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Evaluating the Factors Affecting Users' Satisfaction of the ABSHR E-Services System in the Kingdom of Saudi Arabia

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Abstract: The main objective of this study is to evaluate the factors that affect users' satisfaction of the ABSHR system in Saudi Arabia. An in-depth study was conducted by using qualitative and quantitative approaches. Two questionnaires were used in this study. The first questionnaire was used to evaluate the users' satisfaction with ABSHR system with a sample of 676 respondents, who are the actual ABSHR system actual users. It was designed to elicit information about the relationship of the four dimensions that determine the attitudes toward ABSHR use, and it was found that benefits, cost, risk, and opportunity have a significant positive relationship with the users' satisfaction. Generally, the results also showed that the degree of acceptance of the ABSHR system is at a good level. Benefits, cost, opportunity, and customer satisfaction are at a good level according to users' responses. Whereas, risk factor is at an acceptance level. The demographic characteristics variance was conducted and it was found that there are no statistically significant differences except gender with risk and opportunity. The second questionnaire evaluated the ABSHR system of employees' attitudes toward electronic systems by obtaining their opinions. Therefore, data were obtained from 51 respondents. The results showed that the relative advantage, complexity, compatibility, trialability, and observability have a significant positive relationship with the attitude toward electronic systems. The result also showed that the degree of acceptance, in general, of the ABSHR system is at a very good level with relative advantage, complexity, observability, and attitude toward electronic systems according to employees' responses. Whereas, compatibility and triability factors are at an excellent level of acceptance. Employees' demographic information was tested and found that education and experience have no statistically significant differences, while age and job title have statistically significant differences. The study recommended to keep the ABSHR e-services system always updated to improve the users' satisfaction in addition, to providing new e-services and improving the existing ones.

Keywords: E-government, Sadad, Information technology, Relative advantage, Benefits, Compatibility, Opportunity.

تقييم العوامل المؤثرة على رضا مستخدمي نظام أبشر للخدمات الإلكترونية في المملكة العربية السعودية

فهد نواف عايد العنزي

المستخلص: هدفت هذه الدراسة إلى تقييم العوامل المؤثرة على رضا مستخدمي نظام الخدمات الإلكترونية (أبشر) في المملكة العربية السعودية. تم إجراء دراسة معمقة باستخدام المنهجين النوعي والكمي وتم استخدام استبانتين. الاستبانة الأول لتقييم رضا المستخدمين نحو استخدام نظام أبشر الإلكتروني باستخدام عينة من 676 مشاركاً والذين هم من المستخدمين الفعليين لنظام أبشر الإلكتروني للحصول على معلومات حول مدى علاقة العوامل المؤثرة على رضا المستخدمين نحو استخدام هذا النظام، وكانت النتيجة أن الفوائد والتكلفة والمخاطر والفرص كان لها علاقة إيجابيه على رضا المستخدمين. كما بينت النتائج أن درجة القبول لنظام ابشر كان بمستوى قبول جيد بشكل عام. أما العوامل فهي الفوائد، التكلفة، الفرص ورضا العملاء فحصلت على مستوى جيد حسب رأي المستخدمين

بينما عامل المخاطر فحصل على مستوى مقبول. تم أيضاً فحص الفروقات في البيانات الشخصية ووجد أنه لا توجد فروق ذات دلالة إحصائية عدا الجنس؛ حيث وجدت فروق ذات دلالة إحصائية على المخاطر والفرص. أما بخصوص الاستبانة الثانية والتي كانت لتقييم توجه موظفي نظام أبشر الإلكتروني نحو استخدام النظام لعينة مكونة من 51 مشاركاً. كانت النتيجة أن الأفضلية النسبية والصعوبة والتوافق والملاحظة والتجربة كان لها علاقة إيجابية على التوجه نحو استخدام نظام أبشر الإلكتروني. كما بينت النتائج أن نظام أبشر حصل على درجة قبول في مستوى جيد جداً بشكل عام. أما عوامل الأفضلية النسبية، الصعوبة، والملاحظة فجاءت بمستوى جيد جداً حسب رأي الموظفين بينما حصل عامل التوافق وعامل التجربة على مستوى قبول ممتاز. وتم أيضا فحص الفروقات للبيانات الشخصية للعاملين على النظام، وأظهرت النتائج أن التعليم والخبرة لا يوجد لهما فروقات ذات دلالة إحصائية بينما العمر والوظيفة كان لهما فروقات ذات دلالة إحصائية. واستنادا للنتائج أوصى الباحث بتحديث نظام أبشر الإلكتروني بشكل دائم ومستمر ولتعزيز الخدمات الإلكترونية لرفع مستوى رضا المستخدمين كذلك توصي الدراسة بتوفير خدمات إلكترونية جديدة وتطوير الخدمات الحالية.

