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Impact of Human Resources Information System on the Organizational Loyalty of Health Organizations Employees in Makkah Region, Saudi Arabia

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Abstract:

This paper investigates the relationship, and the impact of Human Resources Information System in terms of human resources planning, staffing, development, and training, employees' performance evaluation, and compensations on the organizational loyalty of health organizations' employees in Makkah region, as well as explore the level of importance of these variables in the health organizations under study. The model was tested using survey data collected from (134) of (2320) Managers (Ministry of Health, 1436h, p55), deputy Managers, Heads of departments, Deputy Heads of departments, and staff. Descriptive analysis, and testing (t) show the importance of human resources information systems on the organizational loyalty of health organizations' employees. The results showed that there is a strong relationship, and the impact of the human resources information systems on the organizational loyalty of health organizations' employees.

Keywords: *Information system, management of human resources, human resources information system, organizational loyalty*

1. Introduction

Human resources are one of the most important health organizations resources, where health organizations, are human capital-intensive, they rely on specialized human resources in the implementation of its business, and providing services to the patients. Therefore, it is necessary to manage human resources efficiently, effectively, and exploiting the potential of their abilities to get the biggest contribution to the production, and achieve their goals. This is done through the adoption of a strategic use of information technology to enhance their organizational capacity; through introducing human resources information systems to health organizations to assist in the managing of human resources, and enable them to attract, and qualify the necessary competencies that are able to keep up with current, and future challenges. The importance of human resources management in health organizations as responsible for the human resources that considered the most important factors of production, and which, if constructed properly has become a competitive advantage difficult to imitate.

2. Literature Review

2.1. Human Resource Management

Gürbüz (2009) Human Resource Management means that it is a set of policies, and practices, which boost up the firm's human capital to contribute in the achieving of business objectives. Price (2004) supported the assertion that employees constitute a vital part of organization resource, with the potential to enhance the organizations' sustainable competitive advantage. Troshani et al. (2011) Human Resource Management has recently turned its concentration on knowledge sharing, and strategic workforce analysis, and has been increasingly evolving into a significant contributor on the organizational strategic management.

Human Resources Management is a process of planning, organizing, directing, and controlling human activities to achieve the organizations' goals, and individual goals. Human Resources Management is a specialized management of all matters related to the human element in the organizations of the search for sources of human resources, select, classify, train, and create the appropriate interest that would be paid to their full potential efforts within organizations. Human Resources Management can be understood as hiring people, developing their resources, utilizing, maintaining, and compensating their services in tune with the job, and regulatory requirements in order to contribute to the achievement of the organizations, individuals, and communities' goals.

Organizations' human are resources represents the most valuable resources of the organization, and an asset of the most important assets owned by the organization. Organizations' goals cannot be achieved without these human resources. Individuals, who make, and create organizations, so it is necessary to focus on these resources, and investing in skills development to be able to achieve the

organizations' goals effectively, and even cope with environmental changes faced by organizations. In order to do so, the Human Resources Management is building its functions "planning, attracting, selection, and appointment, training, compensation, and evaluation of workers", and its future practices within the organization in a manner consistent, complementary, and compatible, and works to achieve its strategy, which works to achieve the overall strategy of the organization.

2.2. Human Resources Planning

Prashanthi (2013) Human resources planning is a process by which Human Resources identified, determined, and planned an organization needs in order to meet both Its short-term, and long-term requirements. It is a systematic process of reviewing, and anticipating human resource requirements to ensure that there are sufficient employees, and volunteers with the required skills available when needed. Fisher et al. (2003) Human resource planning means the forecasting of demand, and supply of human resources. Human resource planning is the process of anticipating, and carrying out the movement of people into, within, and out of the organization. Human resources planning is done to achieve the optimum use of human resources, and to have the correct number, and types of employees needed to meet organizational goals.

