وتفاعل الموظفين في الجامعات الفلسطينية

الرقمنة	أوافق بشدة (1)	أوافق (2)	الى حد ما أوافق (3)	محايد (4)	الى حد ما لا أوافق (5)	لا أوافق (6)	لا أوافق بشدة (7)
تعتبر الرقمنة مفيدة في عملي							
تمكنني الرقمنة من انجاز المهام المرتبطة بعملي بسرعة اكبر							
يؤدي استخدام التقنيات الرقمية الى تحسين سرعة استجابتي في العمل							
استخدام التقنيات الرقمية يزيد من فرصتي في الحصول على علاوة							
سيكون تفاعلي مع التقنيات الرقمية واضحا ومفهوما							
اجد التقنيات الرقمية سهلة الاستخدام							
سيكون من السهل بالنسبة لي ان اصبح ماهرا في استخدام علم التكنولوجيا الرقمية							

تعلم كيفية تشغيل التقنيات الرقمية امر سهل بالنسبة لي							
يوجد لدي المعرفة والموارد التكنولوجية اللازمة للقيام بعملتي بشكل جيد							
يؤثر على زملائي ايجابيا استخدام التكنولوجيا الرقمية في بيئة العمل							
لدي الموارد اللازمة لاستخدام التقنيات الرقمية							
تتوافق التقنيات الرقمية مع الادوات الاخرى لاستخدامها							
يتوفر شخص او مجموعة معينة لتسهيل تجربتي مع التقنيات الرقمية							
بشكل عام، دعمت المنظمة الرقمنة في مكان العمل							
تفاعل الموظف							
اشعر في كل صباح بالرغبة الشديدة من اجل الذهاب الى العمل							
في وظيفتي، واثناء اداء العمل اشعر بالقوة والنشاط							
يعتبر عملي مصدر الهام بالنسبة لي							
اتحمس دائما للقيام بالاعمال المطلوب مني انجازها							
اشعر بالفخر كوني في عملي، باعتبار مؤسستي مكان جيد ومنافس كبيئة عمل							
يوجد تفاعل ايجابي بيني وبين زملائي بالعمل، والقدرة على تبادل الآراء والمشاركة في اتخاذ بعض القرارات المتعلقة بالعمل.							

اشعر بالتزام تجاه مؤسستي التي اعمل فيها والدفاع عنها في كل المحافل.						
الرضا الوظيفي						
بشكل عام اشعر بالرضا في عملي						
أجد عملي الذي اقوم به ممتعا						
عملي الحالي يتناسب ويلبي توقعاتي						
اشعر بالرضا اثناء عملي مع مشرفي وزملائي.						
اشعر بالرضا عن الراتب والحوافز التي اتقاضاها.						
اشعر بالرضا عن منصبني الوظيفي الحالي						
ضغط العمل						
عملي يزيد من نسبة القلق وضغوط العمل						
تزداد نسبة الاحباطات المرتبطة بالعمل وبذلك ينخفض مستوى الاداء						
عملك يؤثر على صحتك بشكل سلبي						
لدي القليل من الوقت لفعل ما هو متوقع مني						
تعمل الإدارة بتوفير بعض الأنشطة من اجل تقليل مستوى اجهاد الموظفين						
أداء الموظف						
يوجد تحسن ايجابي بالنتائج المرتبطة بعملي						
يمكنني تنفيذ المهام الموكلة لنا بكفاءة وفعالية						
افهم عملي بشكل افضل واقوم بالواجبات المطلوبة مني						

اعمل على ايجاد حلول للمشاكل غير المتوقعة في الوقت المناسب						
يوجد تعامل ايجابي مع ضغوط العمل						
انا ملتزم بالحضور لعملي بالوقت المناسب واحفظ بسجل حضور جيد						
التقييمات الخاصة بادائي تعتبر ايجابية من قبل مشرف عملي						
نية الدوران من العمل						
كثيرا ما أفكر بترك هذه الوظيفة						
لن يستغرق الامر كثيرا من اجل ترك وظيفتي الحالية.						
سأبحث عن وظيفة اخرى قريبا						

الملخص

لقد أحدث التحول التكنولوجي المثير للقلق تغييراً هائلاً في العديد من المنظمات، وخاصة المؤسسات التعليمية. حيث تميزت ببعض الاستراتيجيات الجديدة، لتتمكن من فهم سلوكيات وأجواء عمل الموظف، من خلال إنشاء تدخلات أكثر استهدافاً وفي الوقت المناسب لتحسين أداء الموظف ورفاهيته. تهدف الدراسة إلى تتبع الجامعات الفلسطينية الخاصة في الضفة الغربية، حول كيفية استخدامها للرقمنة لتحسين أداء الموظفين وتقليل نيتها في تحقيق دوران مكلف من خلال دعم ثلاث متغيرات وسيطة.

عينة مكونة من 909 موظفين في أربع جامعات فلسطينية خاصة في الضفة الغربية، تم استهدافهم بالطريقة الطبقيّة العشوائية، وذلك لملاحظة مستوى تحسنهم ومدى أداء موظفيهم في عملهم باستخدام الرقمنة؟ وتم استخدام الدراسة البحثية التفسيرية، أي قام الباحث بتوزيع طريقة الاستبيانات، حيث تم قياس المتغيرات باستخدام الاستبيانات القياسية، حيث تم اختيار الجامعات والعينات بعناية. الهدف من توزيع هذا الاستبيان هو توفير فهم واضح والموافقة على الثبات والصلاحية كإجراء لاستخدام الرقمنة في الجامعات الفلسطينية الخاصة في الضفة الغربية.

تم إجراء التحليل الوصفي لنماذج المعادلات الهيكلية (SEM) لتحديد العلاقة بين المتغيرات. حيث قدمت الدراسة فهماً مفيداً لكيفية تأثير الرقمنة على أداء الموظفين ونوايا دورانهم، وذلك بدعم من ثلاث متغيرات وسيطة - الرضا الوظيفي، وإشراك الموظفين وضغوط العمل - كجهد جامع للمؤسسة، مع مساهمة قسم الموارد البشرية، حيث ينبغي عليهم توفير أفضل السياسات والفهم الكامل للموظفين الأكاديميين والإداريين حول كيفية توظيف التكنولوجيا في مكان العمل وتشجيعهم على العمل لزيادة مستوى انخراطهم وولائهم للمنظمة، حيث أنهم العامل الوحيد للإنتاج للوصول إلى النجاح والتنظيم الممنهج (ماكسويل وسينغ، 2019).

كشفت الدراسة أن للتحول الرقمي علاقة إيجابية على الرضا الوظيفي وتفاعل الموظفين، ومن ناحية أخرى أظهرت علاقة سلبية مع ضغوط العمل، مما أدى إلى أن التحول الرقمي له تأثير غير مباشر على أداء الموظفين وتأثير مباشر بمساعدة المتغيرات الوسيطة الثلاثة، ولا يوجد تأثير مباشر على نوايا الدوران حتى مع دعم المتغيرات الوسيطة الثلاثة. وبناءً على النتائج، تم تقديم توصيات لتحسين التكيف مع الرقمنة لتحسين أداء الموظفين وتقليل فرص دوران الموظفين