STUDYING THE RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT TECHNOLOGY (ELECTRONIC HUMAN RESOURCE MANAGEMENT) AND THE USERS’ SATISFACTION  
(Case study: Payame noor University-Ardabil Province branch)¹

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ABSTRACT  
Today the information technology (IT) has penetrated all aspects of organizations and even the main organizational resource that is human resource hasn’t remained untouched by this change. By means of information technology we can improve the status quo in the Human Resource Management by means of modern technologies, users’ satisfaction, and the human resource of organizations and direct it to an optimal state. Thus, the present study is being carried out for the sake of determining the status quo and the optimal situation in the Electronic Human Resource Management and the satisfaction of its users in the Islamic Azad University, Ardabil Province branch. In this study first of all through a relatively vast study of the review of literature of the Electronic Human Resource Management and the satisfaction of its users the most important influential factors in these domains were extracted; then, these factors were sent in the form of a questionnaire for a group of eighty experts in the field of eHRM and IT in Payame-noor University-Ardabil Province branch. After collecting data for the questionnaire by means of SPSS software the reliability and validity of these questionnaires were determined by determining the Cronbach’s Alpha coefficient and other methods. In the next step after using the normality test (i.e. Kolmogorov-Smirnov test) since the distribution of all data was not normal the non-parametric paired sample (sign) t-test was used to test the hypotheses by which the whole premises were approved and due to which a meaningful difference was observed between the status quo and the optimal Electronic Human Resource Management and the users satisfaction and also Pearson and Spearman tests were used to study the correlation of variables. At last some suggestions were made for improving the drawbacks of the university.

Key words: Electronic Human Resource Management, status quo, optimal situation, users satisfaction, Payame-noor University-Ardabil branch

1. INTRODUCTION

Activity in the realm of Human Resource Management pays more attention to an optimal use of human resources to achieve the organizational goals. (Abbaspour, 2012) The goal of Human Resource Management consists in incrementing the efficiency of man power in an organization. An increment in the significance of Human Resource Management has caused that the organizations have a comprehensive view of their own resources specifically their Human Resource. A rapid spread of internet has led to the strengthening of implementation and execution of Electronic Human Resource Management. By using this system we can increase the powers of the staff and supply them with the complete and the requisite information until they can do their duties to the best of their ability in the organization and also for the time being the managers pay a special attention to their staff’s job satisfaction for two reasons: Firstly, many of them feel themselves responsible for keeping the job satisfaction of their staff at the highest levels and secondly they should be interested in being aware of the rate of influence of staff’s job satisfaction on their performance in their organization.

2. ELECTRONIC HUMAN RESOURCE MANAGEMENT

Electronic Human resource Management is a new method to execute the human resource management. (Housseini et al., 2009) Electronic Human resource Management means planning, execution, and the application of information technology for the sake of fabricating network and supporting at least two individuals or a few individuals based on the joint human resource activities and with an aim of connecting and cohering the staff and on the other hand this technology supports individuals partially and sometimes totally for performing the executive human resource activities. Thus, information technology has been used as an instrument for performing one’s duties. (Strohmeier, 2007) Electronic Human resource Management is the method of applying the strategies, policies, and the human resource deeds in an organization through guided and conscious supports by means of complete application of the channels which are based on web technology. (Bondarouk et al., 2007) Electronic Human Resource Management is the application of web-based technologies for the Human Resource Management policies and deeds which is about to mature within the organizational life. (Biesalski, 2004) Electronic Human resource Management is considered as a method of applying the strategies and policies and the Human resource management deeds in organizations throughout guided and conscious supports of this resource which takes place through full application of IT-based channels. (Ruel, 2004) With the Electronic Human Resource Management an organization will have complete information on each one of its staff. Staff of an organization can also has access to their documents and background data and if any need arises make use of it and update it. (Housseini et al., 2009) At the mod-level managers’ stage in organizations managers decision-makings concerning the Electronic Human resource consists in: education, awards, recruitment, staff relations, educational planning (educational planning, skills, results of performance assessment, and studies), Human resource planning (leavers statistics, staff transfer, the existing manpower structure in terms of age, job, and studies), decision-making for job promotion of the staff and choosing managers (i.e. vacantposts

