

The Impact of Human Resources Information Systems on Human Resources Selection and Recruitment Strategy: An applied study on Arab Potash Company in the Hashemite Kingdom of Jordan



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ABSTRACT

The aim of this study was to identify the impact of human resources information systems on the selection and recruitment strategy in the Potash Company. to achieve these objectives a questionnaire was developed to collect data and the statistical package for social sciences (SPSS.16.) was used to analyze the study data. A number of results were highlighted The level of importance of human resources information systems (efficiency of human resources information system, integration with other management information systems) in the company according to respondents' perceptions was moderate.

In addition to the impact of this dimension in HR selection and recruitment strategy, HRIS explained (58.3%) of the variation in the strategy of selection and recruitment of human resources in the Arab Potash Company.

Based on the results that the study reached, it shed light many recommendations, the most important of which is the design of website for the Arab Potash Company, which is easy to use and uncomplicated so that individuals who wish to work in these companies can apply electronically, which provides the company with the opportunity to attract as many as possible applicants who have high competencies.

Key words : Human Resources, Information Systems.

1. INTRODUCTION

The efficiency of a company depends on the effectiveness of its human resources in it. Therefore, it is necessary to pay attention to the selection of human resources on scientific and objective basis, by putting each person in the right place that suits his qualifications and abilities. Here came the importance of choosing to access the most efficient human resources. The effectiveness and success of selection depends on the process of attraction and its success. Attracting the best human resources facilitates selection and recruitment among fewer people who have the required characteristics of the vacancy. In addition, the selection and hiring function is

represented in the natural extension of the research function and attracting the forces of the appropriate workforce. And then comes the selection process for a trade-off between the individual applicants to fill the vacant post in terms of the degree of suitability for the job[1]. So the need for (HRIS) is necessary, which appeared, through the provision of data and facts about employees, activities and policies of person , which facilitates the production of information and reports that help in decision-making[2].

THE STUDY PROBLEM

This study came in response to the question about the impact of human resources information systems in the strategy of selection and recruitment of human resources in the Arab Potash Company and its role in the success and development of companies.

Main Hypothesis (H01):

According the problem of the study the following hypotheses are presented:-

"There is no impact of statistical significance of human resource information systems (efficiency of human resources information systems, integration with other MIS, response) in the selection and recruitment of employees at the level of significance (.05)".

The Importance of the Study

The importance of this study lies in the effect of human resources in the success and development of companies. Human resources systems play a major role in the selection and recruitment of human resources that are distinguished by their efficiency and effectiveness and contribution to achieve corporate goals and success. The importance of this study is shown through providing formal procedures enhanced with competitive experience by the selection and development of personnel based on HR-based procedures.

2. OBJECTIVES OF THE STUDY

This study seeks to determine the impact of human resources information systems in the strategy of selecting, hiring human resources and determining their role in the success of

companies by contributing to the achievement of the company's main objectives.

3.THEORETICAL FRAMEWORK

When the concept of selection and hiring is mentioned, it comes to mind that there are two different processes separated from each other. However, one who studies thoroughly the definition of this process among most writers and administrators finds that hiring is only a step or procedure that comes at the end of the selection stage and as a result where the candidate applicant to the post will be employee of the company, after successfully passing the procedures, including the trial period [3].

Al-Shawish defines it as the selection and hiring of the labor force on a sound basis of readiness and competence, and the ability to achieve the objectives and to engage them in jobs that are compatible with their preparations, abilities and competencies[4]. There are the foundations that depend on efficiency and merit that ensures putting the right person in the right place and the success of the company. Therefore, the importance of the selection and hiring refer to the functions of the company, in terms of its impact on the activities of the company, and its impact on the employees and their trends towards work, the conditions of his/her work and the future of his job. There are methods used in the selection process and the hiring where differentiation and competition are the methods used in selection and hiring widely among companies. But companies differ from each other in the procedures and steps involved in the selection and hiring process. These steps can be summed up, where the priority is for the applicants and ends with a new employer within the company [5].

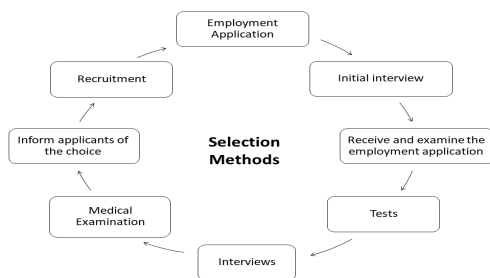


Figure 1: HR Selection Methods (Gulati & Khera,2012)

According to Gulati The study is conducted on the biggest seven information technology companies according to their shares in the Indian market[6]. It aimed at identifying the benefits of HRIS in IT organizations, clarifying the role of HRS in the strategic activities of HR managers in HR planning in these organizations. The study concluded that the human resources information systems help to:

1. Making human resources decisions with high efficiency.
2. To provide better supervision and control of the workforce of the Organization.
3. Reduce the cost of labour and the various costs in the organization.

4. Completion of all human resources development activities from training, development and sequential planning, tracking of recruitment and selection processes, workforce planning, retention of personal information, salary planning, analysis of absenteeism from work, turnover analysis, scheduling, compensation management, performance management, management of benefits such as returns, health insurance and life insurance[6]

Figure 2 illustrator A sub-model (1) has been developed based on the above to serve the original study model:

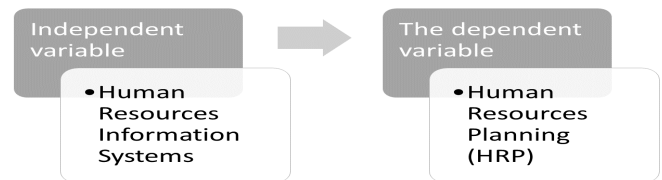


Figure 2:Sub-Model (1)

According to Obeidat the purposes of this study are to discuss the linkage between human resources information systems and human resources management functions. The theoretical framework of the study was based on human resource management and previous research. The role of human resources contribution was measured by compliance and the level of application of human resources functions to HR functionalities. A questionnaire was sent to five different Jordanian banks with a response rate of (61.5%). The target groups of the questionnaire were human resources departments, which included human resources managers and professionals in the Jordanian banking sector[7].

Some of the functions of human resources information systems were found to have a relationship with HRM functionalities. Particularly, the study found that strategic integration, forecasting, planning, human resource analysis, communication and integration have nothing to do with HR functionalities. While performance development and knowledge and records management have been linked to human resource functions, the human resources information systems are the dimensions.

Figure 3 illustrator A sub-model (2) has been developed based on the above to serve the original study model. It is as follows:

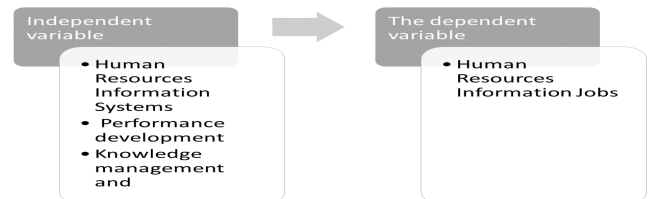


Figure 3 :Sub-Model (2)

According to Ball the study aims at surveying the usage of human resources information systems in small foundations in Canada. The study investigated the nature of electronic data storage in three areas: individuals, training, employment, and the diversity of information analysis. The study concluded

that there is a significant relationship between the total number of employees and some aspects of their stored information. It also found that small enterprises are less likely to use human resources information systems, and that HR information systems are often used less in training and recruitment. The study recommended activating the use of human resources information systems in operations management completely and not limited to data analysis, and the establishment of an integrated database to store data related to employees[8].

Figure 4 illustrates a sub-model (3) has been developed based on the above to serve the original study model:

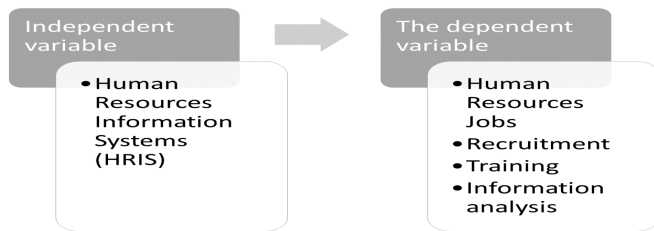


Figure 4 : Sub-Model (3)

According to Negin& et al.[9]the study aims at analyzing the possibilities and difficulties facing e-employment in small and medium enterprises in Malaysia and explaining the nature of the process and some administrative effects on these procedures. The researcher used the questionnaire as a data collection tool in this study and the descriptive and analytical method. The study sample was randomly selected. A sample of 60 small and medium enterprises was selected in all three economic sectors: agriculture, services and manufacturing. The study concluded that the results of expressing attitudes and opinions of small and medium enterprises' executives towards e-recruitment as a sub-function of integrated human resources management. It can be seen as an improvement in their value in key critical technological activities for human resources management. Results show that the ability to communicate and to deal with the multilingual environment is one of the most important operational benefits of e-HR management. The study recommended the use of modern technology as a means of internal and external transactions in companies and building full and comprehensive data bases for storing them in relation to employees in companies, while following up technological developments and their use.

Figure 5 illustrates a sub-model (4) has been developed based on the above to serve the original study model. It is as follows:



Figure 5: Sub-Model (4)

According to Hamarna The aim of this study is to investigate the extent to which the e-recruitment system is implemented in the agencies of the United Nations in the occupied Palestinian territories. The study population may be from all

the personnel employed in the field of employment and human resources in the agencies of the United Nations in the occupied Palestinian territories (150) employees. During the course of the study, 49 Copies of the questionnaire were restored; the questionnaire is a tool for collecting data of five parts. The corresponding study was used to determine the nature of the e-recruitment system in force in the UN agencies. The study reached the following results:

1. There is a direct relationship between e-recruitment and the importance and benefits of using the system in UN agencies. As well as the existence of an IT infrastructure that has the ability to provide the needs of software, servers and system management devices.

2. The results also showed the positive impact of the senior management on supporting the implementation of the e-recruitment system in the agencies of the United Nations.

Finally, the study recommended: that the United Nations agencies should strengthen the e-recruitment system to reduce the financial and administrative expenses resulting from advertising about jobs by newspapers and fields, while job seekers can search through the organization's e-recruitment site and choose the job which the applicant wishes to submit to it simply. The researcher also recommended the need to monitor the system by providing the possibility of tracking the screening of applicants and the holding of examinations and interviews at each stage of employment. Figure 6 illustrates a sub-model (5) has been developed based on the above to serve the original study model. It is as follows:[10]



Figure 6: Sub-Model (5)

Tartara in his study aimed at investigating the impact of using Computerized Information Systems (MIS) in human resource management functions (recruitment, recruitment of staff, training of staff, and evaluation of staff performance) in public institutions in Jordan. showed a statistically significant impact on the use of computerized management information systems in the functions of human resources management in public institutions in Jordan, There is a statistically significant impact on the efficiency of the computerized management information system personnel in human resource management functions (attraction, recruitment, training and evaluation of performance) in public institutions in Jordan, and a statistically significant impact on the quality of the computerized management information systems in human resources management functions attraction, recruitment, training, and evaluation) in public institutions in Jordan. Finally, the results showed that there were no statistically significant differences in the effect of computerized information systems on human resource management functions in public institutions in Jordan due to

the demographic and functional characteristics (sex, age, educational qualification and experience)[12].

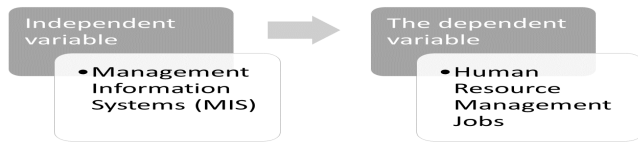


Figure 7: Sub-Model (6)

4.STUDY MODEL

Based on the previous **Error! Reference source not found.** sub-models (6)and the theoretical framework discussed, and based on the linking processes that brings HR systems together with HR selection and recruitment strategy, the 8 illustrator study model was developed as follows:

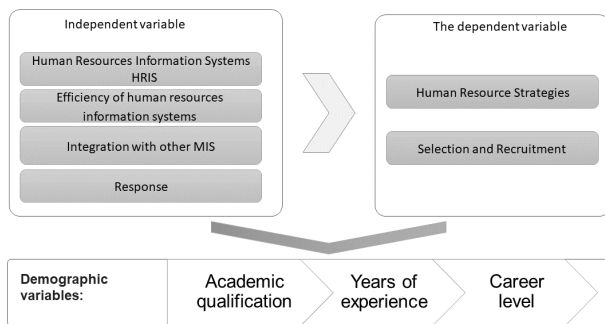


Figure 7: Study Model Design by the researchers

4.DATA ANALYSIS AND DISCUSSION

The objective of this study was to study the impact of human resource information systems in the strategy of selecting and assigning human resources and its role in the development of Arab Potash Company. Therefore, the results of this study will be presented and analyzed in this section. The study adopted descriptive analysis to describe the characteristics of the sample using (SPSS.16.1) in the processing of data to answer the study questions and test its hypotheses.

A. Study tool

The consistency of the tool was determined by the method of extracting the stability coefficient for the tool in its final formula and for each dimension of the study. The internal consistency was calculated by using the Cronbach Alpha equation for the instrument as a whole and for each of its fields.

Table 1 :The internal consistency was calculated by using the Cronbach Alpha

Variable	Alpha
Efficiency of human resources information systems	0.88
Integration human resources information systems	0.85
Response of human resources information systems	0.81
Human Resources Information Systems (macro)	0.85
Selection and recruitment strategy	0.89

Table 1 shows the values of Cronbach's Alpha coefficients for both human resources information systems and the strategy of selection and employment of human resources.

A. Showing results

This section includes a detailed presentation of the results of the study in light of the questions that aimed at measuring the impact of human resource information systems in the strategy of selecting and assigning human resources according to the sequence of their questions. The results of the study and the recommendations arising from these results were discussed. To answer the study questions the responses of the individuals of the sample were evaluated based on the following criterion. According to Table 2, if the arithmetic average of the responses of the individuals of the sample is greater than 3.5, it will be considered high, but if it falls in the range of (3.49-2.5), it will be considered moderate otherwise when it is less than 2.49 it will be judged as a low response .

Table 2: Arithmetic Average

Arithmetic Averages	Level for the arithmetic mean
3.5 and more	High
3.49-2.5	Medium
2.49-1	Low

What is the level of importance of human resources information systems according to the perceptions of the respondents in the potash companies?

To explain the respondent answers we calculate the average and standard deviation of the dimensions such as perceptions of availability of human resources information systems.

Table 3 : Importance of the Dimensions of HRIS

Dimensions	Average	Standard Deviation	Rank	Level of Availability
Efficiency of human resources information systems	3.50	.80	2	High
Integration of human resources information systems	3.52	.90	1	High
Response of human resources information systems	3.41	.75	3	Moderate
Total average	3.48	.77	-	Moderate

Table 3 shows that the general average of the importance of the dimensions of human resources information systems in the Arab Potash Company was 3.48 and a standard deviation (0.77). This means that the level of perceptions of the study sample of the importance of human resources information systems in the Arab Potash Company is moderate. Analyzing the dimensions of human resources information systems in

the Arab Potash Company shows that the dimension of (Integrating human resources information systems) ranked first with an average of 3.52 and a standard deviation of 0.90, followed by the dimension of (efficiency of human resources information systems) with an average of 3.50 and a standard deviation of 0.80. The HR response dimension ranked last with an average of 3.41 and a standard deviation of 0.75. The following is a detailed view of each item.

1) Firstly . The efficiency of human resources information systems
Arithmetic averages and standard deviations of the perceptions of the individuals of the study sample on the items of the dimension of efficiency of human resources information systems.

Table 4 :Arithmetic Average of The Respondents' Perceptions for Dimension

No.	Item	Arithmetic Average	Standard Deviation	Rank	Level of Availability
1	The Human Resources Information System (HRMS) has a comprehensive content to perform various tasks and functions	3.75	.99	2	High
2	The Human Resources Information System and its applications suit the needs of the Human Resources Department	3.55	.87	4	High
3	The Human Resources Information System (HRIS) is easy to use	3.54	.97	6	High
4	The Human Resources Information System (HRIS) is constantly updating its data and information	3.55	1.01	5	High
5	The accuracy of the information generated by the Human Resources Information System (HRIS) can be trusted for decision-makers	3.62	1.05	1	High
6	The Human Resources Information System (HRIS) is maintained regularly and continuously to ensure its continual efficiency	3.43	.99	8	Medium

7	Equipment and devices for the operation of the Human Resources Information System are available accurately.	3.45	1.03	7	Medium
8	The database used meets the needs of workers' from information.	3.43	1.02	9	Medium
9	There are no errors in processing and saving data.	3.37	1.10	10	Medium
10	The Human Resources Information System helps in reducing the resulting costs of traditional systems (using papers and pens).	3.56	1.07	3	High
Total average		3.50	.80		

The data in Table 4 indicate that the arithmetic average of the respondents' perceptions of the dimension (efficiency of human resources information systems) was high with an arithmetic average of (3.50). Item (5), which states: "The accuracy of the information generated by the human resources information system (HRIS) can be trusted for decision makes." Occupied the first rank with an arithmetic average of 3.62 and standard deviation of 1.05 , while item (9), which states that "there is no error in processing and data preservation," ranked last with an average of 3.27 and a standard deviation of (1.10).

1) Secondly. Integration of human resources information systems
Statistical averages and standard deviations of the perceptions of the study sample members on item of the dimension of integration of human resources information systems.

Table 5: Average Of Respondents' Perceptions of The (Human Resources Information Systems Integration)

Item No.	Item	Arithmetic Average	Standard Deviation	rank	Level of Availability
1	HRMS provides integration with other activities of the company	3.68	1.00	1	High
2	The Human Resources Information System assists in the preparation of reports	3.52	.97	3	High

	in all aspects through the exchange of information and data				
3	The outputs of the Human Resources Information System (HRIS) help to provide the necessary support to different decision-making departments.	3.56	1.00	2	High
4	HRMS share one database with other systems.	3.34	1.12	4	Medium
	Total Average	3.52	.90	-	High

The data presented in Table 5 indicates that the arithmetic average of respondents' perceptions of the (human resources information systems integration) was high with an arithmetic average of (3.52). Item (1), which states: "HRIS provides for integration with other activities of Company, ranked first with an average of 3.68 and a standard deviation of 1.00, whereas item 4, which states that "HRIS is share one database with other systems," ranked last with an average of 3.34 and a standard deviation (1.12).

Thirdly . Response of human resources information systems
The arithmetical averages and standard deviations of the Derceptions of the individuals of the study sample on Items after the response of human resources information systems.

Table 6: The Mean of The Respondents' Perceptions for Dimension

Item No.	Item	Arithmetic Average	Standard Deviation	Rank	Level of Availability
1	The Human Resources Information System (HRIS) is quick to process incoming data	3.61	.93	1	High
2	The Human Resources Information System (HRIS) helps to easily and quickly exchange information between individuals	3.47	.92	4	Medium
3	HR Information System provides timely information	3.46	1.016		Medium
4	The Human Resources Information System (HRIS) provides all the	3.49	.98	2	Medium

	outputs needed by departments and beneficiaries				
5	The Human Resources Information System (HRIS) helps the employee to view the profiles without any complications	3.27	1.16	8	Medium
6	The Human Resources Information System responds to inquiries from other departments	3.47	.87	3	Medium
7	The system helps identify the employees' responsibilities and roles in the company in order not to overload the worker.	3.21	1.04	9	Medium
8	The use of human resources information systems helps implement the requirements of different employees at the required speed	3.28	1.06	7	Medium
9	Different reports resulting from human resources information systems can be prepared based on external variables.	3.46	.825		Medium
	Total Average	3.41	.75	-	Medium

The data in Table 6 indicate that the mean of the respondents' perceptions of the dimension (response of human resources information systems) was medium, with an average of (3.41). Item (1), which states: "came first with an arithmetic average of 3.61 and a standard deviation of (0.93)", while Item (7), which states that "the system helps to determine the responsibilities of employees and their roles in the company so as not to overload the worker" occupied that last rank with an average arithmetic (3.21).

1) Forth. Selection and hiring
Arithmetic averages and standard deviations of the perceptions of the members of the sample of the study on items of selection and hiring dimension

Table 7: Mean Of The Respondents' Perceptions of The Selection And Recruitment

Item No.	Item	Arithmetic Average	Standard Deviation	Rank	Level of Availability
1	The Human Resources Information System helps to select human resources on scientific and objective grounds	3.35	1.13	2	Medium
2	The Human Resources Information System (HRIS) helps to select the right person for the vacant job.	3.29	1.08	3	Medium
3	The system contributes to the performance of the company through the recruitment of qualified and highly skilled	3.16	1.10	7	Medium
4	The Human Resources Information System (HRIS) clarifies the principles and criteria adopted by the company in selection and recruitment.	3.23	1.06	5	Medium
5	The Human Resources Information System (HRIS) provides appropriate selection and placement policies that can create a synergy between the job and the staff.	3.25	1.04	4	Medium
6	The Human Resources Information System (HRIS) helps to reveal the real skills of employees	3.22	1.05	6	Medium
7	The Human Resources Information System (HRIS) helps to reduce the chance of problems such as absenteeism, leaving work, etc.	3.54	.99	1	High
	Total Average	3.29	.89	-	Medium

The data presented in

Table 7 indicates that the mean of the respondents' perceptions of the selection and recruitment period reached (3.29). Item (7) which states that "HRIS helps reduce the chance of some problems such as absenteeism, leaving work, etc.", ranked first with an average of (3.54) and a standard deviation of (0.89). Whereas item (3), which states that "the system contributes to the company's performance by recruiting competencies and owners of high skills "ranked last with an arithmetic mean (3.16).

A. Testing hypotheses

Before applying the regression analysis to test the hypotheses of the study, the researcher conducted some tests in order to ensure the adequacy of the data for regression analysis the following tests were made:

1. Multi collinearity which will be tested using tolerance with $T > 0.05$ and variance inflation factor which should be greater than 10 to avoid it .
2. Multi variate normality which can be checked by skewness coefficient with the Nile that the distribution is normal when the torsion coefficient is less than 1.

Table 8 : Test of tolerance, variance of inflation factor, and Skewness coefficient

Sub-dimensions	Tolerance	VIF	Skewness
Efficiency of human resources information systems	0.293	3.412	0.304
Integration of human resources information systems	0.292	3.426	0.596
Response of human resources information systems	0.331	3.019	0.297

From Table 8, we notice that the VIF values for all variables are less than (10) and range from (3.019 - 3.426). Tolerance values ranged from (0.292 to 0.331), and it is greater than (0.05). This is an indication of the absence of a high correlation between the independent variables (Multicollinearity). It was confirmed that the data follow normal distribution by calculating the skewness coefficient, since it is less than (1) and ranged between (0.297-0.596). Results of Analysis of variance to verify the validity of the model for testing hypotheses of the study:

Table 9 : Analysis of Variance

The dependent variable	The R2 selection factor	The degrees of freedom	Calculate d (t) value	The level of significance F
Selection & Hiring	0.583	(96.3)	44.754	0.000

*Of Statistical Significance at the level of ($\alpha \leq 0.05$).

The above table highlight the validity of hypothesis of the study .it appear from the data there is high value of (f) at the level of($\alpha \leq 0.05$) and freedom degrees (3, 96),but the dimensions HRIS explore (58.3%) of the total variance in the factor (selection and placement). Accordingly, the hypotheses was tested as follows:

First Hypothesis (H01):"There is no impact t at the ($\alpha \leq 0.05$) of HR information systems (efficiency of human resource information systems, integration with other MIS, response) in the selection and recruitment of staff in the company"

Table 10: Regression Analysis efficiency, Integration and Response

Dependent Dimension	The R2 selection Coefficient	B	Standard error	Beta	Calculated (t) value	The level of significance F
Constant Regression	0.583	.179	.283		.621	.536
Efficiency of HRIS		.175	.155	.155	1.128	.262
Integration Of HRIS		.295	.132	.298	2.242	.027
Response Of HRIS		.429	.140	.362	3.076	.003

*Of Statistical Significance at the level of ($\alpha \leq 0.05$).

Results in Table 10 indicate that the dimension of integration of HRIS have an impact on the selection and recruitment of the company's employees in terms of (Beta) coefficients for these two dimensions. At the same time the increase in value of t is calculated at the level of ($\alpha \leq 0.05$), and calculated values of (t) equal (2.242 and 3.076), respectively. They are significant at the level of ($\alpha \leq 0.05$).

So there was no effect of this dimension of (efficiency of human resources information systems) in terms of the (Beta) coefficients of this dimension as in the table and the significance of the decrease in value (t) calculated from its tabulated value at the level of ($\alpha \leq 0.05$) where the calculated values of (t) equal (1.128). The following is required:

Rejecting the null hypothesis and accepting the alternative hypothesis .

Stepwise Multiple Regression analysis was performed to determine the significance of each independent dimension separately in the contribution to the arithmetic model as illustrated in Table 11.

Results of Stepwise Multiple Regression Analysis to predict the selection and recruitment of employees in the company through the dimensions of HR Information Systems

Table 11 : Regression Analysis of the Independent Dimensions

The order of entry of independent elements in the prediction equation	R2 value Coefficient of determination	B	Calculated value	Level of significance
Constant		.254	.923	.359
Response of HRIS	0.521	.495	3.893	.000
Integration of HRIS	0.057	.382	3.597	.001

*Of statistical Significance at the level of ($\alpha \leq 0.05$).

Table 11 shows the order of entry of the independent dimensions in the regression equation. The dimension of (the response of human resources information systems) ranked first and explained separately (52.1%) of the total variance in the selection and recruitment of employees in the company. The dimension of (Integration of Human Resources Information Systems) entered next where the two dimensions of (response of human resource information systems and human resources information systems integration) accounted for (57.8%) of the total variance in the selection and recruitment of employees in the company, i.e., the dimension of the (integration of human resources information systems) alone explained (5.7%) of variance in the dependent variable (selection and recruitment of employees in the company).

5. RESULTS AND DISCUSSION

In view of the responses of the surveyed sample, the following results were reached and discussed as follows:

Firstly, the results indicate that the arithmetic averages of the perceptions of the individuals of the study sample for the level of availability of the dimensions of the human resources information systems at the macro level were "medium" with an average of (3.48) and a standard deviation of (0.77). The researcher attributes this result to the application of this system in any company cannot be complete even in large companies because of the many challenges that vary in intensity and impact from one company to another. The Arab Potash Company is one of the companies facing many difficulties and different challenges, including organizational difficulties and problems of change and redesign of the organizational structure, the difficulty in building, developing and modifying the human resources information system, the lack of specialized experts in human resources systems, and the lack of acceptance of the majority of workers for technological development because of their lack of experience in these systems and familiarity with traditional systems.

We will not forget the importance of these systems in the pursuit of the development and success of these companies where they help in collecting data necessary for the management, maintenance and preservation of the system, introducing conversion and operation processes to provide beneficiaries later and then provide officials with information about personnel working in the company in the areas of benefits and compensation, training and competency development, evaluation of performance, in addition to providing information about selection systems, assessment and analysis of activities, competencies and skills development and career planning. The importance of human resources information systems is shown in the Integration with the company's other MIS, such as marketing information system, manufacturing information system, technical processes, conversion information systems and other information systems within the company that ensure an integrated, holistic information system that serves decision-making at the company level to provide the information needed by external parties taking into account confidentiality and information availability for publication.

As for the ranking of human resources information systems axes, HRMS integration ranked first and obtained a high "3.52" arithmetic mean. This result can be explained by the fact that HRIS may provide integration with other activities of the company to assist in preparing Comprehensive and integrated reports with the activities and operations of the company. That will help to achieve the necessary support for different departments to make various decisions correctly.

As for the efficiency of human resources information systems, it came in the second place with a "high" arithmetic average of 3.50. To explain this result, the researcher suggests that HRIS helps to produce accurate information that decision makers can trust to make decisions. The human resources information used by the Arab Potash Company is comprehensive, suitability, easy and continuous maintenance of these systems. Most importantly, they minimize the material costs that may result from using of traditional systems due to the use of paper, pens and other materials.

The results showed that the averages of the perceptions of the Arab Potash Company respondents that the selection and recruitment obtained an average mean of 3.29. The researcher attributed the interpretation of this result to that HRIS may not help in revealing the real skills of the employees to help in the performance of the company through the recruitment of highly skilled and qualified employees. It may be that the bases and criteria adopted by the Arab Potash Company in the selection process and recruitment are not clear to its employees that may help to find compatibility between the job and employees.

The results showed that there is an impact of human resources information systems in the selection and recruitment strategy. HRIS would help reducing the chance of problems such as absence from work or leaving work. In the availability of scientific and objective bases and standards in the system data, this helps to select the employees according

to those scientific bases and criteria to select the appropriate personnel to fill the vacancies.

6. RECOMMENDATIONS

1. Designing easy website for the Arab Potash Company, so that if the employee wants to apply they can use the electronic form and this give the company opportunity to gain qualified people
2. Developing comprehensive strategies for the performance of human resources in the Arab Potash Company in line with the improvement of policies and procedures related to the process of selection and recruitment of qualified and high skills that contribute to the progress and development of the company.
3. Holding lectures and distribution of awareness leaflets to the employees about the importance of such systems in the company. As these Systems will lead to the development of the performance of the employees in the company which will reflect on the performance of the company as a whole and achieve its objectives.
4. Providing the basic infrastructure of the hardware, equipment and software used in human resources information systems. There is a need for continuous updating software and maintaining of equipment to reduce the occurrence of potential errors which may lead to disruption of the work.
5. The researcher recommends the need for further studies on HRIS and their impact on improving business activities and activities.

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