Needs' of human resources planning based on a simple comparison between what is labor demanded, and what is supplied of them within the organization. If the comparison result is that there is a surplus in the organizations' labor, the organization shall dispose them to get rid of them, but if the result comes that there is a deficit, it must provide the necessary human resources. Planning in human resources is to try to identify the needs of the organization of working during a certain period that covered by planning.

2.3. Attraction

Attraction is the process by which applicants can be attracted to the organization to fill vacancies, and this may be done through an expanded advertisement. Ahmad (2014) points out that the word "Attraction" refers to those stages or different processes to search for suitable candidates to fill vacant positions in the organization. Attraction is to attract candidates to fill the vacancy, before performing this function, there should be made sure that there is a need to fill the job, review the work force plan of the organization, and the existence of jobs analysis, and classification, which shows the data that the incumbent must have. In health organizations, attraction is seen as a set of procedures, activities related to the human element to attract, and engage to work in health organizations. Since work in health organizations is characterized by high specialization, so, attraction is based on specialization, expertise, and high efficiency. There are many factors that affect the attractiveness of human resources: the size of the organization, the nature of its activity, the labor market, and its environment. Despite the diversity of sources of accessing human resources, the researchers classified these sources into two main sources: internal sources, and external sources.

2.4. Selection

Selection is the process by which human resources management can differentiate between individuals applying for a particular position in terms of the degree of competence to perform this function. Reza (2010) means that the organization chooses one or more individuals as needed from among those, who have been recruited. Abdul Baqi et al. (2009) the selection process involves the differentiation between individuals applying for a particular job through their degree of competence for that job. The concept of choice involves balancing the requirements, and duties of the job on the one hand, and the characteristics, qualifications, and characteristics of the individual applying for the job, as specified in each job description. The selection process does not aim at obtaining a person, who is in line with the requirements of the job only, but aims to achieve maximum compatibility between the persons' specifications, and the requirements of the job. Abbas (2006) the selection reflects the mechanisms, and procedures by which the quality of human resources is determined by the whole of the organization. This organization draws solid foundations for the effectiveness of the organization if it is done on scientific basis.

2.5. Appointment

Appointment is the work by which the best, and most suitable candidates for employment in the Organization are selected for vacant positions on an objective, and fair basis. In light of certain requirements, and specifications they are defined through the requirements of these vacancies, and for the achievement of a fundamental objectives: Enable the individual to perform his functions efficiently, and achieve the goals, and objectives of the organization through the increase in the productivity of individuals in general. Saber and Ta'leeb (2010) Appointment is the process by which the person chosen for the job is appointed on a regular basis. This is done by a decision issued by a competent authority or by a contract signed by both the competent authority, and the designated employee. This means that the person applying for the vacancy is accepted as a member of the organization. In order to perform specific work for a particular salary. We can put attraction, selection, and appointment under a single title, namely recruitment.

2.6. Training

Issa (2010) training is a systematic, and planned effort to provide the human resources in the administrative body with specific knowledge, improve, and develop their knowledge, and ability, and change their behavior, and trends positively and constructively. Okaili (2005) Training is the systematic, and ongoing process through which the organization seeks to equip the workers or engaged individuals with the knowledge, skills, abilities or ideas necessary to perform specific actions in order to achieve the organizations' objectives. Training is the organized effort through which employees' behavior is changed to increase, and improve their effectiveness and performance. (2010). These efforts are planned to facilitate the process of imparting knowledge, skills, and behaviors related to the work entrusted to them. Khalidi (2011) Training is a planned effort to effect a positive change in the technical, managerial, and

behavioral skills of individuals with the aim of imparting the knowledge, and expertise they need. Khater (2010) is an attempt to change the behavior of individuals, which makes them use different ways, and methods of doing business by making them behave differently after training for what they were before. Jones & George (2004) the training function is characterized by continuity, flexibility, and adaptation in accordance with developments in the environment, and the impact on the organization.