الكلمات المفتاحية: الحكومة الإلكترونية، سداد، تكنولوجيا المعلومات، الافضلية النسبية، الفوائد، التوافق، الفرص.

Overview.

Today, information technologies have influenced and changed our lives in different ways. Countries face great and multiple challenges, which create more stress and produce a lot of obstacles when dealing with public and private services for organizations and governments. The organizations are required to change their methods of traditional management and adopt modern concepts if they want to achieve their goals efficiently and effectively in order to reach development and distinction (Waaer, 2010).

Government agencies around the world are increasingly making their services available online. E-government services are very important in reducing costs and improving services compared to traditional modes of government services delivery (Carter and Belanger, 2005). The provision of suitable e-services is the factor affecting users' satisfaction and consequently, customer maintenance, and customer's satisfaction with provided services leads to recommending the products/services to others by the customers (Mansouri and Baradaran, 2007).

Both public and private organizations exist to serve their customers, but public service organizations unlike private organizations, are often not bound by the competitive, marketplace requirements for meeting customers' needs (Growan et al., 2001). Organizations in the public sector are under increasing pressure to demonstrate that their services are customer-focused, and that continuous performance improvement is being delivered (Ramseook et al., 2010).

The Kingdom of Saudi Arabia appreciates the importance of e-government and has set-up a supreme Committee for Information and Communication Technology. The e- government was established to focus on ensuring effective delivery of government services to citizens, residents, businessmen, and visitors (http://www.saudi.gov.sa). Information technology is used to achieve the e-government goals of providing quality services at the lowest cost and time. The Ministry of Interior, as part of government seeks to take advantage of modern technology and make it's use a fundamental characteristic in its services. The General Directorate of Passport (GDP) is one of the public services' directorates that has a prominent position in the Ministry of Interior (in terms of the provision of services to the public. It has established its

e-services through the ABSHR system to conform with the policy of e-government. As the shift from traditional services to e-services passes through various stages, each of these stages must be evaluated to identify the level of success achieved and the obstacles that delay their progress. In order to improve the ABSHR system, this study aims to evaluate the ABSHR system e-services at the GDP based on the ABSHR users and the professional employees of the ABSHR system and employees' opinions and assessment.

Problem Statement:

The public sector is facing large and fast changes that require a quick business process response. That can be secured by management applications and information integration by the governmental institutions, to guarantee the satisfaction of the customers and to itself sustain within the fields of competition, survival, and development. The added value of e-services is speed and convenience, while taking public approval or opinions, and thus helping to enhance government services (Dhindsa et al., 2013).

The ABSHR system is one of the e-services provided by the KSA e-government. Table 1.1 shows a comparison between the services executed by the ABSHR system and the services executed by the traditional method, for only one day; 25th May 2015. The table shows that the number of e-services is lower than the number of the services executed by traditional method. The lowest percentage is for issuing passports which is 5.11%, the percentage of exit/re-entry visa applications' is 5.45%, issuing residence permits by ABSHR is only 22.27%, the percentage of the sponsorship transfers is 30.55%, occupation change percentage is 41.5%, and the percentage of renewal of residence permits is 41.63%. This indicates that most of the services are still executed by the traditional method.