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Electronic Human Resource systems have a less attraction in comparison with the traditional human resource systems and have lesser attraction for the individuals. Electronic systems haven’t the diversity which lies within face-to-face contact as well. (Kazemi, 2007) The primary goals of the electronic Human Resource systems are collection, saving, and distributing information on the individuals (human resource). (Stone, 2006) Models deduce that the electronic human resource systems modify the information flow, social interaction patterns, and the communicative processes. (Landis et al., 2002) The emphasis of the Human resource management models on the influences of these systems is to the extent that it influences the efficiency of the electronic human resource processes such as electronic recruitment and the electronic executive managers. (Stone, 2009) Individuals and staff have less attention to the human resource systems which are in a face-to-face contact with the information out of electronic human resource systems and comprehend them a little. Also, making use of the Electronic human resource systems leads to a lesser positive contacts with the system and the organization in comparison with the face-to-face human resource systems. Electronic human resource systems increase the privatization of messages throughout designing information for the job seekers or the employees and transfer data through photos of the staff and the private data chatting facilities. Electronic Human resource management has inclination toward the web and makes use of network technologies and systems and planning for the organization’s resources. Electronic Human resource management is a multi-level phenomenon. (i.e individual and organizational levels) Activities in the realm of electronic human resource management involve the individual human resource roles and activities such as selection or recruitment, training and development; compensation for services and privileges. Results of the macro level of electronic human resource management include user satisfaction. Investigations and case studies about human resource portals and the self-service systems for the staff are indicative of the high satisfaction of the employees which originate from the added value created such as time loss prevention, and the high level accuracy of the results. In the Electronic Human Resource Management the recruitment and staff selection costs have cut down due to the reduction in replacement of the staff and the costs of staff and the output of recruitment increases. If the Human resource activities be carried out whether individually or chorially they will bear lots of privileges. (Strohmeier, 2007) Empirical studies consider the Electronic Human resource Management as a general method for performing the human resource management tasks with an aid of software designing and the resource allocation in this area. Electronic Human resource Management is defined as an executive method for the human resource management strategies and its activities through supporting the network-centered technology paths. Human Resource Management is a concept and an executive method for performing the human resource management. Human Resource Management has various kinds of applied, relative, transitional, and so forth and in the relative human resource management selection and recruitment and advertisements and worksheets are being done electronically. The relevant studies and findings in the Electronic Human Resource management indicate that the Electronic human resource management bears three goals of cost reduction, elevating the human resource management services, and the strategic development. In the electronic human resource management the e-correspondence issues occur less and the e-communications with the staff and the need to the IT skills become more than before. Studies indicate that in lots of organizations the electronic human resource management leads to the distortion of affairs and lots of reports which were being carried out formerly by experts in a manual manner are being done by computer and internet and the network of managers and staff. It is expected from electronic human resource management that contributes to the increment of synergy and the efficiency of the human resource management and leads to the actualization of the organizational goals. (Hasley et al., 1997) stated that the human resource management pursues a strategy for the progression and the development of politics. Nowadays in spite of confrontation with the electronic human resource management the amount of its influence on the efficiency and the impressionability of the human resource management are vague. In other words, will the electronic human resource management processes have a proper influence on the employees, skills, behavior, and their attitudes? In the recent studies in the area of electronic human resource management some concepts such as innovation, learning, management change and the technology acceptance model have been used. The relation between the technology acceptance model and the electronic human resource management leads to a theory in which the adoption of electronic human resource management by the intended employees will be connected to the level of the information technology which is used in the human resource and the technology acceptance model and the easiness of its use. The quality and the ease of use and assessing the electronic human resource management have direct impacts on the efficiency of strategy and technical efficiency of the human resource management. In applying the electronic human resource management the concentration should be on the function and content and its structure and the actualization of its technical efficiency revolves around the job conditions and the communications and also assessing the electronic human resource management. Assessing the electronic human resource management specifically the job relations, rate of applicability, and its ease of use have a positive influence on the efficiency and the strategic and technical impressionability of the human resource management. In the realm of the electronic human resource management job relations, its ease of use, and system quality, technical efficiency of the human resource management, strategic efficiency of the human resource management, continued access to the electronic human resource management system, on time and rapid aid of the system, individual and choral supporting and backing of the system, and training for the electronic human resource management system play a role which consist in the following items in brief:
1- Belief of the staff in accepting criticism from the system for their works. 2- Effectuality of using the system in the direct interactions on human resources. 3- Proper and decent designing of the electronic human resource system. 4- Applicability of the Electronic human resource management activities. 5- Meeting the organizational needs of the employee by the system. 6- Aid of the Electronic human resource management to the development and assessment of the human resource management. 7- Users’ Reception of rapid support and help for the system users from the Electronic human resource management system. 8- Support by the managers and the co-workers of the users while using the electronic human resource management system. 9- Learning by the Electronic human resource management. 10- Supplying the sufficient information communications by the system for its users. (Ruel, 2006)
3. ELECTRONIC HUMAN RESOURCE MANAGEMENT MODELS

3.1. The model for the role of Electronic Human Resource Management in the efficiency of Human resource management

Human resource roles include transparency in the body of organization, quality of decision-making, efficiency, and servicing which lead to the efficiency of the human resource management and finally the organization achieves its goals. Diagram No.2-conceptual model of the role human resource management in the efficiency of human resources. (Housseini et al., 2009) The above mentioned diagram states that in case we want to achieve the efficiency of the human resource management and at last to the organizational goals what aspects or dimensions we should take into account in case in this study achieving the user satisfaction is the goal.

Diagram No.1-conceptual model of the role human resource management in the efficiency of human resources. (Housseini et al., 2009)

3.2. Technology Acceptance Model by Davis

This model is in the form of the following diagram:

This model goes for the perceptions and sensations which exist towards the application of the electronic human resource management and finally to the deductions of it and mostly is relevant to the aspects of the organizational behavior and its goal is to achieving a real application of the system.

Diagram No.2 Technology Acceptance Model by Davis. (Voermans., 2006)

3.3. Electronic Human resource Management Model

In this model the electronic human resource management involves three aspects: 1-Information technology experiences including the ease of using, applicability and the received quality. 2-Human resource roles including the benefits of the employees, factor of change, administrative expert. 3-Control variables including the job experiences, term of service, information technology knowledge, age, sexuality, etc. The above model is in the form of the following diagram:

Diagram No.3-conceptual model of the role human resource management in the efficiency of human resources. (Housseini et al., 2009)
4. USER SATISFACTION

Satisfaction of the user is the extent that the users hold the information systems which are at hand can meet their informational needs. User satisfaction is among the psychological factors since one of the reasons of the failure of the informational systems is lack of support and commitment from users. Identifying the factors which influencing the users satisfaction can lead to the betterment of informational systems. If the final users find out that their outputs (i.e. privileges and the expectations) are lesser than their inputs (i.e. What a person should pay during their participation) this issue leads to their satisfaction. Participation and the extent of user training have significant effects in their satisfaction. Quality of services and servicing and also the knowledge of the user are effective in this satisfaction. Integration of the systems and the management are among the other factors of the satisfaction of the user. Security of the systems and the participation of the management have also roles in the satisfaction of the users. (Tan Boon Van, 1990) Also, the networks and using them, supporting and contact with the users are influential in the satisfaction of the users. Easy accession, applicability, time of responding to the user, and the stability of the electronic networks have outstanding effects in the satisfaction of the user. Ease of entering the system and the back-up services for the user are also effective in the satisfaction of them. (Workbench, 2006) Also, the ease of the electronic gate space in the electronic human resource management leads to the increment in the satisfaction of the user. (Manoselis, 2004) Ease of using the system is also under discussion as an influential factor in the satisfaction of the user and the system should provide the possibility of using the data and also the probability of accession to the information and the intended reports for the users to meet their satisfaction. The quality of the system and the information and their applicability are also influential in the increase in the satisfaction of the user and the satisfaction of the user is considered as the most effective factor of success in any system. Also, the content of the system information, its accuracy, system structure, ease of accessibility of the user to the information, and the temporal limitlessness of the information accession in the system and the validity and trust ability of the system’s information have direct link to the user satisfaction. (Lei-da Chen, 2004) To evaluate the satisfaction of the user the following questions are proper:

1. Do you think the system provides you with your exact required data? 2. Do you think the content of the information system responds your needs? 3. Do you think the system provides you with your required reports? 4. Do you think the system provides you with enough information for decision-making? 5. Do you think the existing information in the system is delicate? 6. Are you satisfied with the information existing in the system and the information store? 7. Do you think the information within the system is to be applicable and useful? 8. Do you think the application of system and the information store is easy? 9. Do you think the usage of the system information and the information store are fast? 10. Do you think the system and the information store provide you with the update information? 11. Do you think the system and the information store are always accessible? 12. Do you think the system and its information store have an acceptable response time? 13. Do you think it is possible to use the system and the information store anywhere and anytime you want? 14. Do you think the system and the information store provide you with the on time aids and the required explanations? 15. Do you think the system and its information store create the possibility of control and reducing the errors for the users? 16. Do you think the system provides the users with the correct and complete education? 17. Do you think that the advances in the system and the information store are in alignment with the advances of the users and have a direct relationship with it? (For assessing the questions, 1=Almost never, 2=sometimes, 3=half of the times, 4=mostly, 5=almost always) (Lei-da Chen, 2004) In the area of uses satisfaction with the electronic human resource management system job relations, its ease of use, system quality, technical efficiency of the Human Resource Management, on-time and rapid aid of the system, individual and choral support of the system, and the training for the electronic human resource management system play roles which are in brief as follows:

1. Belief of the employees in accepting the criticism from system in their job. 2. Effectuality of applying the system in the direct human resource interactions. 3. Proper designing of the system for the electronic human resource management. 4. Applicability of the electronic human resource management activities. 5. Satisfying the organizational needs of the employees by the system. 6. Contribution of the electronic human resource management system to the advance and the assessment of the human resource management. 7. Receiving support and a fast help for system users from Electronic human resource management system. 8. Support from managers and the co-workers of the users while using the electronic human resource management system. 9. Learning by the electronic human resource management system. 10. Providing the sufficient information and communications by the system for its users. (Ruel, 2006)
5. USER SATISFACTION MODELS

5.1. Model for the factors influencing the user satisfaction with the information store.
Diagram No. 4 - Model for the factors influencing the user satisfaction with the information store (Ruel, 2006).

5-2. Model for the factors influencing the final satisfaction of the information technology users
This model indicates that the factors influencing the final satisfaction of the information technology users includes organizational support and backing, profits of the perceived observation and the background and history of the user.
Diagram No. 5 - Model for factors influencing the final information technology users’ satisfaction. (Chen et al., 2000)

5.3. Model for the main factors influencing the user satisfaction with the electronic system
Diagram No. 6 - Model for the main factors influencing the user satisfaction with the electronic system. (Ruel, 2006)
Model for the main factors influencing the user satisfaction with the electronic systems has been designed by Ruel. The above model has three aspects: 1- Ease of access and the ease of use of the system. 2- Compatibility of the system with this definition that what extents of activities of the system are useful and vital. 3-Quality of the system that is trust ability and safety of it and the wellness of its designing.

6. SITUATION OF THE ELECTRONIC HUMAN RESOURCE MANAGEMENT IN THE PAYAM-E-NOOR UNIVERSITY-ARDABIL BRANCH

As a result of studying the documents, observation of the systems, and interviewing some of the authorities of the Payam-e-noor University, Ardabil branch about management of the electronic human resource management the following information technology instruments are being used:

1- Payam-e-noor University portal, Ardabil branch.
2- Library Internet site: Education and learning and the scientific sources.
3- Administrative automation.
4- Data bank: Human resource recruitment.
5- Golestan educational system.

As it is observed the substructure of the information technology in the Payam-e-noor university of Ardabil Province exists but the processes of the human resource management are not totally web-based. The purpose of the present study is to elevate the satisfaction of the user after electronicizing the human resource management. Thus, identifying the distance between the status quo and the optimal condition in the electronic human resource management is vital. Human resource management processes in Payam-e-noor University, Ardabil branch (i.e. HR process model) is as follows:

Diagram No. 7- Model Situation of the electronic Human resource management in the Payam-e-noor University-Ardabil branch

7. HISTORY OF THE PERFORMED STUDIES IN THE AREA OF ELECTRONIC HUMAN RESOURCE MANAGEMENT

In Iran few studies have been done concerning the electronic Human resource management and the user satisfaction and these words are at the primary level at the theoretical and applied levels.

1- This study has been done concerning the information technology (IT) and its branches including soft wares, hard wares, internet, intranet, extranet, e-mail, and video conference, and the role and importance and application of these technologies in the functions of the human resource management such as employees finding process, job planning, selecting the employees, socializing the employees, salary and payment, assessing the performance of the staff, and rewards. (Sarrafpour Habibi, 2001)

2- In this study an explanatory model for the factors influencing the admission and the efficiency of the Electronic Human resource Management are being presented and this model is a more elaborate discussion of the discussion processes which are the cornerstone of these systems and involves the effects of the mass media and the characteristics of the message. (Stone, 2009)

3- In this study reviewing the Electronic Human resource management is being done and its applications are illustrated and are a study on the Electronic Human Resource Management which its purpose is to supplying and study the abstracts of the researches which are being done on the human resource management and setting the stage for the ongoing researches in this area and increasing the apprehension and realization of it. (Strohmeier, 2007)

4- This study is going to state the concepts and the applications of the Electronic Human resource management and collected the empirical models which are presented in the area of Electronic Human resource Management and after studying these models various kinds of Electronic Human resource Management, aims, and identify the expected results from using them in the organizations. (Atayi et al., 2009)

5- This study goes for scrutinizing the multiple aspects of the user satisfaction as qualitative criteria for the network gates. (Manoselis, 2004).

6- In this study we go for approving and proving the user satisfaction for the success of administrative automation.

7- In this study we go for assessing the portals qualitatively by considering the user satisfaction and assessing the presented quality which influences the multiple aspects of the user satisfaction in the web. (Manoselis, 2004).

8- In this study we go for the satisfaction of information technology staff.
In this research we go for investigating the role and influence of the electronic human resource management on the efficiency and effectuality of the human resource management and the satisfaction of the system users by introducing and relying on the factors in this domain. (Ruel, 2006)

8. CONCEPTUAL MODEL OF THE STUDY

The conceptual model of the research is designed in a way that the elements of the electronic human resource management (i.e., planning and recruitment and employment, human resource development technology, service compensation technology, and the awards of the staff and the staff relations technology) are taken into consideration in the stated two conditions and their connection to the user satisfaction will be taken into consideration:

Diagram No.8: Conceptual Model of the study

9. RESEARCH METHOD

The present study in terms of purpose is an applied research since the recommended instrument are being used in an executive manner in an organization and evaluates an organization practically. (Delavar, 1999, p.28.) This research according to the research model is a descriptive-correlational research since in the carried out research the relation between the variables are studied. (Sarmad et al., 2003)

10. STATISTICAL UNIVERSE

The statistical universe consists in a series of individuals or units which bear at least a common characteristic. The common characteristic is a trait which is common among the all elements of the statistical universe and separates the statistical universe from other universes. (Azar, Mo'meni, 2004, 1st vol. p.5.) In determining the status quo and the optimal condition of Payam-e-noor University, Ardabil branch in terms of the electronic human resource management and the user satisfaction, statistical universe includes the experts, professionals (the connoisseur) and the managers and the superintendents of Payam-e-noor University of Ardabil Province with an area of familiarity with research or the human resource management and the information technology.

11. STATISTICAL SAMPLE

The statistical sample includes 140 individuals who were achieved by means of the number of statistical sample formula.

\[
N \cdot \left( \frac{Z_{\alpha/2}}{2} \right)^2 \cdot p \cdot q 
\]

\[
N = \frac{n \cdot \left( \frac{Z_{\alpha/2}}{2} \right)^2 \cdot p \cdot q}{(N - 1) \cdot e^2 + \left( \frac{Z_{\alpha/2}}{2} \right)^2 \cdot p \cdot q}
\]

\[
Z_{\alpha/2} = 1.96, P = 1.2, q = 1.2, e = 0.1 to 0.07, \text{ sampling error}=0.07.
\]

Also, since the we are using the cluster sampling and two groups of managers and experts are taken into consideration and the number of managers in the statistical sample of 140 individuals is 30 persons thus the number of managers in a sample of 80 members is 15 individuals and the number of experts in the statistical universe is 65 persons.

12. MEASURING INSTRUMENT

Like many other methods of evaluation in this research the instrument of questionnaire has been used and in this area two questionnaires are being devised:

1-Questionnaire (1) for extracting the opinions of experts and heads of Payam-e-noor University, Ardabil branch on the status quo and the optimal condition for the Electronic Human Resource Management.

2-Questionnaire (2) for extracting the opinions of experts and heads of Payam-e-noor University, Ardabil branch on the status quo and the optimal situation for the user satisfaction.

13. RELIABILITY

To measure the internal consistency of research instruments such as questionnaires Cronbach’s Alpha coefficient will be measured. Cronbach’s Alpha coefficient states this issue that the questions have overlapping and collinearity and the respondents have responded the questions with attention and awareness. Alpha coefficient is calculated by the following formula:

To test the research goals achieving the reliability above 0.7 is proper. Reliability of the status quo in the first questionnaire is 0.855 and for the optimal situation of the first questionnaire was achieved s 0.864 which by considering that
it is more than 0.7 is an acceptable score. This score for the status quo in the second questionnaire is 0.880 and for the optimal situation for the second questionnaire is 0.890. (appendices 2&3) (Mo'meni, 2007, pp.205-225)

14. RESULTS OF TESTING THE FIRST HYPOTHESIS

Hypothesis: There is a meaningful difference between the status quo and the optimal situation for the human resource management technology in Payam-e-noor UNiverstity Ardabil branch.

14.1. Results of Normality test (Kolmogorov-Smirnov test) for the first hypothesis.

Kolmogorov-Smirnov test (KS) was used for studying the presented claim on the distribution of the data of a variable. To study the claim of normality of distribution of the data on the status quo for the electronic human resource management we act as follows:

\[ H_0: \text{distribution of the status quo data: the electronic human resource management is normal.} \]
\[ H_1: \text{distribution of the status quo data: the electronic human resource management is not normal.} \]

The absolute value illustrates the maximal deviation, maximal positive deviation, maximal negative deviation, and the Z-statistic value. Since sig is less than %5 thus \( H_0 \) will be rejected and the normality of distribution of data in the status quo for the electronic human resource management won’t be accepted. For studying the claim of normality of distribution of data in the optimal situation for the electronic human resource management we act as follows:

\[ H_0: \text{distribution of the status quo data: the electronic human resource management is normal.} \]
\[ H_1: \text{distribution of the status quo data: the electronic human resource management is not normal.} \]

The absolute value indicates the maximal deviation, maximal positive deviation, maximal negative deviation present the Z-score. Since sig is less than %5 so \( H_0 \) is rejected and the normality of distribution of the data in the optimal situation for the electronic human resource management is not accepted.

14.2. Results of paired sample (sign) t-test for the first hypothesis

The paired sample t-test was used as the parametric test for the paired comparison of the paired data but the difference lies in the issue that the hypothesis of normality of distribution doesn’t exist. In this hypothesis since the distribution of data isn’t normal as well this test is used and in case the distribution of data is normal the paired sample test will be used.

To study the first hypothesis claim on the considerable difference between the status quo and the optimal situation in the electronic human resource management we act as follows:

\[ H_0: \mu_d = 0 \text{(claim)} \]
\[ H_1: \mu_d \neq 0 \]

The result of the test includes two output tables. The first output table indicates that the optimal situation is more than the status quo. The number of situations in which the status quo is more than the optimal situation, the number of cases in which the two status quo and the optimal situation for the electronic human resource management are equal and the number of total data are illustrated.

The second output table indicates the Z statistic and sig. Since sig is less than %5 \( H_0 \) is rejected and thus a meaningful difference appears between the status quo and the optimal situation for the electronic human resource management in Payam-e-noor University, Ardabil branch and the hypothesis is accepted.

15. RESULTS OF THE SECOND PREMISE

Hypothesis: There is a meaningful difference between the status quo and the optimal situation for the users of the Human resource management technology Payam-e-noor University, Ardabil branch.
15.1. Results of Normality test (Kolmogorov-Smirnov test) for the second hypothesis

Kolmogorov-Smirnov test (KS) is being used for study the presented claim on the distribution of the data on a variable. To study the claim of normality of distribution of the data for the status quo satisfaction of the users with the human resource management technology in Payam-e-noor University, Ardabil branch we act as follows:

H0: distribution of data on the status quo: satisfaction of users with the human resource management in Payam-e-noor University, Ardabil branch is normal.

H1: distribution of data on the status quo: satisfaction of users with the human resource management in Payam-e-noor University, Ardabil branch isn’t normal.

The absolute value indicates the maximal deviation, maximal positive deviation, maximal negative deviation and the Z-score. Since sig is less than %5 H0 is rejected and the normality of distribution of the data for the status quo satisfaction of the users with the human resource management technology in Payam-e-noor University, Ardabil branch isn’t accepted. Thus, the difference between the status quo and the optimal situation for the satisfaction of the users with the human resource management technology in Payam-e-noor University, Ardabil branch is normal.

The absolute value indicates the maximal deviation, maximal positive deviation, maximal negative deviation and the Z-score. Since sig is less than %5 H0 is rejected and the normality of distribution of the data for the status quo satisfaction of the users with the human resource management technology in Payam-e-noor University, Ardabil branch isn’t accepted.

The result of the test includes two output tables. The first output table indicates that the optimal situation is more than the status quo. The number of situations in which the status quo is more than the optimal situation, the number of cases in which the two status quo and the optimal situation for the electronic human resource management are equal and the number of total data are illustrated.

The second output table indicates the Z statistic and sig. Since sig is less than %5 H0 is rejected and thus a meaningful difference appears between the status quo and the optimal situation for the electronic human resource management in Payam-e-noor University, Ardabil branch and the hypothesis is accepted.


According to the analyses and the carried out considerations the following results have been achieved:

1. The first premise consists in: there is a meaningful difference between the status quo and the optimal situation for the human resource management technology in Payam-e-noor University, Ardabil branch which was approved. Thus, the difference between the status quo and the optimal situation for the human resource management technology in Payam-e-noor University, Ardabil branch is considerable.

2. The second premise consists in: there is a meaningful difference between the status quo and the optimal situation for the users satisfaction with the human resource management technology in Payam-e-noor University, Ardabil branch which was approved. Thus, the difference between the status quo and the optimal situation for the satisfaction of the users of the Human resource management technology in Payam-e-noor University, Ardabil branch isn’t considerable.

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