2.7. *Compensations*

One of the functions of human resources management is concerned with all matters relating to compensation in, and outside the organization. Okaili (2005) Compensations are all the financial returns obtained by the organizations' human resources through its work as a members in the organization, it takes two forms: cash (direct compensation) expresses the type of monetary in the form of (salaries, wages, financial allowances, financial rewards, financial incentives), which is provided within a short period of time by the employer (s) to any worker in it, with the difference of his job, in order to provide his effort, time, and skill to serve and achieve the organizations' objectives, and non-monetary (indirect compensation) in the form of additional functional benefits provided freely by the organization, or contribute the cost of part of it. There is also non-financial compensation: it is a very important need for the human being which are moral and social needs, such as good treatment, job security, psychological comfort, safety, and health in the workplace, opportunities for growth, and development ... etc. Mondy & Noe (2005) Compensations are all the bonuses paid by the organization to employees for their services in the organization in order to attract, and retain them, and take compensation as financial and non-financial forms.

2.8. *Employees Performance Evaluation*

The performance appraisal process is a key function of human resources management, which includes measuring the extent to which employees are assigned to their jobs, achieving their goals, their progress in employment, and their ability to take advantage of opportunities for promotion, and wage increases. Mondy & Noe (2005) performance appraisal is a system for reviewing and evaluating the performance of an individual's tasks by comparing the level of real performance, and the best performance, whereby the employee is evaluated periodically by the direct supervisor or by the employee. A performance appraisal process can be considered as the process of passing judgment on the performance, and conduct of employees in the organization, and entails decisions regarding retention, promotion or transfer to other work within or outside the organization, reduction of their financial rank, training or discipline, and other decisions. Shan-Kou (2005) assessing the performance of employees has an influential role in achieving the career advancement of the staff, which is affected by the results of the evaluation, and the evaluation method affects the morale, and motivation of the employees.

2.8.1. Human Resources Information Systems

With the development of health organizations, increasing their sizes, increasing the number of their employees, complexity of their functions, their heavy reliance on competent, and trained human resources, and improving human resources management functions, health organizations have had introducing the information technology. This is done through the development of human resources information systems that cover all the functions of human resources management, and lead to the improvement of the organizations' various functions efficiently, and effectively.

Lado and Wilson (1994) defined a Human Resources System as a set of distinct but interrelated activities, functions, and processes that are directed at attracting, developing, and maintaining or disposing of a firm's human resources. Lippert and Swiercz, (2005); Troshani et al., (2011) Human Resource Management is partially attributed to technologies enablers, such as human resource information system (HRIS) which consists of systematic procedures, and functions to acquire, store, retrieve, analyze, manipulate, and disseminate relevant information concerning organizational human resource.

Ankrah & Sokro E. (2012), Kavanagh & Tannenbaum, (1990) Human Resources Information System is a system used to acquire, store, manipulate, analyze, retrieve, and distribute pertinent information about an organizations human resources. Ankrah E. & Sokro E. (2012) Human Resources Information System allows the Human Resource function to become more efficient, and to provide better information for decision-making. Overman (1992), concluded that the potential advantages of Human Resources Information System are faster information processing, greater information accuracy, improved planning and program development, and enhanced employee communications. Lengnick and Moritz (2003) the use of Human Resources Information Systems has been advocated as an opportunity for human resource professionals to become strategic partners with top management. Michael et al. (2012) it is necessary for firms to have highly skilled human capital to provide them with a competitive edge.

2.8.2. Loyalty

Wan (2002) employee loyalty defined as a psychological attachment or commitment to the organization and develops because of increase satisfaction. De Graaf (2011) Loyalty is a concept that has normative, symbolic, and emotional connotations. Tufail & Lodhi (2015) Loyalty is the kind of faithfulness and trueness. There are three main dimensions compacts in all companies. These are formal, psychological and social. (Mak, B. et. al. 2010) Loyalty often construed as organizational commitment; it characterized as the degree of attachment an individual feel toward the organization. Harvey, Novicevic and Speier (1999), the longitudinal corollary to commitment is the development of loyalty to the organization. Antoncic & Antoncic (2011) Establishing loyalty achieves company long-term business objectives. (Omar et. al. 2010) Employee loyalty understood as an affective commitment among employee.