Research Significance

The significant points of this research are:

- This study is essential to evaluate the ABSHR system because it will provide the GDP employees with the information that helps them to improve their e-services.
- This study will support and help in enhancing the employees experience and e-services, which is provided by the GDP in Saudi Arabia.
- This study is particularly important for its compatibility with the directives of the Saudi government to implement the systems and concepts of e-government.
- The results of the study can give feedback to the GDP mangers to be aware of the ABSHR system's points of strength and weakness to meet customers and employees' demands.

Research Questions

From the research problem, the following questions are divided into two groups. The first group concerns the ABSHR system users:

1- What are the effects of benefits? cost, risk, and opportunity factors in the ABSHR system users' satisfaction?
2- Does demographic information such as gender, education, age, and job type of the ABSHR users have statistically significant differences in the users' satisfaction?

The second group of questions concern the GDP employees who are working on the ABSHR system:

1- What are the effects of the relative advantage, complexity, compatibility, trialability, and observability factors in the attitudes toward using the ABSHR system from the perspective of the ABSHR employees?
2- Does demographic information such as age, education, experience, and job title of the ABSHR employees have statistically significant differences in the attitudes toward using the ABSHR system?

Research Objectives:

The main objective of this study is evaluating the factors that affect users' satisfaction regarding the ABSHR system e-services in the Kingdom of Saudi Arabia. The researcher derived the following sub-objectives from the main objective:

1- Evaluating the factors such as benefits. cost, risk, and opportunity) that influence the ABSHR users' satisfaction.
2- Identifying the influence of the ABSHR users' demographic information such as gender, education, age, and job type on the ABSHR users' satisfaction.
3- Evaluating the factors such as relative advantage, complexity, compatibility, triability, and observability that influence the attitudes toward using the ABSHR system from the perspective of the ABSHR employees.
4- Identifying the influence of the ABSHR employees' demographic information such as gender, age, education, experience, and job title on the attitudes toward using the ABSHR system.

Research Steps:

The following steps were followed to achieve the study objectives as shown in Figure 1.1.

Step 1: Identify the problem, The problem concerns the ABSHR system in the GDP.

Step 2: Literature review: Reviewing previous relevant studies of e-services to gain a thorough understanding of the theoretical and conceptual aspects related to the subject.

Step 3: Design of study tools: selecting the research methodology and designing the study tools.

Step 4: Data collection: The data collected from reports and two questionnaires were developed as the study tool.

Step 5: Data analysis: Analyzing the collected data by using statistical analysis tools.

Step 6: Conclusion and recommendations: Conclude the results of the study and make

E-Government:

Humans are living in the Internet Era, which has assumed the role of leadership for understanding the community and human life generally. Further, people's lives have been greatly affected by the emergence of the World Wide Web (WWW) and the Internet, which makes their lives easier and faster. These new innovations have entered many sectors, including the educational, commercial, medical, and governmental sectors (Miranda et al., 2005).

Electronic government refers to the delivery of government-related information and services online through the Internet or other digital means (West, 2004). E-government is a broad concept, encompassing service delivery and transforming government and democratic opportunities. E-government initiatives have the potential to deliver better services (Yaghoubi et a1., 2010).

E-government is defined as "a concept for connecting users to governmental agencies through electronic media like the Internet, e-mail, and cell phones to provide automated services" (AbuAli et a1., 2010). The United Nations defined e-government as "the use of Information and Communication Technology and its application by the government for the provision of information and public services to the people" (United Nations, 2012).

E-Government Benefits:

Overall, e-government induces a number of benefits and drawbacks to both businesses and people. It is well-known that the most widely recognized benefit is the reduction of costs and the greater ease of decision-making (West, 2007).

Since governments are considered a mixture of structures, functions, and goals, they benefit from development in technological fields so they can be called e-governments. All governments' want to provide the users with all needed services easily. The concept appears to facilitate this ongoing process of providing governmental services to everyone. It is worth mentioning as well, that there are many names used for e-government, such as electronic governance, digital government, one-stop government, and online government as Gronlund and Horan in (2005) revealed.

The advantage of e-government and the great governance method is enhancing satisfaction of life for people. Among numerous points of interest of e-government ideas, one can consider the accompanying points as the most critical ones. Reducing costs and administrative size of government is one of the advantages of the e-government concept. According to the United Nations e-government survey, the savings from digitalizing public services in Denmark, "estimates that it will save 211 million US dollars annually once all communications are electronic". (Sarpoulaki et al., 2008).

E-Government Portals:

E-government portal is the single access point for users and organizations to the governmental and municipal electronic services. Public e-services and the portal should be well structured and easily understood in order to meet the perspectives and needs of people (Wimmer and Tambouris, 2002). E-governmental portals are important because they allow organizations to deliver e-services to users, other government organizations, businesses and employees integrated as a single unit (Stauffacher, 2002).

Bin Masrek (2007) defined a portal as a single interface to the outdoor world through which a user can access self personalized information, services and resources. Electronic government collects the documentation from different departments and links it together on web pages by using a government information portal (Chen, 2010). E-government allows the individual users and businesses to access the information and communication technology for better public services in a usable, accessible effective manner (Nariman, 2011). The government's portal should have high quality in order to offer effective e-services. Availability reflects the levels, types, and services provided through a government public sector portal (Maheshwari et al., 2009).

E-Government Security and Trust:

Security is one of the most important factors that constitute the basis by which e- Government use is adopted among different consumers in the world (Digibiz and Telesca, 2010). When the users are using e-service, they want to make sure that their information is safe. The suggestions are that organizations must offer a secure access point to their e-services in order to improve users' trust. It has been shown that a push to address the combined technical and educational obstacles for adopting e-government may yield positive results. Practically, an increase in public awareness initiatives through brochures, TV campaigns, seminars, etc., may be central to public acceptance to create trust in the secure use of e-services (Alshehri and Drew, 2010).

Evidence recommends that, the main reasons why people do not buy through the Internet are related to policy and online security, reliabilities of firms (Gefen, 2000), and website technology (Chen and Barnes, 2007).

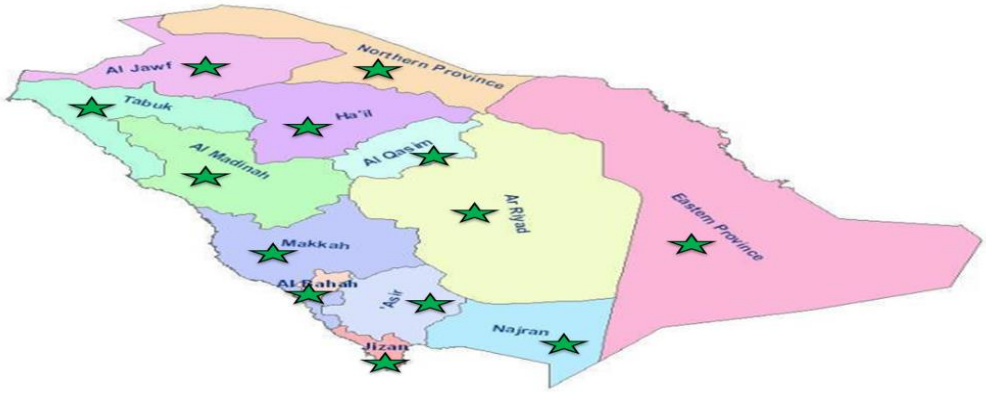
User Satisfaction:

According to Kotler (2000), user's satisfaction is a person's feeling of pleasure or disappointment resulting from comparing a product perceived performance or outcome in relation to one self expectations or beliefs. Satisfaction has been considered as one of the most important theoretical as well as practical issues for marketers and most customer researchers (Jamal, 2004). The main objective of businesses is establishing and achieving users' satisfaction because there is a strong relationship between services, users' satisfaction and profitability (Fecikova, 2004).

High users' satisfaction has a potential to double or triple the organization's profit. There is a positive relationship between service quality retention and future intention of users (Ahmed et al., 2010). All organizations want to create and maintain a competitive advantage by offering superior service to their customers. Simply, firms must pay great attention towards investing a considerable amount of money and time for the provision of better quality services to their customers in order to survive and complete in the long run (Sattari et al., 2010).

Saudi Arabia Case Study

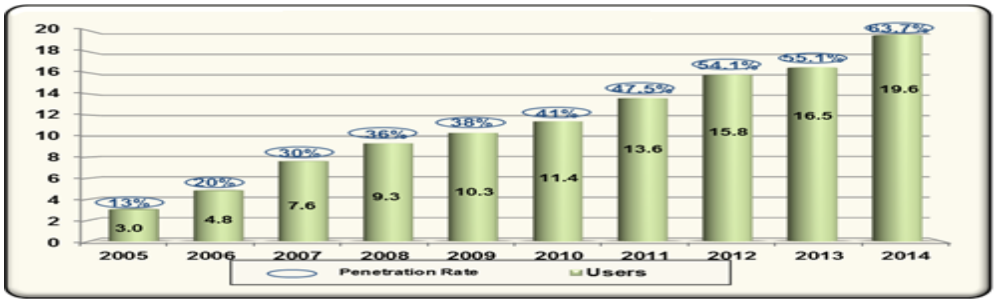
The Kingdom of Saudi Arabia, located in the southwest corner of Asia. It is at the crossroads of Europe, Asia and Africa. It is surrounded by the Red Sea from the West, Oman and Yemen from the South, the Arabian Gulf and Qatar, United Arab Emirates, and Bahrain from the East, and Jordan, Iraq and Kuwait from the North. The Kingdom of Saudi Arabia comprises about four-fifths of the Arabian Peninsula, with an area of approximately 2, 000, 000 square kilometers (http://www.saudi.gov.sa). According to the KSA Central Department of Statistics, the total population of the Saudi Arabia was 28 million in 2011, with an annual growth rate of 2.9%. The GDP has offices in 13 regions around the Kingdo in Makkah Al-Mukarramah, Al-Madinah Al-Munawarah, Al-Riyadh, Eastern Region, Aseer, Hail, Northern Boundaries, Al-Qassim, Najran, Al-Baha, Jizan, Tabouk, and Al-Jouf. Figure 2.4 shows the distribution of the passport offices in Saudi Arabia.



Source: www.gdp.gov.sa

Figure 2.1 Distribution of the passport offices in Saudi Arabia

Internet and e-government have long been recognized as having an important impact on work (Singh, 2008). Figure 2.5 shows the growth of the Internet users between 2001- 2014 in Saudi Arabia. Internet users in the KSA increased to 19.6 million by 2014 with a population penetration of 63.7%. The demand for Internet services will grow significantly over the next years as a result of the availability of high speed fiber-optic networks (FTTx), increased Internet content, and the continued spread of handheld smart devices and applications which are good indicators of e-government (CITC, 2014).



Source: (CITC, 2014)

Figure 2.2: Internet users' growth in Saudi Arabia (2005- 2014)

Within the Gulf Cooperation Council (GCC) countries, Bahrain ranks 18th globally, the United Arab Emirates, Saudi Arabia, Qatar, and Oman ranked within the top 10 in Western Asia (www.gccegov.com).

Table 2.1 shows comparison between GCC e-government ranking for the years 2012 and 2014, which can be considered as an indicator for the use of e-government.

Table (2.1) The GCC e-government ranking in 2012 and 2014

Country	2012 Rank	2014 Rank	Change in rank
Bahrain	36	18	↑ 18
United Arab Emirates	28	32	↓ 4
Saudi Arabia	41	36	↑ 5
Qatar	48	44	↑ 4
Oman	64	48	↑ 16
Kuwait	63	49	↑ 14

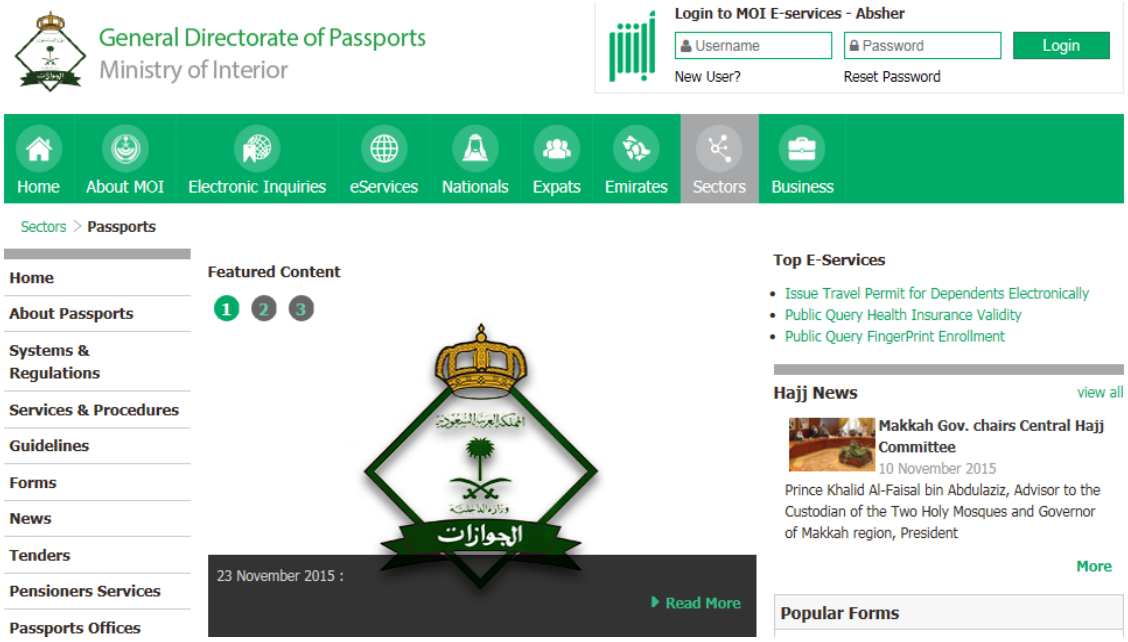
Source: www.gccegov.com

- **ABSHR System**

Saudi e-government program named Yesser was launched in early 2005. It implemented its plans which include various projects and initiatives designed to increase efficiency and effectiveness, support the transition to an information society, including easier and better electronic governmental services for citizens, residents and the business sector. Its main aim includes raising the public sector's effectiveness and efficiency, providing good and fast e-services, and making sure of the availability of required information in a short time (www.yesser.gov.sa).

The Ministry of Interior (MOI) is ahead in applying and offering various e-services to its clients. The e-services provided by the Ministry of Interior are of an extensive range including inquiry of Hajj eligibility, inquiry of new arrived labors and visitors, public query of exit/reentry visa status, inquiry of health insurance (for residents), expiry service and public query of worker arrivals (www.moi.gov.sa). This ministry has a huge base of clients; Figure 2.6 shows the Ministry of Interior directorates'.

According to Alshehri and Drew (2010), the key benefit of applying e-service is that it offers easier and more sensible services to clients. Thus, due to the increased clients of the Ministry of Interior the need for an advanced practice such as e-services was critically met.



Source: www.moi.gov.sa

Figure 2.3: General Directorate of Passport homepage

The advantages of the ABSHR system are to get the services for free at no extra charge, to get the services around the clock at any time and from any place, to avoid congestion and to get the results more quickly. Table 2.2 shows the samples of the services provided by the ABSHR system at GDP for one day as an example of the processes that are accomplished by GDP (http://www.gdp.gov.sa).

Table (2.2) Numbers of processes by the ABSHR for one day on 4th June 2014

Services	Numbers of processes
Exit/Re-Entry Visa	19381
Renewal of residence	13972
Travel authorization	2434
Issue of residence	1777
Issue a final-exit visa	1226
Occupation Change	726
Sponsorship Transfer	662
Issue Saudi Passport	297
Electronic authorization	80

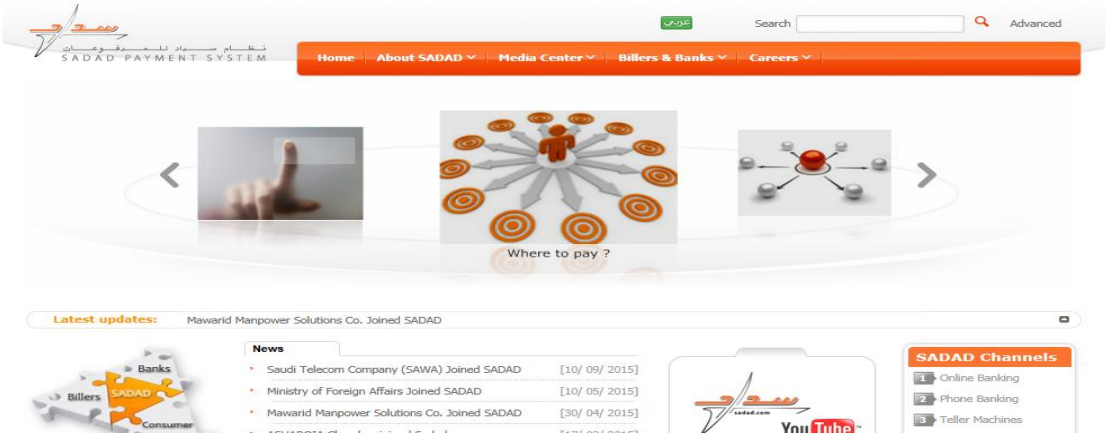
Source: http://www.gdp.gov.sa/

- **Saudi Post (WASEL)**

The GDP is providing the service of delivering passports, Iqamas, exit and reentry visas, etc. via Wasel as shown Figure 2.8. The ABSHR users no longer have to deal with the stress of visiting the otherwise crowded passport department offices (http://www.sp.com.sa).

- **E-Payment Services "SADAD"**

Some of the ABSHR services may require payment of fees from beneficiaries. To facilitate payment and reimbursement, these services were linked with convenient electronic payment systems "SADAD" that have several electronic channels as shown in Figure 2.9 (www.sadad.com).



Source: http://www.sadad.com

Figure 2.4: SADAD homepage

E-Government Satisfaction Previous Studies

Sabt (2011) measured the impact of using technologies to improve the quality performance of the Public Awqaf Foundation in the State of Kuwait as a service organization using the SERVQUAL model with the live domains: psychical facilities, reliability and credibility; quick response, confidence, and taking care of customers. The role of technology in improving the quality of performance was added as a sixth domain. The reliability and credibility domain received the largest gap. The study recommended that work to provide the latest technology that will facilitate access to various services be implemented.

Orgeron (2011) evaluated the use of the e-government services in Mississippi, USA by using the SERVQUAL model. The sample was comprised of 200, 000 citizens who had completed an online users' satisfaction survey through the Mississippi.gov portal. The results of the study showed that different factors influenced users' satisfaction with the services provided by the Mississippi state government. The adoption of technology, trust, and quality of services influenced the adoption of technology and perception of service quality. The study recommended that the e-service quality needed to perform better to gain more users' satisfaction

Ali (2012) conducted a study in Malaysia. The main objective of the study was to investigate the gaps between customers' perceptions and Internet services based on the E-S-QUAL model. The findings of this study have important implications for the management of services provided by Internet banking service. The study recommended that people-based service organizations must focus on all the dimensions in SERVQUAL to improve customers' perceptions toward service quality because it is beneficial for e-banking.

Suheet et al. (2013) studied citizens' perception of the quality of services provided by the e-government initiatives in Oman. They identified the factors that impact the quality of e-government services in the country such as customer perception and satisfaction. A questionnaire survey was used to collect data. The research found that different factors affect the quality of services offered by the government such as customer;s satisfaction and perception. Prajakta and Hemalatha (2015) evaluated customers' satisfaction with the e- government initiative implemented in India. The e-government initiative provides 30 important services to citizens. The study results revealed that citizens are marginally satisfied with the quality of services offered. The study recommended that the government should reengineer the present processes and introduce current technologies to improve the accessibility and efficiency of the services. