"Impact Management Information System (MIS) to Improve Human Resources Department, Apply in The Yemeni Ministry of Civil Service And Insurance(MOCSI)"

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Abstract
This study aimed to measure the role of the Management Information System (MIS) to improve functions of the human resources management: (recruitment, selection, appointment, training, and performance evaluation) in the Yemeni Ministry of Civil Service and Insurance (MOCSI). To achieve its aims, a questionnaire was developed to gather information, as the software (SPSS.16) was used and the number of valid questionnaires was (117). The study found that most employees of (MOCSI) are aware of the importance of using (MIS) in the performance of human resources management, and that the use of (MIS) in human resource management (HRM) does not differ according to (gender, years of experience, or educational level), yet it differs in the career levels for the benefit of administrators, which means that there is no real difference between the attitudes of workers towards the use of the information systems (MIS) in the actual practices of the main activities of (HRM): (recruitment, selection, appointment, training, and performance evaluation) according to the demographic and functional characteristics for each one severally.

Also, it found that there is a high level of awareness among the employees of (MOCSI) of the benefits in exercising the main activities and functions of (MIS) mentioned earlier, and that there is a real statistical difference in the attitudes of employees regarding the level of the total performance of (HRM), according to their different demographic and functional characteristics. This indicates to a positive and statistic relationship between the dimensions and elements of obstacles of the use of (MIS) generally in this study, and the level of the total performance.

Abbreviations of the Keywords:
(MIS) : Management Information Systems
(HRM): Human Resource Management
(MOCSI): Yemeni Ministry of Civil Service and Insurances

I.   The General frame of the Study

1.1 Introduction:

The business world has faced rapid changes and major challenges for the recent years, in which sciences have intertwined to be so related and interdependent body, that informatics, the tremendous progress in information and communication systems, the spread of the global communications network, the Internet and its numerous changes and rapid developments have a great impact on the performance of the work of organizations and their goals achievements. These things have caused a fundamental change in the methods of implementing their activities and operations, which required the efforts of researchers and theorists. These complex environmental variables become targets of the organizations, which are looking for such things to gain more efficiency and effectiveness, in thinking carefully and searching for new and developed methods and strategies to control them. Recently, business organizations faced many environmental changes in various economic, social, political and cultural aspects, in addition to the tremendous scientific progress in the means of communication, information and successive technological developments (Abdel Nabi, 2013).

As there is a role for (MIS) in the functions of human resources management, however, it was not received by the attention of researchers. And the main question for the professionals about the role of (MIS) in (HRM) remains unclear in regard to reach the desired efficiency and effectiveness from practicing jobs, and thus this reflects generally on the organization. And from this framework the issue in this study was identified.

Consequently in light of the foregoing, this research in this field represents an urgent necessity to investigate and analyze the impact of contemporary challenges facing the human resources management (HRM), foremost of which is (MIS) on performing its various functions in one of the basic ministries in the Republic of Yemen, which is the Ministry of Civil Service and Insurance (MOCSI).

1.2 Previous Studies:

There are many Arabic and foreign studies and researches related to the subject of this study. In this part, the researcher will shed light on recent studies and the most important aspects that those studies focused on in terms of their goals and results as well as what distinguishes this study from other studies:

First: The Arabic Studies:

The study of (Al-Sayes, 2019) seek to identify the impact of management information systems (MIS) on the organizational performance in Hodeidah port represented in the dimensions of (MIS): (hardware - human – software - organizational), the obstacles and the benefits.The samples of the study consisted of (129) employees, and the questionnaire from (30) items representing the study variables was distributed to them. The most important results of the study were the positive moral effect of the dimensions of (MIS) in organizational performance which is not affected by the demographic characteristics of these sample individuals (employees).

The study of (Said, 2019) aimed to determine the impact of the effectiveness of (MIS) on the crisis management in the food industry companies in Hodeidah Governorate, and to determine the impact of the end-user in the crisis management and the size of the use of this system (dimensions) in the crisis management.The study samples was made up of (5) Food industry companies and the number of the sample individuals is (152). A questionnaire from (56) paragraphs representing the study variables was distributed. The most important results were the availability of the dimensions of the effectiveness of (MIS) and the crisis management, in varying degrees in favor of the independent variable, as well as the availability of impact between the dependent and independent variable by 56%.

The study by (Al-Khaled, 2018) investigated that to which extent the awareness of private schools in the capital, Sana'a, is about the importance of the available (MIS) to improve the total performance of the private schools, as well as to define the basic requirements for (MIS), the obstacles and difficulties of its implementation in the administrative units (the objective of study),The study samples consisted of (11) educational areas and (92) private schools. The distributed questionnaire consisted of (62) items to the study variables. The most important results were reflected in the high awareness of the sample individuals about the importance of (MIS) and its contribution to improve the performance of administrative units, as well as the awareness that there are obstacles facing its implementation realizing the benefits of its implementations.

The study by (Dabr, 2018) aimed to reveal the role of (MIS) in making decisions and solving problems in the industrial sector in Yemen by implementing it in (Dirham Industries Limited Company, in Hodeidah), and to know the ability level of the electronic infrastructure to apply (MIS) and the obstacles to its implementation.The questionnaire of (61) items were distributed to (65) Dirham Company's managers and employees (the objective of study). The most important results were that the decision-making and problem-solving process attracts the company's management, and that the obstacles and problems of using dimensions and requirements of (MIS) were decreased.

The study by (Talabani, 2017) aimed to identify the effect of information system in achieving organizational performance in the University of Babylon (the objective of the study) as well as to indicate the existence of obstacles of using the information system in the administrative units in the Babylon University. The study population may consist (as a comprehensive count) of all employees at the different administrative levels of the university (50) individuals. A questionnaire from (61) paragraphs was distributed and a personal interview was conducted. The most important results were that there is a discrepancy between the sample individuals of the study in the impact of the dimensions of information system and its infrastructure, and the support of higher management in facilitating these dimensions. The results also indicate that the most important variable is dimension of the human resources that causes the decrease of the use of information system in the university (objective of the study.)

The study by (Iskandar, 2011) addressed the importance of using information system and its effect in developing the performance of governmental organizations, as it aimed to determine the impact of the use of information system on developing the performance of the Central Organization for Control and Audition (COCA) in Yemen, and to identify the problems and obstacles that restrain the effectiveness of its use, and to deliver suggestions to improve this aspect. The most important results of this study are to show the lack of full awareness among the leaders and employees about the importance of (IT), as well as limiting the use of information system in regular duties, indicating that there is no accurate system for measuring and evaluating information system systems in the Central Organization (the objective of the study).

The study by (Ghuraibah, 2013) focused on measuring workers attitudes about the effectiveness of practicing the functions of the human resource management in the Saudi: Bin Laden Foundation in facing the challenges of globalization and its impact and dimensions on the effectiveness of human resources policies. The most important results concluded in the study are: the necessity of raising the awareness among leaders about the importance of human resources management and its role in improving the foundation's performance by participating in global conferences and events, and enabling those in charge of human resources management to

prepare strategic plans for the foundation, as well as re-describing jobs in the whole foundation and the specifications and qualifications that must be met by whoever occupies it.

Second: The Foreign Studies:

   The study by (Yassin, 2017) focused on the fact of using management information system (MIS) in administrative decision making in the township of Irbid, and aimed to discover its role in the effectiveness of the administrative decision and the benefits and obstacles of its use. The study used the descriptive analytical approach in highlighting the dimensions and horizons of (MIS) and its role in decision-making.

   For this study, (230) individuals as study sample were interviewed to get data. The most important results of this study were that (MIS) has medium to high effective role, as well as its role in providing the required information to help in decision-making has effectiveness from medium to high.

   The study by (Khan & Awan, 2017) attempts to identify the effect of (MIS) on organizations management knowing whether it gives a positive impact on the performance of organizations (the study's objectives). Therefore, the study used the descriptive analytical approach conducting interviews with individuals and distributing questionnaire in some organizations in the private sectors, in the Pakistani capital. The study has found that (MIS) is very important to enhance the performance of organizations and to help management higher-ups in setting goals and strategic plans and developing business plans and decision-making process with high efficiency.

   The study by (Adewoye & Obasan, 2012) aimed to analyze the impact of information system on human resources management (HRM) in the American electronic industries sector (the objective of the study), and to discover the attitudes of workers according to their demographic characteristics and to know the extent of resistance to change and the difficulties that (HRM) encounters. For this study, the descriptive analytical approach is used by questionnaires to get information related to the study variables. It concluded with a number of results, the most important of which is that it has found that information system has led to a significant increase in the efficiency of operations and activities of the human resource management (HRM) and through the effective and efficient communication and participation of the employee, and it pointed out that the roles and skills of human resource managers have greatly expanded over the time by relying and developing of their knowledge continuously about the use of information system in the performance of their basic tasks.

   The study by (Mishra & Akman, 2013) pointed out the applications of (MIS) in the field of human resources management (HRM) in the organizations in the industrial and commercial sector in Turkey (the place of this study). The study depended on the descriptive analytical approach using the questionnaire from (55) paragraphs distributed among 221 individuals, and making personal interview. This study reached a number of results, the most important of them is that (MIS) and a wide range of its applications have had a major impact in developing human resource management (HRM), as well as it indicated that the impact of (MIS) on (HRM) has got the attention of academics for a long time, however, no experimental or applied research has been conducted in this field in Turkey. The study results also showed that (MIS) are used in human resource management tasks in various sectors by traditional grounds.

   The Study by (Munirat, 2016) attempts to investigate the impact of (MIS) on the performance of companies in the private sector in the Nigerian capital by the effect of measuring the dimensions of (MIS) on the overall performance of these companies. Data was collected by personal interviews for (155) individuals from all administrative levels, and questionnaire with (33) items for a number of owners of small and intermediate projects in the Nigerian capital. The study found that the most important one is that there are many obstacles for the growth and development of (MIS) other than financial obstacles, including efficiency of performance for the information system, lack of skills and knowledge, and mismanagement of databases in most of the organizations (companies, the objectives of this study).

   The study by (Wee, and See, 2009) has indicated the role of rapid technological progress and the widespread use of the Internet in developing human resources in Korean civil society organizations. (144) questionnaires were distributed on (7) organizations working in this field to HR personnel at all administrative levels. The study has found some results, the most important one is that it clarified the importance of human capital as a key factor for success in projects. Also, it showed that in the confrontation of increasing global competition and rapid changes, organizations have become interested in reducing numbers in the manpower, and they focus on raising capabilities in their competencies to achieve more innovation to remain able to compete by showing interest in an increased commitment to their staff (the human resource).

Comments on the Previous Studies:

   I reviewed the previous studies chronologically from the most recent to the oldest, and those studies were beneficial and important in order to enrich the theoretical framework of this study and to build its structure, as well as to present the results reached in this study. Some of the previous studies that are relate to the impact and the role of (MIS) focused on improving the performance of the management process and the policies of

(HRM) in private sector organizations (for-profit), but it was observed a little interest in the governmental sector (non-profit) despite its importance. And I as a researcher do not find, as far I learned, that there are specialized studies in the field of practicing human resource functions that reveal the role of (MIS) in performing the functions of human resources management by applying it on the Ministry of Civil Service and Insurance in the Republic of Yemen by focusing on the following most important human resource management functions: (recruitment / choosing, appointment / training / performance evaluation) and analyzing this role.

1.3 The problems and the questions in the study:
Through the survey of the study that included these interviews with some administrative leaders and professionals in the field of (MIS) at the Ministry of Civil Service and Insurance (MOSCI) in the Republic of Yemen in order to identify the study samples and determine the extent of interest of leadership of the ministry in developing (MIS) in line with the global developments in the field of information system (IT), and to know what its role is in performing the functions of human resources management in (MOCSI, the objective of study)? and what are the obstacles that hindered its applications?

Based on the above, and after classifying, discussing and analyzing the previous studies, and through the previously mentioned survey study that the researcher carried out and through his interviews with those professionals for (HRM), as well as the leaders and higher-ups in the ministry and some administrative staff, it was possible to identify the deficiency in the practices of (HRM) in the ministry and its failure to keep up with (MIS) and its applications to address this deficiency and its negative impact on its performance, which enabled the researcher to identify the problem of this study which is the following:

(The deficiencies expressed by workers in (MOCSI) in the practices of (HRM)'s functions in the ministry and its insufficiency to keep up with the new practices of the (MIS) revolution and the related material, human, technical and administrative requirements.). In brief , the study problem can be formulated as the following main question:

Is there a role for the information system management in improving the performance of (HRM)'s functions in the Yemeni Ministry of Civil Service and Insurance (MOCSI)?

This main question is subdivided into the following questions:
1. What is the level of using (MIS) means as (hardware - software - databases - communications - human resource) in performing the functions of human resources management (HRM) in general, and in performing the activities of the main functions of this department in the Yemeni Ministry of Civil Service and Insurances (MOCSI)?
2. What is the overall performance level of (HRM) at (MOCSI) from the viewpoint of employees in this ministry?
3. Are there constraints to using (MIS) means in the actual practices of the main functions of (HRM)?
4. Is there any relationship between the obstacles of using (MIS) and the overall performance of the main functions of (HRM)

1.4 Objectives of the Study:
This study aims at :
1. Exploring the level of using (MIS) means in performing the functions of (HRM) in general, and in performing the activities of the main functions of this department in (MOCSI).
2.Identifying the attitudes of employees in (MOCSI) towards the benefits of using (MIS) means in performing the main human resources management functions in (MOCSI).
3. Evaluating the overall performance level of the (HRM) at (MOCSI) from the viewpoint of employees in this ministry.
4. Defining the most important obstacles to using information systems means in performing the main functions of (HRM) in (MOCSI): (recruitment, selection, job hiring, training, and performance evaluation).

1.5 The importance of the study:
The value of this study involves two types of values, which are scientific and practical. This study is prepared at a time when the governmental sector in Yemen is characterized by adhering to the traditional means of administrative transactions and not accepting change or the so-called resistance to change and; therefore the added contributions to this study generally for the Ministry of Civil Service (MOCSI), and particularly for human resources management (HRM) in (MOCSI), they will be through:
- The main contribution of this study to provide a methodological rule for the optimal use of the means of (MIS) in the functions of (HRM).
- The main contribution to raise the level of cultural and educational awareness of the importance of switching to e-HRM, which is considered one of the most important electronic management systems.

- The main contribution to the integration of data and information between the various departments and sections within (HRM), as well as for the whole ministry in general, seeking to achieve the goals of the ministry and providing the necessary flexibility to respond to successive changes.
- Contributing to improve the performance of (HRM)'s in (MOCSI) in building an infrastructure base of information technologies aiming to improve the actual performance and practices of (HRM) and develop it into strategic practices for human resource that depend on information and knowledge dissemination, and thus it will be reflected in the efficiency and performance of the employees if these recommendations are taken into action.
- Emphasizing the importance of using (MIS) in all administrative functions of human resources, technical functions in particular, as well as affirming the positive effects on the performance in most functions of (HRM).

1.6 Hypotheses of the Study:
Based on the study problem and its objectives, and in light of previous studies and survey study, the researcher was able to formulate the study's hypotheses in the form of (there is no…) as follows:
1. There is no statistical relationship between the level of using (MIS) means and the performance of (HRM) in general, according to their demographic and functional characteristics.
2. There is no statistical relationship between the attitudes of employees of (MOCSI) towards the benefits of using means of (MIS) in performing the main management functions of (HRM).
3. There is no statistical difference between the attitudes of employees in (MOCSI) with regard to the overall performance level of the (HRM) according to their different demographic and job characteristics.
4. There is no statistical relationship between the obstacles of (MIS) in the actual practices of the main functions of the (HRM) at (MOSCI), and between the level of the overall performance of this administration, according to the attitudes of employees in the ministry

1.7 The limitations of the study:
The limitations of the study are summed up in limitations of human and time:
First: Limitations of Human:
they are represented in the employees of all administrative levels in (MOCSI) and those who hold a university degree qualification or more.
Second: limitations of time and place:
The study was just about to the staff of (MOCSI) of various levels and positions in the General Office of (MOCSI) (the objective of the study) despite the state of affairs that the government sector has been through as a result of the ongoing war since 2015.

1.8 The Study model:
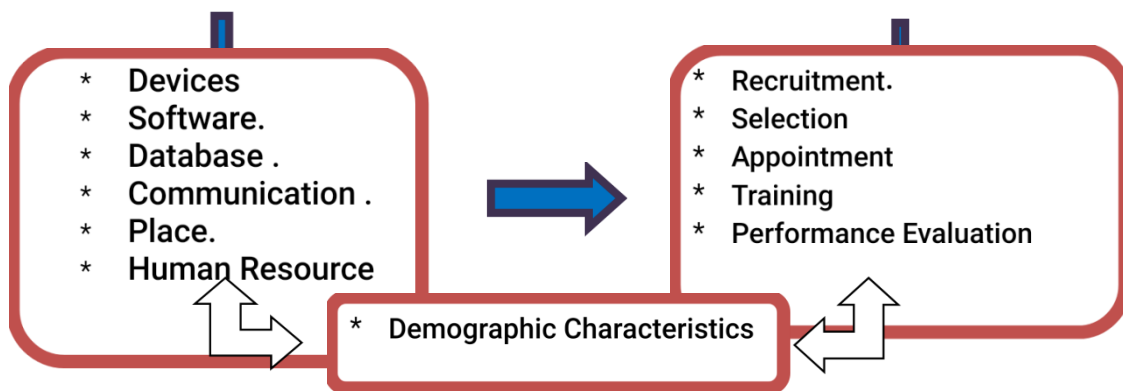
Form (1) Study module

II. Theoretical framework
First: Management information systems (MIS):
2.1 Concept of (MIS):
Researchers Definitions of MIS   Table No. (1)

	Researcher – Year	Definitions of MIS
1	Al-Sairafi- 2009	A set of preparations, tools, and individuals that interact and interfere with the flow of formal, semi-formal, and unofficial data within any organization.
2	Al-Mahsinah -2009	A set of components and elements that are related to each other directed towards achieving a common goal or goals.
3	Al-Najar – 2010	It is a computerized system capable to integrate data from different sources in order

4	Al-Hassanyah – 2011	A type of information system designed to provide the organization's professionals with the information needed for planning, organizing, leading, monitoring the organization's activity, and assisting in decision-making.
5	Al-Tahir &Al-Khfaq 2015	A related set of business procedures is used within a business unit to achieve a specific goal
6	McLeod - 2015	Organizing people, data, operations, communications and information system to improve an organization's work in order to provide a solution to work problems or help in making decisions.
7	Oz,2015	A group of individuals, data and procedures linked together to provide useful information.
8	Laudon& Laudon – 2016	A group of tangible, intangible components, a database, a network, procedures and individuals interacting with each other to source, operate, store, analyze and distribute information in order to achieve a specific goal such as: decision support and observation within the organization

From these definitions, the researcher conceives that MIS is a kind of computerized (MIS) that depends on the interconnectedness of the information infrastructure in providing information (past, present and future) in the form of periodic reports and various outputs that are necessary for planning, organizing and leadership to assist professionals in their decisions-making and administrators in completing their work.

2.2 Importance/Value of MIS:
Management information systems (MIS) play a strategic role in the existence of organizations to ensure their continuity and success. These systems support management in planning and controlling systems, in addition, help to create new products and services, open new markets, reduce costs, and improve the standard of service so that they can obtain a competitive advantage and achieve distinction between organizations (Al-Kurdi, 2013).

(Chadee & Billy, 2014) considered (MIS) as the advanced use of information systems, where information systems are a component of (MIS), and according to contemporary use of information systems and advanced technologies, the business sector has adopted new business means that rely on these systems due to its superior ability to provide accurate, organized and valuable information that help managements and leaderships to make their decisions, meet the needs of their customers in the best possible way, and facilitate the process of change and continuous updating.

(McLeod, 2008) summarized the importance of (MIS) for organizations in three main roles: supporting experimental processes, supporting decision-making by managers/professionals, and supporting the development and implementation of strategies to achieve competitive advantages.

2.3 Resources of MIS:
The researcher (Gregeby, 2009) stated that (MIS) consist of five main resources, and the organization must be able to maximize the five resources to maximize the benefit of the information system. These resources are as follows:
A- Human Resources: The presence of individuals is necessary for the work of any information system. There are two basic types of human resources necessary for (MIS) , namely: the end-users who use the system directly or use its equipped outputs, and the specialists in (MIS) who develop and operate the system.
B- Hardware: it includes all tangible devices and materials used in the operation of information, and includes computers, peripherals and media.
C- Software: it includes all kinds of instructions for data operating, and includes both programs and procedures.
D- Data: Organizations recently realized that data is an important organizational resource that should be managed effectively for the benefit of all end-users in the organization.
E- Network: Communication networks such as the Internet, the intranet and the extranet have become essential for the organization to trade and e-business

Other researchers divided the (MIS) resources into a set of elements that do not differ much from the previous categorized one; as (Qandalji and others al., 2009) focused on four main elements: Organization, Manpower, Technology, and Data & Information. In this regard, the elements of the previous one category are integrated and interdependent with each other, and the system cannot function effectively without one or more of these elements.

Second: Human Resource Management (HRM):
1- Concept of (MIS):
(Dissler, 2012) defines (HRM) as a long-term contemporary plan, which includes practices and policies, through which the organization transacts with the human resource in the work. And these plans, practices and policies are consistent and coordinated with the overall strategy of the organization. This all work

to achieve its mission and goals. And the organization operates through the variables of the internal environment and the civil service, and the most important of variables is the intense competition between global, regional and local organizations.

2- Policies of (MIS):

(MIS)'s policies are defined as: "the set of directives related to the human component working for the organization that are approved by senior management in order to use them decision-making regarding the employees. So, they are indicators that express the intentions of the organization used as a guide to accomplish the functions of human resources." And the policy clarifies the limitations policy for each function of (HRM) so that there is no controversy and dispute between management and the staff (David, 2010.P44). Some studies opine that the policies of (HRM) in current organizations, on which this study will focus, include the following:

2-1)- Human resources recruitment and selection policy:

It is considered as one of the most important policies of (HRM), as it provides organizations with the skills and capabilities required to conduct their business, as governments have recently become competitive for the man-power.
- The concept of HR recruitment and selection:
(Ticu, et.al, 2006 p.32) sees the process recruitment and selection as one of the most important activities of (HRM) because it aims to provide the best individuals with excellent qualifications And the importance of the recruitment process for human resources management is that selecting the right person and then placing him in a job commensurate with his experiences, qualifications and abilities, will guarantees: high productivity from, easiness to train him and ability for him to continue in the organization, and limitations of his exposure to work injuries.

2-2)- Human Resources Training Policy:

Training is one of the distinct activities and important methods used by management to develop the effectiveness of human resources by providing the staff/employees with the practical skills, scientific knowledge and behaviors necessary to perform the work and achieve or change goals.
- The practical value of the training policy:
(Jonts & George, 2008 p.122) considered training as a mixture of the concepts of learning and education, for example: education is a broad framework that means increasing the ability of the learner to logically think and understand and interpret knowledge through the development of mental capabilities in understanding the logical relationships between different variables and interpretation their phenomena, while learning is defined as a relatively constant variable in the behavioral outcome of an individual as a result of experience.

2-3)- Performance evaluation:

Evaluation process is definitely important to the organization that is looking for success through continuous improvement and development in the performance of its employees, especially if this process was carried out according to objective and totally non- bias bases.
(Wilson, 2011, p. 67) defines performance evaluation as "an integrated and organized strategic method to improve the performance of individuals and teams to achieve organization's goals by creating a common vision of its goals and objectives and building bridges between the strategic goals of the organization and the daily priorities of individuals and teams."

III.   Methodology of the study

This study was based on the descriptive and field approach. The most important sources related to (MIS) and functions of (HRM) were reviewed, and the previous studies were referenced with some analysis and comparison to cover the theoretical side of the study. The comprehensive survey was conducted and all the collected data were analyzed by answering the questionnaires that were developed, as it was conducted by using the test-retest and using the Cronbach's alpha coefficient from the statistical program (SPSS) in data processing to answer the study questions and test its hypotheses.

3.1 Collecting Primary Data and Evaluating Confidence and Honesty in The Field Study Metrics
3.1.1 Collecting the survey data:

The primary data was collected through a personal interview, by distributing a list of questions to the samples: (120 individual workers in MOCSI), and 117 lists were with a response rate of 97% as shown in Table No. 1/5), And the high rate of responses is due to the researcher being directly and continuously present as a member of the MOCSI, with the samples, as well as choosing the dates of the interview that are appropriate to the samples.

3.1.2 Descriptive analysis of the study population samples (comprehensive inventory):
With regard to the description of the samples of the study population, Table (2) shows how these samples of workers are distributed in MOCSI with (117 samples) according to some demographic characteristics, as this indicates the following results:

Table no. (2)
Describing the samples of the study population according to their demographic characteristics

Variable	Category	Repeating	Percentage
Gender	Male	93	79.5
	Female	24	20.5
Job	Deputy/ass. Deputy	12	10
	General manager	25	21
	Manager/dep. Manager	30	26
	Administrative	50	43
Years of experience	5 years and less	30	26
	6-10 years	43	37
	More than 10 years	44	37
Education	Bachelor/bachelor of Arts	101	86
	Master's Degree…	16	14
Total		117	100%

3.2 Study tool and its stability:
A questionnaire was designed to meet the purpose of the study, and was divided into two parts:
Part one: demographic characteristics.
Part two: independent and dependent variables of the study, and the scale of study was graded for the second section according to Likert's scale pentatonic and triple:

1. I definitely agree	2. I agree	3. Neutral	4. I don't agree	5. I surely don't agree

Based on that, the values of the arithmetic mean reached by the study will be processed to interpret the data as follows:
(1.00-2.33) is low,
(2.34-3.67) is average,
(3.68-5.00) is high.

3.3 The stability of the study tool:
It is verified in two ways:
First: constancy of stability and then calculating the stability using (Test-Retest) by applying the questionnaire to samples of (25) individuals who were chosen from within the study population . Their grades were gathered, and then it was repeated on the same samples after a week from the first application and their grades were gathered. Calculation of the Pearson correlation coefficient between application times and table (3):

Table no. (3)
Evaluating the stability coefficient between the contents of the independent variable using the (alpha) correlation coefficient

Scales (variables)	First Attempt 1		Second attempt 2	
	expressions no.	Alpha coefficient	expressions no.	Alpha coefficient
Computers	4	0.95	4	0.95
Software	2	0.97	2	0.97
Database management	5	0.90	5	0.90
Wireless communications	6	0.64	4	0.82
Workers	5	0.91	5	0.91
Place	3	0.81	3	0.81
Overall scale	25	0.91	23	0.94

Source: Statistical analysis results:
(1) This method was used on each of the dimensions of the test objective separately in addition to the overall scale, in both the first and second attempt.
(2) The second attempt was applied after excluding expressions which had less correlation coefficients than 0.30 in order to improve the reliability of the scale.

From Table No. (3), it is clear that the alpha value of the sub-scale (wireless communications) is improved after excluding the two variables that the previous criterion does not apply to from 64% to 82%, and the alpha coefficient of the scale as a overall increased from 91% to 94% due to the improvement of the alpha coefficient of the sub-scale for recruitment, selection and appointment.

Table no. (4)
Evaluating the stability for the contents of the benefits of information systems using the alpha-correlation coefficient

Scales (variables)	First Attempt 1		Second attempt 2	
	expressions no.	Alpha coefficient	expressions no.	Alpha coefficient
recruitment, selection and appointment	8	0.87	7	0.89
Training	4	0.94	4	0.94
Performance evaluation	4	0.94	4	0.94
Overall scale	16	0.96	15	0.97

(1) This method was used on each of the dimensions of the test objective separately in addition to the overall scale, in both the first and second attempt.
(2) The second attempt was applied after excluding expressions which had less correlation coefficients than 0.30 in order to improve the reliability of the scale.

From Table (4), it was decided to apply the alpha correlation coefficient again in order to improve the degree of reliability of the same scale after adjusting it; the alpha value of the sub-scale (recruitment, selection, and appointment) was improved after excluding the variable that does not meet the criterion from 87% to 89%, and the alpha coefficient of the overall scale increased from 96% to 97%.

Table no. (5)
Evaluating the stability of the contents of measures of human resources activities using the alpha-correlation coefficient

Scales (variables)	First Attempt 1		Second attempt 2	
	expressions no.	Alpha coefficient	expressions no.	Alpha coefficient
recruitment, selection and appointment	7	0.88	7	0.88
Training	7	0.78	6	0.89
Performance evaluation	4	0.90	4	0.90
Overall scale	18	0.88	17	0.90

(1) This method was used on each of the dimensions of the test objective separately in addition to the overall scale, in both the first and second attempt.
(2) The second attempt was applied after excluding expressions which had less correlation coefficients than 0.30 in order to improve the reliability of the scale.

From Table (5), it was decided to apply the alpha correlation coefficient again in order to improve the degree of reliability of the same scale after adjusting it; the alpha value of the sub-scale (training) improved after excluding the variable that does not meet the criterion from 78% to 89%, and the alpha coefficient for the overall scale increased from 88% to 90%.

Table no. (6)
Evaluating the Stability for the contents of key scales in the survey using alpha-correlation coefficient

Scales (variables)	Second attempt 2	
	expressions no.	Alpha coefficient
Availability of information systems components and features	23	0.94
Benefits of using (MIS)	15	0.97
Activities of Human resource	17	0.90
Obstacles	15	0.91

(1) The second attempt was applied after excluding expressions, which had less correlation coefficients than 0.30 in order to improve the reliability of the scale.

From Table (6), the stability of the survey as a tool for collecting the primary data for this study was clear, and it confirms that the variables of the study mentioned in the survey have a high degree of internal consistency between its contents, and can be relied upon in the coming stages of the analysis in the study.

IV. Results of data analysis and hypothesis testing
4.1 The level of using (MIS) in the performance of the Human Resources Management (HRM) at (MOCSI):

This part discusses the results of statistical analysis to answer the question of the study related to the level of using (MIS) in the performance of (HRM) in general.

It also presents the results of validating / invalidating the first hypothesis of this study, which states the following: "There is no statistical relationship towards the level of use of (MIS) and the performance of human resources management in general, according to their demographic and functional characteristics.", and this is by using the t-test and the F-test.

Table no. (7)
The extent of using (MIS) in the performance of (HRM) in general

Answer	Numbers	Percentage
Never used	3	2.5
Not used	14	12
Used sometimes	24	21
Used	73	62
Used immensely	3	2.5
Total	117	100.0

From Table No. (7), it is clear that approximately 62% of the employees of (MOCSI) chose an answer that uses the means of (MIS) in the performance of (HRM) in (MOCSI), and that 21% of the employees of (MOCSI) have answered that the (MIS) are used in performance of (HRM), and the lowest percentage is heavy use.

The average overall usage (3.04) has been measured, which means that the percentage is high for the use, and that many employees of the Ministry are aware of the use of (MIS) means in (HRM).

4.1.1 The extent of the use of (MIS) means in the performance of (HRM) in general, according to the gender:

Table no. (8)
The extent of using (MIS) means in (HRM), according to gender

Answer	Arithmetic mean*	Standard Deviation
Male	2.97	.636
Female	3.35	.606
Total mean	3.03	----------

There was no difference since the value of t-test was insignificant at 1% or 5%.

The results of Table (8) confirmed that there are no statistical differences between the attitudes of workers in the (MOCSI) according to gender, as the value of "T" is insignificant at the level of statistical significance 0.01, which means there is no variance of the attitudes within the workers according to gender.

4.1.2 The extent of using means of (MIS) in performing (HRM) in general, according to years of experience:
By applying the variance analysis method One-Way ANOVA to clarify the results of the analysis of variance between the attitudes of workers in different years of experience, through Table No. (9).

Table no. (9)
Workers attitudes towards the information use in general, According to the number of years of experience

different years of experience	Arithmetic mean*	Standard Deviation
5 years and less	3.17	.937
6 – 10 years	2.87	.815
More than 10 years	3.01	.561
Total mean	3.00	----------

There was no difference since the value of t-test was insignificant at 1% or 5%.

The results of Table (9) confirm that there are no statistical differences between the attitudes of workers in the (MOCSI) according to gender, as the value of "F" is not significant at the level of statistical significance 0.01, which means there is no variance between the attitudes of workers according to the years of experience, and there is no difference because the value of the "F" test is insignificant.

4.1.3 the extent of using (MIS) means in general, according to the education:

Table no. (10)
Using the means of (MIS) , according to the educational level

different years of experience	Arithmetic mean*	Standard Deviation
Less than bachelor	3.60	.548
Bachelor	2.99	.649
Master's degree	3.00	.632
Total mean	3.02	----------

There was no difference since the value of t-test was insignificant at 1% or 5%.

The results of Table (10) confirm that there are no statistical differences between the attitudes of workers in (MOCSI) according to the educational level where the value of "F" is insignificant at the level of statistical significance 0.01, that is, there is no variance between the attitudes of workers according to the educational level, which means there is no relationship because the value of the "P" test is insignificant.

4.1.3 Using the means of (MIS) in the performance of (HRM) in general, according to the job degree:

Table no. (11)
Using (MIS) means, according to the Job levels

Job levels	Arithmetic mean*	Standard Deviation
Deputy/ assit. Deputy	3.16	.548
General manager	2.85	.649
Manager/ deputy Manager	2.92	.632
Administrative	3.30	
Total mean	3.00	----------

There was difference since the value of F-test was insignificant at 5%.

The results of Table (11) confirm that there are statistical differences between the attitudes of workers in (MOCSI) towards using information system according to the job levels where the value of "F" is insignificant at the level of statistical significance 0.01, which means there is a variance between the attitudes of workers according to the job levels, and that the difference through the results of the table is in favor of the attitudes of the lowest job category (administratives), where the value of the mean of workers attitudes reached (3.30), followed by the higher job category with an average mean of (3.16)..

The researcher believes that the existence of this real difference in favor of the lower job category is due to their actual association and practice with the means of (MIS) where the functions of (MIS) are considered as technical works.

Summary of test results for the validity / invalidity of the first hypothesis:
It was confirmed that there was no statistical difference in the attitudes of the workers according to each of these characteristics at the level of significance of 1% or 5% according to the t-test and F-test.

In the light of this and through the results of the t-test and F-test tests, it can be accepted the null hypothesis that there are no statistical differences between the attitudes of employees of (MOCSI) towards using

(MIS) in the performance of (HRM) in general, according to each feature Of demographic and functional characteristics..

4.2 Attitudes of employees of (MOCSI) towards the benefits of using (MIS) in performing the main functions (HRM):

This part discusses the results of the statistical analysis to answer the study question related to the attitudes of employees in (MOCSI) towards the benefits of using (MIS) means in performing the main human resource management functions in the ministry in practical application, which relates to workers who have reported the benefits of using (MIS) means in performing major activities in (HRM).

It also seeks to validate or invalidate the third hypothesis of this study, which states the following: "There is no statistical relationship between the attitudes of employees of (MOCSI) towards the benefits of (MIS) in performing the main functions of (HRM)."

As it is through using the arithmetic mean (as a measure of central tendency) and the standard deviation (as a measure of dispersion), in addition to the "T" test for two independent samples of the gender-related demographic variable (male / female), the one-way ANOVA method for other demographic and functional variables.

Table no. (12)
Workers attitudes towards the benefits of using (MIS) in main functions of (HRM)

Benefits of information systems	Arithmetic mean*	Standard Deviation
Recruitment, Selection and Appointment: - Increasing the level of efficiency of recruitment's activities	3.85	0.607
- Reducing the cost of the recruitment's process	3.81	0.607
- Reducing personal considerations in employee selection	3.73	0.785
- Applying for jobs electronically.	3.60	0.979
- Completing job requirements online.	3.53	0.998
Total mean for Recruitment, Selection and Appointment	3.60	----------
Training: - Fast procedure for test electronically	3.57	0.996
- E-learning of the employee.	3.61	0.970
- Benefiting from e-learning services for the employee in the field of distance learning	3.68	0.944
- Having electronic training programs for employees in the Ministry's website	3.67	0.969
- Reducing the cost of training through providing interactive conference and session service.	3.73	0.866
Total mean for Training	3.55	----------
Performance evaluation: - Reducing personal considerations in evaluation	3.75	0.806
- Announcing the evaluating standards for appointment and promotion on the Ministry's website	3.70	0.998
- Transparency of the evaluation process	3.63	0.996
- Correcting the mistakes of conducting the work if they occur.	3.70	0.997
Total mean for Performance Evaluation	3.70	----------
Total mean	3.58	----------

* The scale used is graded from five points where the number (1) indicates completely disagree while the number (5) indicates completely agree and there is a neutral point (3) in the middle.

Before discussing that, it is necessary to present awareness of the employees in (MOCSI) of the benefits of using (MIS) in performing the main functions of (HRM), and the general arithmetic mean for these benefits (3.58). From Table no. (12), the benefits of (MIS) in performing the main functions (HRM) are the job of recruitment, selection and appointment, and the general mean for this job was (3.60), which was represented by increasing the level of efficiency of recruitment activities with an arithmetic mean (3.85), as well as with regard to reducing the cost of the modern recruitment process with an arithmetic mean (3.81) It was the least mean in terms of limiting personal considerations in selecting employees with an arithmetic mean (3.73), and the ability to know the actual behavior of the job applicant is with an arithmetic mean (3.67), and submitting employment applications electronically is with mean of (3.60), and finally, fulfilling employment requirements via the Internet with an arithmetic mean (3.58).

It should be noted that, according to the results of Table No. (12), there is an awareness among the employees of (MOCSI) about the benefits of (MIS) in the main functions of (HRM), especially with regard to the expected benefits from the use of (MIS) in all jobs that constitute the overall performance of (HRM), which

was with an arithmetic mean (3.58). This gives knowledge about what the Ministry has of a supervisory and supervisory function over the state administrative apparatus of the country as a whole.

Summary of the results of the test for validating or invalidating second hypothesis:
The second hypothesis of the study states the following: "There is no statistical relationship between the attitudes of employees of (MOCSI) towards the benefits of using (MIS) in performing the main functions of (HRM)." Through the results of the "F" and "T" tests and the levels of 1% or 5%, it was decided to partially reject the former null-hypothesis in relation to some demographic and characteristics of the job for the investigated ones, as follows:

• There is a statistical difference between the attitudes of employees of the (MOCSI) towards the benefits of using (MIS) means according to the type of investigated ones with number of (9 types of benefits). At the same time, the results of the tests using "T" showed partial acceptance of the null-hypothesis as follows: There is no statistical difference according to the type of investigated ones with the number (5 types of benefits).
• There is a statistical difference between the attitudes of employees of the (MOCSI) towards the benefits of using means of (MIS) according to the years of experience of the investigated individuals with (2 types of benefits). At the same time, the results of the tests used "F" accept the previous null hypothesis partly as follows: There is no statistical difference according to the years of experience for the investigated ones with (12 types of benefits).
• There is a statistical difference between the attitudes of employees of the (MOCSI) towards the benefits of using the means (MIS) according to the educational level of the investigated ones with (2 types of benefits), and at the same time the results of the tests used "F" accept the previous null hypothesis partly as follows: There is no statistical difference according to the educational level of the investigated with (12 types of benefits).
• There is a statistical difference between the attitudes of employees of (MOCSI) towards the benefits of using the means of (MIS) according to the job level of the surveyed individuals with (12 types of benefits), and at the same time the results of the tests used "F" accept partly the previous null hypothesis as follows: There is no statistical difference according to the job level of the investigated with (2 benefits).
Through the last results of the statistical analysis, it can be said that the results matched the reality, as female employees and those with the highest educational levels as well as employees with higher job levels are the most aware of the expected benefits of using the means of (MIS) in performing the functions of (HRM) because they through obtaining a higher educational level can realize the need for increasing the knowledge and keeping up with the science achievements in this field compound with accompanying benefits from keeping up with the new and modern of the field of (MIS) , speed, accuracy and administrative creativity particularly in the work of (HRM), and in other departments of the ministry in general. And finally the most experienced employees are the most aware and able to deal with the means of (MIS).

4.3 Attitudes of employees towards obstacles of using methods of (MIS) in the main activities of (HRM):
This part discusses the results of the statistical analysis to answer the study question about the attitudes of employees in (MOCSI) towards the obstacles of using the means of (MIS) in the main activities of the Ministry's human resources management in the practical application. The researcher applied the method of statistical description using both the arithmetic mean (as a measure of central tendency) and the standard deviation (as a measure of dispersion).
Table No. (13) shows the attitudes of employees of the (MOCSI) towards the obstacles of using means of (MIS) in the main functions of (HRM) in the ministry. It is noted that, in general, all obstacles to the use of management information systems means exist partly in (HRM) in the ministry where the arithmetic mean was (2.32) according to the standard used in this regard.
From Table (13) showed the description and interpretation of the employees attitudes in (MOCSI) towards the obstacles of using separately the means of (MIS), as the surveyed individuals reported the existence of administrative obstacles, as the arithmetic mean was (2.32) represented by insufficient support from the higher management with an arithmetic mean (2.27), the lack of sufficient transparency was with the arithmetic mean (2.38), and finally the weak determination of the beneficiaries' needs was with the arithmetic mean (2.31).
The investigated individuals also reported the existence of technical obstacles with the arithmetic mean (2.29), and the existence of human obstacles was with arithmetic mean (2.26), and finally the existence of financial obstacles was with the arithmetic mean of (2.44).
The summary of the statistical analysis here is that the employees of the (MOCSI) realize the existence of these obstacles, whether individually (i.e. each obstacle separately) or the obstacles as a whole.
And through the previous statistical analysis, it can be said that it is consistent with reality, as the obstacles to using the means of (MIS), whether administrative, human, technical or financial are all subject of complaint from all employees of (HRM) and it is the prevalence of any failure in the activities of this

management. However, the most of the obstacles in fact are the financial ones, because having the necessary financial allocations, most of the shortcomings of this department's work will be overcome, and this will be reflected in its performance to overcome the obstacles whether separately or as whole.

Table no. (13)
Employees' attitudes towards the obstacles of using (MIS) in main functions of (HRM)

Obstacles of using (MIS)	Arithmetic mean*	Standard Deviation
Administrative obstacles: - insufficient support from the higher management	2.27	0.585
- insufficient transparency	2.38	0.573
- weak identification of the needs of the beneficiaries of (MIS).	2.31	0.573
General mean for administrative obstacles	2.32	----------
- Human obstacles: - employee's resistance for change	2.21	0.564
- Scarcity of technical personnel specialized in software systems analysis and design and maintenance.	2.26	0.581
- Lack of technical skills for workers in using the means of (MIS).	2.28	0.562
- Lack of experience in the practice of the applications of (MIS)	2,25	0.531
General mean for human obstacles	2.24	----------
Technical obstacles: - weak infrastructure (modern software / database / networks / computers and their accessories / protection technologies .... etc.)	2.33	0.535
- Failure to keep up with recent developments in technology.	2.27	0.556
- Technical support deficiencies, such as: lack of maintenance to ensure the system continues to function well.	2.27	0.561
-Fear of information leakage or system penetration.	2.22	0.608
General mean for technical obstacles	2.29	----------
Financial obstacles: - The high cost of hardware and equipment of (MIS)	2.43	0.585
- Weak budget for the update.	2.45	0.595
- Insufficient allocations or privileges for those in charge of technology equipment and tools.	2.45	0.586
- Insufficient financial allocations for information protection programs.	2.43	0.585
Total mean for Performance Evaluation	2.44	----------
Total mean	2.32	----------

The scale used ranges from 1 - 3, where the number (1) indicates that (it does not exist), and the number (3) indicates (it exists), with a degree of neutrality in the middle (2).

4.4 Overall performance of (HRM) in (MOCSI):

This part is about describing and interpreting the attitudes of employees of the (MOCSI) towards the overall performance in the (HRM) by answering the fifth study question related to this part, as well as verifying the validity / invalidity of the fourth hypothesis, which states the following: "The attitudes of the employees in the (MOCSI) have a statistical difference towards the overall performance of (HRM), according to their different demographic and job characteristics.

It is clear from Table No. (14) that there are about 48% of employees who reported that the overall performance of (HRM) is (acceptable), and that about 29% of them in have reported as (good), and that the lowest percentage is from them is that the level of performance is (excellent).

The average overall usage (3.08) was from the scale (1-5) in which the number (1) indicates as weak, number (5) as excellent, and number (3) as good, meaning that the rate is somewhat high in the evaluation and that many employees are aware of the overall performance of (HRM).

Table no.(14)
Employee's attitudes towards evaluations of overall performance in the main functions of (HRM)

Answer	Number	Rate
Excellent	3	2
Very good	8	6
Good	29	26
Acceptable	56	48
Weak	20	18
Total	117	100 %

Summary of the results of the test of validity/invalidity of the fourth hypothesis:

Based on the previous results, and with regard to the validity / invalidity test of the fourth hypothesis in this study, which states that "the attitudes of employees of (MOCSI) do not differ statistically towards the level of overall performance of the (HRM), according to their different demographic and job characteristics" individually, the results of the tests used "T" and "F" and the level of 1% or 5%. showed that there is no real statistical difference in the attitudes of employees in the (M)CSI towards the level of overall performance of (HRM), according to their different demographic and job characteristics separately.

So, as mentioned before, it is to accept the null-hypothesis for each gender, years of experience, educational level, and the job levels of employees in (MOCSI), whose attitudes do not differ in assessing the overall performance of (HRM).

According to the results of the previous statistical analysis, it can be said that most of the employees attitudes in (MOCSI) are aware of the overall performance of the (HRM), because its performance is noticeable to all employees, as any development or improvement in its performance can be felt by everyone, and in return any deterioration or deficiency can reflect an impact on all employees through the services provided by this management.

4.5 Relationships between the obstacle of using (MIS) and overall performance of (HRM):

The study here discusses the results of the statistical analysis related to answering the fourth question, which relates to determining the type and degree of relationship between obstacles to the use of means of (MIS) and the overall performance of (HRM), and therefore this part of the study deals with the validity / invalidity of the fifth hypothesis, which states the following: " There is no real relationship between the obstacles to using the means of (MIS) in the actual practices of the main functions of (HRM) in (MOCSI) and between the level of the overall performance of (HRM) according to the attitudes of employees in the ministry.

Table no. (15)
The relationship between obstacles to using (MIS) and the overall performance of (HRM) (Multiple Regression Analysis Outputs)

	Variables	Regression coefficient Beta	Coefficient of correlation R	Coefficient of determination R2
1	- Insufficient support from senior management.	2.96	0.511	0.501
2	- Insufficient transparency	3.30	0.491	0.491
3	- Poor identification of the needs of the beneficiaries of the information systems.	2.80	0.452	0.470
4	- Resistance of some employees to change.	2.78	0.309	0.311
5	- Scarcity of technical personnel specialized in software systems analysis, design and maintenance.	2.84	0.311	0.321
6	- Lack of technical skills for employees in using the means of (MIS). **	3.43	0.377	0.464
7	- Lack of experience in the practice of applications of (MIS).	2.60	0.365	0359
8	-Poor level of infrastructure (modern software / database / networks / computers and their accessories / protection technologies ... etc.)	1.53	0.324	0.344
9	- Failure to keep up with recent developments in technology. *	3.75	0.317	0.342
10	- Failure of technical support, such as: lack of maintenance to ensure that the system continues to work well.	2.62	0,276	0.335
	- Fear of information leakage or system penetration. **	1.85	0.262	0.249
	- The high cost of hardware and equipment of (MIS).**	2.83	0.261	0.176
	Poor budgets for the update. **	2.38	0.233	0.175
	- Insufficient allocations or privileges for those in charge of technology equipment and tools **	2.61	0.214	0.111
	- Insufficient financial allocations for information protection programs.	2.62	0.276	0.335
Results of the regression model as a whole (the type and strength of the relationship between all the independent variables and the dependent variable using the ENTER method): Correlation coefficient R:		0.688		
Coefficient of determination R2:		0.473		
The value (F) computed F. Test:		6.270		
Statistical significance of the F Sig relationship. In the model as a whole		0.000		

* Real relationship at the statistical level of 0.01 according to the test t –test

** Real relationship at the statistical level of 0.05 according to t-test

The researcher applied the method of multiple regression analysis and correlation to determine the type and strength of the relationship between obstacles of using (MIS) and the overall performance of (HRM) through the method of multiple regression analysis using its two programs related to the relationship model as a whole (the Enter program) which shows the type and strength of the relationship in the model as a whole i.e. obstacle as independent variables taken in overall form and the level of overall performance of (HRM) as a dependent variable, and (Stepwise program) which shows the type and strength of the relationship between each independent variable separately and the dependent variable (Idris 2012; Rabi' 2008: Aaker et. al, 2012 Malhotra, 2012,).

From Table (15), it is noted that it includes the results of the regression analysis method and multiple correlation using (15 variables) of the obstacles to using the means of (MIS) (as independent variables that have a high level of stability and reliability), as well as on one variable of the overall performance level of HRM (dependent variable) by applying Enter program.

From Table No. (15), it is clear that there is a positive and statistical relationship between the dimensions and elements of obstacles to using the means of the (MIS) in this study (taken in total), and the overall performance at the level of 1% according to the test (P) and this relationship has a strength of up to About 69% according to the correlation coefficient R in the regression analysis model as a whole.

• The obstacles reported by the investigated individuals have an average ability of explaining the variance about 47%, according to the R^2 determination variable in regression analysis as a whole in the overall performance of (HRM).

According to the outputs of the stepwise method of regression analysis method, and from Table No. (15), it turns out that among the obstacles of using (MIS) in the analysis, there are (7) obstacles that have a statistical relationship (the level is between 1% or 5% according to the "C" test), with the overall performance level, but individually (each variable separately).

In light of that, it is clear that the strength of the relationship (correlation coefficients) between each variable of the use of means of (MIS) and the level of the overall performance of (HRM) extends between (51% and 21%), and that the rate of the explained variance in the dependent variable (level of overall performance) through these obstacles (taken individually), is between (50% and 11%), as shown in Table No. (15).

In light of the revealed results of the relationship between the dimensions and elements of obstacles to the use of (MIS), and the level of the overall performance of (HRM), the most important obstacles preventing the improvement of the overall performance (HRM) are as follows:

• Some employees resist change.
• Lack of technical skills of employees in the use of (HRM) means.
• Not keeping up with recent developments in (MIS).
• Fear of information leakage or system penetration.
• The high cost of devices and equipment (MIS).
• Weak budgets for the update.
• Insufficient allocations or concessions for those in charge of technology equipment and tools.

So, from all of that, it has been decided to partially reject the hypothesis of nullity, which states the following: "There is no real relationship between the obstacles to using the means of (MIS) in the actual practices of the main functions of the (HRM) at (MOCSI), and between the level of the overall performance of (HRM), according to the attitudes of the employees "taken on a total basis".

Which indicates that there was a statistical relationship at the level of (1%) or (5%) according to the "T" test in relation to some obstacles to the use of (MIS) means. And on the other hand, it was decided to reject the hypothesis of nullity because of the real relationship between the obstacles of using means of (MIS) in the actual practices of the main functions of (HRM) in (MOCSI), and between the level of the overall performance of this management, according to the attitudes of the Ministry's employees "taken as total", but for only 7 (obstables) out of (15 types of obstacles) separately, and at the same time, the same null hypothesis must be accepted for the remaining (8 obstacles) separately, due to the lack of a real relationship between each of them and the overall performance of (HRM). Through this all, the researcher believes that (MOCSI) has various obstacles that prevent the improvement of performance of (HRM). The Ministry's leadership must adopt means for eliminating for obstacles, even gradually.

Likewise, it can be said that whenever (MOCSI) is able to address previous obstacles to the use of (MIS) that have been shown to have a strong relationship with the performance of (HRM), this will help to improve the level of this performance in all management activities, including recruiting, selecting, appointing, training and evaluating the performance of employees in the ministry, and this will have a positive impact on the overall performance of (MOCSI) as a whole.

V. The Results and Recommendations

5.1 Results of the field study:

The following are the most important results of the study:

(A) The level of use of means of (MIS) in (HRM):

The results indicated that most employees of (MOCSI) are aware of the importance of using (MIS) means in performing (HRM), and that the use of (MIS) means in (HRM) does not differ with the Gender, years of experience, or educational level but does differ with the job level of the employees in the ministry. The result was in favor of the attitude of the lowest occupational category (administrators), and this may be due to their actual association and practice with the means of (MIS) where most work of (MIS) are considered technical carried out by those administrators to a greater degree than the higher administrative levels, and that there is some use of the means of (MIS) in the actual practices of activities (HRM), especially in the area of performance of the evaluation function, and it is followed by the functions of recruitment, selection and appointment, and finally training.

There is no real difference between the attitudes of employees of (MOCSI) towards the use of means (MIS) in the actual practices of the main activities of (HRM) (recruitment / selection and appointment / training / performance evaluation) separately, and this is according to gender (male / female) for (12 variables) and according to years of experience for (12 variables) and the educational level for (11 variables) as well as according to the job level for (5 variables). And at the forefront of these variables, there are (20) variables that employees do not disagree with, despite their different characteristics previously mentioned according to the type of (3 variables) According to the experience years of (3 variables) and the educational level of (4 variables) as well as the functional degree of (10 variables).

(B) Benefits of using (MIS) to perform the functions of (HRM) in the ministry:

There is a high level of awareness among employees of (MOCSI) towards the benefits of means (MIS) in practicing the main activities and functions of (HRM) that are referred to in the study, which are represented by the functions of recruitment, selection, appointment, training, and finally the performance evaluation. There is no statistical difference between the attitudes of employees of (MOCSI) towards the benefits of using means of (MIS) in performing the activities of the main functions of HRM: (recruitment / selection, appointment / training / performance evaluation) according to gender for number of (5 benefits) and according to years of experience for a number of (13 variables) and the educational level of (12 benefits) as well as the job level of (2 benefits), and the awareness of employees towards the benefits of using methods of (MIS) in the performance of (HRM), especially the expected benefits from the use of (MIS) means in each of the functions of recruitment, selection, appointment, training, and performance evaluation, which is due to following and identifying what counterpart ministries in the world embraced which can be through working with them in missions, as well as realizing the tangible aspects of ministry employees from the partial use of the means of (MIS) and making comparison with how things were in the past. This helps greatly in adopting electronic (HRM), especially when the surveyed study populations are from the higher job levels and those who influence or make decisions in the ministry.

(C) The overall performance level of the (HRM) at (MOCSI):

There is statistically a real difference in the attitudes of employees in (MOCSI) towards the level of overall performance of (HRM), according to their different demographic and job characteristics, and that the level of overall performance of the (HRM) was (acceptable), and that is due to the fact that to some extent (HRM) is working in electronic jobs for the main early-mentioned functions, but it does not achieve the required level. For example, all means of (MIS) exist but need to be updated and maintained.

(D) Obstacles in using the means of (MIS) in the main activities of human resources management:

In general, there are many obstacles related to the use of means of (MIS) in (HRM), according to the attitudes of employees in the ministry, where they greatly realize that there are various obstacles (financial, technical, administrative, and human) that prevent the improvement of the performance of (HRM) in the main functions referred to in the study, and above all obstacles comes the weak infrastructure, the failure to keep up with recent developments in (MIS), the lack of technical support, high cost of devices and equipment of (MIS), and insufficient allocations and privileges of those charge of the equipment and means of (MIS).

(E) The relationship between obstacles to using (MIS), and between the overall performance of (HRM):

There is statistically a positive relationship between the dimensions and elements of the obstacles to using the means of (MIS) in the study (taken in total), and the level of the overall performance. The most important obstacles to using the means of (MIS) in the actual practices of (HRM) in the ministry are: the lack of technical skills for employees in the use of (MIS) means, not keeping up with recent developments in (MIS),

fear of information leakage or system penetration, the high cost of devices and equipment of (MIS), poor budgets for the update, and insufficient allocations or privileges for those in charge of technology equipment and tools.

5.2 Recommendations:

Finally, it was possible to put the recommendations of the study into an implementation plan that includes the areas and requirements of the recommendation, and the responsible for implementing it in the (MOCSI) as shown in the table below:

Table No. (16)
The proposed execution plan for improvement and development

Area of recommendation	Recommendation	Execution requirements	Executor
MIS	Establishing integrated database management systems and paying attention to the regular maintenance of hardware and software	• Purchase the latest database systems and models in light of the required tasks.	•Department of Documentation, Information Systems •Procurement Department..
	Designing instructions to get to the location of (MIS) on the Ministry's website	• Update the electronic portal	•Department of Documentation, Information Systems • Human resources.
	The Ministry adopts a strategy and management philosophy to implement e-HRM systems and means for managing electronic human resources	•Technical professionals.	• Higher Management •Department of Documentation, Information Systems • Human resources
	Estimated budget for the implementation of e-HRM electronic systems and means	•Courses in electronic human resource management. •Providing financial credits for this field. • Financial and technical specialists.	•Financial Affairs Administration •Human Resource • Information Systems Management
Human resource	Developing a system of financial incentives and rewards, as well as appropriate moral for specialists in (MIS) in the administration	• Providing incentive funds.	• Higher Management •Financial Affairs Administration •Human Resource
	Submit and fulfill employment requests electronically	•Update the online portal. •Technical professionals.	•Human Resource •Department of Documentation, Information Systems
	Use electronic forms for employee transactions	•Update the online portal. •Technical professionals.	•Human Resource •Department of Documentation, Information Systems
	Respond to job applications online	•Update the online portal. •Technical professionals.	•Human Resource •Department of Documentation, Information Systems
	Find ways to help avoid evasion and discipline at work	• Confirm the support of senior management and not exclude. • Update the attendance management system	•Human Resource •Department of Documentation, Information Systems
	Providing courses and methods that assist employees in self-learning	• Confirm the support of senior management • Provide coaches on the side • Holding courses •Allocating financial credits.	•Human Resource • Diplomatic institute •Financial Affairs Administration

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