Employee loyalty, and commitment have attracted much attention due to the expectation that committed and loyal employees will act in the best interest of an organization. It often argued that organizations should try to maintain a highly committed and loyal

workforce. The longer their service is to the organization, the higher is their level of loyalty. Working with many organizations throughout their career would mean that employees do not remain loyal to the organization that they worked in. (Mehta *et. al.* 2010) Loyalty has two dimensions: internal and external. Loyalty is fundamentally an emotional attachment. The internal dimension is the emotional component. It includes feelings of caring, of affiliation and of commitment. The external dimension has to do with the way loyalty manifests itself. This dimension is comprised of the behaviors that display the emotional component, and is the part of loyalty that changes the most.

(Mehta *et. al.* 2010) says that Frederick Reichheld (2006) in his study he reported that loyalty, for those who plan to stay with an employer at least two years, can be affected by several factors including benefits, and pay working environment, job satisfaction, and customers. Employee loyalty is critical for organizations as constant turn over or churn can be very expensive. In his report, he stated that one of the most effective ways to improve employee loyalty is to make employees feel like they are an important part of the organization. His report found that only 55 percent of the employees surveyed feel like their organization treats them well. He suggested that an employee feedback system can help raise employee loyalty by providing two-way communications between employees, and management. If employees feel like the organization is listening to them, recognizing them for their contributions, they will more likely be loyal to the company. Chen & Lin (2013) employee organizational loyalty plays an important role in industries, when employees believe in company objectives, work for the common welfare, and accept company objectives.

Albahussain (2014) the measure of loyalty is retention, and the term, in its broader sense, refers to how many of the current employees stay around over a given period. Bashaw & Grant (1994) organizations that make an effort to achieve committed, and loyal employees will achieve significant increases in the earnings per employee. Martensen, A., Gronhold L. (2006) there are strong arguments for a series of relationships between employees' job satisfaction, and employee loyalty. It is becoming more, and more difficult for organizations to retain employees. Employees have very high expectations to their jobs, and their demands are increasing. It is also important that the satisfied and loyal employees contribute to the value of the organization. Omar *et. al.* (2010) All the component of employee loyalty were able to show a strong relationship with the predictor variable reward and compensations, working environment and peer cooperation, position and titles, employee benefits, and relationship with superior/supervisors.

Tufail & Lodhi (2015) & Robbins (2005) Organizational commitment is the degree to which an employee identifies with a particular organization, and its goals, and wishes to maintain membership in the organization. Meyer (1997) identify three types of commitments. Normative commitment is defined as organizational commitments. Affective commitments are defined by emotional attachments, identification, and involvement to achieve the goal of organization. Continuance commitment is the willingness to remain in an organization because of different investments. Meyer and Allen (1991) Employees with affective or continuance commitment remained with an organization because of an emotional attachment to the organization, while those with normative commitment remained because they had to. While all three forms of commitment related negatively to withdrawal cognition, and turn over, affective commitment had the strongest correlations with organization-relevant (attendance, performance, and organizational citizenship behavior) and employee-relevant (stress and work–family conflict) outcomes.

Geyskens *et.al.* (1996) an affective commitment means that the employees' desire a continuing relationship with a specific employer, because of the enjoyment of the relationship for its own sake, apart from the instrumental worth, and because this employee experiences a sense of loyalty and belongingness. Martensen, A., Gronhold L. (2006) Loyal employee is defined by her/his identification with involvement in, and commitment to the company, and by being motivated to perform beyond expectations. Powers, (2000) A loyal employee:

- Is less likely to look for work elsewhere – expects to stay with the organization both in the short- and long-term.
- Would recommend working for the organization to others – proud to be working for the organization.
- Is interested in doing her/his best, and make an extra effort when required – this relates to the individual employees' performance, and contribution to the organization value.
- Develops strong relations to the organization – temporary dissatisfaction with the job is accepted.
- Is interested in improving her/his own performance – offers suggestions for improvement.
- Interested in participating in various training and educational activities, etc.
- Has an attitude, and behavior that match the organizations' values, visions, and goals.

2.9. Human Resources Information Systems and Loyalty

Shiri, (2012) it is necessary for firms to have highly skilled human capital to provide them with a competitive edge. Human Resources Information System is of direct significance verifies completeness of the Human Resources function, and also provides Human Resources professionals with opportunities to enhance their contribution to the strategic direction of the firm. It allows an organization to assess, and evaluate any gaps or potential risks, and increase the commitment of Human Resources professionals to continuous improvement.

Sacco (2006) a Canadian research firm has proven that there has been an increase in the active participation, and the loyalty of Information Technology employees. The truly loyal staffers are the ones, who plan to stay with the organization for another two years or more. Fair workplace policies, day-to-day satisfaction, and reinforcement from managers, along with the compensation also increase the loyalty of the employees to their organizations.

Human resources information systems help on the optimal use of human resources to increase the efficiency of the organization. Syed and Yah, (2012) have shown that efficient usage of Human Resources Management practices are the keys to achieve both short and long-term objectives. Management of human resources relies on a group of foundations to help them making the most benefit of their human resources; these foundations are planning, selection, training, incentives and evaluation. (Abu Obeilh, 2010) the application of

human resources information systems in the management of human resources with its various dimensions affects the effectiveness of the performance of management human resources with its dimensions planning, analysis, and work design, recruitment, and selection, performance evaluation, development and training.

3. Methodology

The analytical descriptive method was used to describe the phenomenon to be studied and analyzed to show the relationship between the variables of the study, the correlation of these variables with each other, and the expected conclusions of the research.

3.1. Research Problem

Human Resources Management is one of the most important departments in business organizations, and increasingly important in the hospital sector because it depends heavily on the production of its services on the human element. Due to the increased labor turnover rate in the Saudi hospitals, which caused problems for the administration in several Saudi hospitals, where the views, and positions of the hospitals management varies in its causes. So, this research is coming as an attempt to find out the role of human resources information system to achieve loyalty among workers in this sector, by answering the following questions: Does the information system for human resources activities available? Does human resources information system include all activities for this administration? What is the degree of organizational loyalty among workers in Saudi Arabia hospital sector? Is there a relationship between the human resources information system and loyalty to the hospital?

3.2. Research Importance

The importance of research arises from the importance of information in the success of the hospital administrations, and its impact on the performance of hospitals. Human resources information system plays in health organizations a central role in providing human resources management, and hospital management with information to perform various activities related to workers. Research deals with one of the most important economic sectors in the Kingdom of Saudi Arabia, which will grow significantly in the past years. Research importance rises because it exposure to three variables on a high degree of importance, information systems, human resources, and organizational loyalty.

3.3. Research Purpose

The main purpose of this study is to identify the degree of attention to human resource information system and how it performing, in addition to investigating the degree of loyalty among workers in Saudi hospitals and know the relationship and the impact between human resources information system and organizational loyalty.

3.4. Research Hypothesis

3.4.1. Main Hypothesis

- Ha: There was a significant effect of relationship between human resource information system (human resource planning, recruitment, training, Compensation, and performance) and organizational loyalty (standard, continuous, emotional), this hypothesis includes five Sub-hypotheses:
- Ha1: There was a significant effect of relationship of human resource information system (human resource planning), and organizational loyalty (Standard, continuous, emotional).
- Ha2: There was a significant effect of relationship of human resource information system (employment), and Organizational Commitment (standard, Continuous, emotional).
- Ha3: There was a significant effect of human resource information system related to (training), and organizational loyalty (standard, Continuous, emotional).
- Ha4: There was a significant effect of relationship of human resource information system (compensation), and Organizational Commitment (standard, Continuous, emotional).
- Ha5: There was a significant effect of relationship of human resource information system (performance evaluation), and Organizational Commitment (standard, Continuous, emotional).

3.5. Research Population and Sample

Research Population composed of all those in charge of Human Resources Management (Director, Deputy Director, Assistant Director) in Saudi hospitals, and health care centers, these hospitals, and health care centers are distributed in Makkah Region. Questionnaire has been distributed as (20) questionnaires for each hospital or health care centers distributed questionnaires are (160), questionnaires restored (134) represent (83%) of the questionnaires were distributed, after checking questionnaires it shows that all questionnaires are valid for analysis.

3.6. Data Collection Tools

The theoretical part of the research was covered by obtaining information from the secondary sources. In the field part, questionnaire was used for the purpose of collecting primary data from the respondents. The questionnaire consists of two parts: the first part measures the human resources information system, and involves (24) paragraphs, and the second part measures the degree of organizational loyalty, and involves (11) paragraphs.

The study scale consists of two parts. The first part represents the human resources information system (HRIS) paragraphs, which are based on the scale used by Bani Hamdan (2002). The second part represents the organizational loyalty, where it was based on the scale developed by Allen & Mayer (1990), and was used by Khleifat and Almlahmh (2009) after making appropriate adjustments to suit the study sector.

The questionnaire was distributed to (8) hospitals, and health centers. The simple random sample was used to select 15 respondents from each hospital, and health center. The sample size is 120 respondents. Participants were selected from different departments of selected hospitals, and health centers to fill out the questionnaire randomly. The study tool used in this study includes closed questions. Five Likert Scale questionnaire was used, with indicators ranging from strongly agree (5) to strongly disagree (1). The questionnaire was distributed during March 2016.

The reliability test (Cronbach's alpha) was used to measure the reliability of the study instrument ($\alpha = 85.5\%$), which is higher than the acceptable percentage (60%). Descriptive statistics, correlation analysis, and multiple regression were used to analyze data using the Statistical Package of Social Sciences (SPSS).

Table (1) shows that males accounted for 87% of the study sample compared to 13% for females. For the age variable, the age group from 30 to less than 40 years ranked first 61% of the sample, while the group less than 30 years in the next 24% and then 40 to 50 years were 13%, 50 years in the last rank of 2%. It is clear that the diploma holders formed 61%, followed by Bachelor's degree holders who accounted for 37% and finally graduate by 2%. For the variable of experience, the group 10 to less than 20 years ranked first by 51%, followed by the group of less than 10 years by 39%, and finally the group of 20 years and more by 10%. For the variable nationality, it is found that all those, who are excluded from the Saudi nationals are 100%.

The above results show that the sample is representative of the target population of the study. The percentage of males is greater than that of females. This means that the human resources information systems are mostly managed by young males, who have adequate education, and long experience, all of whom are Saudis. This means that they have the information, knowledge, and experience that will enable them to manage human resources information systems efficiently, and effectively, which will be reflected positively on hospitals, and health care centers.

Variable	Categories Variable	Number	Percent%
Gender	Male	116	87%
	Female	18	13%
Age	less than 30 years	32	24
	Less than 40 years	82	61
	40-50 years	18	13
	More than 50 years	4	2
Academic level	Postgraduate	2	2
	Bachelor	50	37
	Diploma	82	61
Experience	less than 10 years	52	39
	10-Less than 20 years	68	51
	20 years and over	14	10

Table 1: Distribution of Sample Members by (Gender, Age, Academic Achievement, Period of Service and Nationality)

Source: Computer output based on the questionnaire

3.7. Components of Human Resources Information System

Table (2) shows that the human resources planning component has an arithmetic mean of (2.1) and is, therefore slightly lower than the standard arithmetic mean (3), which means that the level of human resources planning arithmetic mean is slightly below average. Staffing has an arithmetic mean of (2.3), which is lower than the standard arithmetic mean, this indicating that the human resources information system staffing level is slightly below average. The compensation component recorded an average of (2.2), which is slightly below the average. As a result, the level of this component is slightly below average. The training component achieved an arithmetic mean of (2.2), which is slightly below the standard mean (2.2), which is slightly below the average, and the level remains within the middle level. The overall arithmetic mean of human resources information systems five components is (2.2) which is slightly below the standard arithmetic mean, which means that the arithmetic mean of the human resources information system is slightly below average. This is a situation that needs to be addressed with high degree of interest by the Department of Hospitals, and Health Care Centers in Saudi Arabia. This result must be followed by a search for the real reasons behind the low use of human resources information systems components in health organizations.

Components of the Human Resources Information System	Arithmetic Mean	Standard Deviation
Human resources planning	0.52	2.1
Staffing	0.52	2.3
Compensation	1.1	2.2
Training	0.49	2.2
Performance Evaluation	0.46	2.2
General Arithmetic Mean	2.2	

Table 2: Arithmetic Means of the responses of the sample members to the components of the Human Resources Information System

Source: Computer output based on the questionnaire

3.8. Loyalty

Table (3) shows that the arithmetic mean of standard loyalty has reached (2.3), which is below the standard arithmetic mean. Continuous loyalty achieved an arithmetical mean of (2.2), which means that the mean is below the standard average. Emotional loyalty reached the arithmetic mean (2.3), and did not reach the standard arithmetic mean. This result must be followed by searching for the real reasons behind the low levels of organizational loyalty in selected health organizations.

Areas of Organizational Loyalty	Arithmetic Mean	Deviation from the general arithmetic mean
Normative Loyalty	2.3	0.66
Continuous Loyalty	2.2	0.55
Emotional Loyalty	2.2	0.73
General Arithmetic Mean	2.2	0.47

Table 3: Arithmetic Means of the responses of the sample members to the areas of organizational loyalty

Source: Computer output based on the questionnaire

Table (4) shows a positive correlation between the components of human resources information system, and standard loyalty, continuous loyalty, and emotional loyalty at the significant level (0.01), the correlation values ranged between (0.32-0.54), and there is a weak positive correlation between the training, and emotional loyalty (0.13). There is also a positive relationship between the human resources information system, and standard loyalty, continuous loyalty, and emotional loyalty at the significant level (0.01) ranged between (0.45-0.55). Generally, there is a strong positive correlation between human resources information system, and organizational loyalty (0.63) at the significant level (0.01), it means that the attention to human resources information system components makes a positive contribution to the formation, development, and enhancement of organizational loyalty.

	Information System	Continuous Loyalty	Emotional Loyalty	Organizational Loyalty
Human Resources Planning	0.36*	0.39*	0.39*	0.46*
Staffing	0.39*	0.32*	0.37*	0.48*
Training	0.37*	0.48*	0.13	0.42*
Compensation	0.35*	0.51*	0.33*	0.51*
Performance Evaluation	0.47*	0.54*	0.39*	0.59*
Human Resources Information System	0.45*	0.55*	0.47*	0.63*

Table 4: Spearman correlation coefficients between the human resources information system and organizational loyalty

*Correlation is significant at the 0.01 level (2-tailed)

Source: Computer output based on the questionnaire

The validity of the research model was determined by testing its hypotheses by using the variance analysis model for the dependent variable (organizational loyalty) with the independent sub-variables (human resources planning, staffing, training, compensation, performance evaluation). Table (5) shows that the independent sub-variables (HR planning, employment, training, compensation, performance evaluation) were able to explain the value of (47%) of the variance of the dependent variable (organizational loyalty) (0.470). The value of (F) calculated (22.07) and tabulated value (3.01) at a significant level (0.01).

The Model	Correlation Coefficient (R)	Determination Coefficient (R ²)	Error of Estimation	value (F)	Significance level
1	0.686a	0.470	0.346	22.07	0.000a

Table 5: Analysis of variance to measure organizational loyalty with independent variables

Source: Computer output based on the questionnaire.

Independent sub-variables (Human Resources planning, Staffing, Training, Compensation, Performance Evaluation), constant (a), dependent variable (Organizational Loyalty (b)).

The t-test was used to determine the effect of parameters on a linear regression model that includes independent variables (human resources, planning, staffing, training, compensation, performance evaluation) on the dependent variable (organizational loyalty). Table (6) showed that there is a statistical significance at the level of significance (0.05) for each of the staffing, compensation, and evaluation of performance, where the level of significance respectively (0.04, 0.02, 0.00), and the results showed that there is no statistical significance for the variables of human resources, planning, and training on organizational loyalty at the level of significance (0.05). Therefore, the sub-hypotheses related to staffing, compensation, and evaluation of performance can be accepted, and assumptions about human resources, planning, and training are rejected. Based on these results the main hypothesis cannot be fully accepted.

The Model	Non-Standard Coefficients		Standard Coefficients	t	Significant Level
	Variables Coefficients	Slandered Errors	Beta β		
Constant	0.455	0.177		2.6	0.01
Human Resources Planning	0.120	0.077	0.133	1.6	0.12
Staffing	0.149	0.073	0.166	2.0	0.04
Training	0.014	0.076	0.015	0.19	0.85
Compensation	0.041	0.032	0.092	3.1	0.02
Performance Evaluation	0.486	0.079	0.471	6.2	0.00

Table 6: Results of (t) values and their significance for the model parameters of the Human Resources Information System variables on loyalty

Source: Computer output based on the questionnaire.

4. Conclusions and Recommendations

4.1. Conclusions

- Outputs of human resources did not include the indicators of human resources plan, both qualitative, and quantitative, and did not provide complete information on the changes in the works characteristics, and the professional path of their employees. Health departments have information on the skills inventory of their staff.
- Health organization surveyed have sufficient information on internal, and external sources to obtain the best applicants to fill the vacant positions. The interview is a key factor in the recruitment process of the health organization for the purpose of selection, and selection of the staff based on information contained in the database or files of applicants with a strong knowledge of the specifications of the work, and the health departments rely on experienced workers, and long service staff to fill important positions.
- Health organization surveyed are interested in engaging some employees in training courses for the purpose of developing their skills, and knowledge, and engaging some of them to use the computer in their work according to their need, based on their belief that training is the best way to acquire practical skills.
- Health organization surveyed have detailed information on the number of employees, their positions, and years of experience for the purpose of determining the wage, and salary objectively, as well as having adequate information on the levels of employees' performance of their tasks, which qualifies them to determine the type of rewarding through the information provided by the performance appraisal system to determine rewards, and incentives that distinguished employees deserve. Health organization surveyed depend on determining the level of salaries, and remuneration rates on the Ministry of Civil Service.
- Health organization surveyed rely on the reports of the employees' performance appraisal system in decision-making regarding personnel affairs, relying on the adequate, and detailed information that the health organization about the performance of the employees in the past, so that the employee's performance appraisal system is implemented effectively, and also documenting all the creative ideas of employees, and encourages them to innovate, and reward them.
- Employees feeling desire to spend the rest of their careers in the health organizations surveyed, and are proud of their organizations to have a high position in the minds of employees, and deal with the problems of health organizations investigated as their personal problems.
- The staff feel that the benefits offered by the health organizations are appropriate, that many things will be affected by their lives if they decide to leave their organizations, they are afraid of leaving the health organizations because of the difficulty of getting another job, and their stay in the health organizations stems from their need to work in.

4.2. Recommendations

- The Human Resources Information System should be given a high degree of importance in terms of human resources planning, so that the outputs of the Human Resources Information System include human resources plan indicators both qualitative and quantitative, in order that the results of Human Resources Information System will provide information on changes in the characteristics of the work. Health organization surveyed must have full information on the career path of their staff to be able to perform job analysis to provide job descriptions, and information of its occupants.
- Increase the interest of health organizations in training programs through the development of appropriate training programs, and involve all employees in training courses for the purpose of developing their skills, and knowledge, and the use of computers in their work according to their needs.
- Improve the application of health organizations to methods of job analysis, apply a fair performance appraisal system, and apply the incentives system fairly, and transparently.
- Increased cooperation, coordination, and integration between human resource management, and other functional departments in the health organizations surveyed.

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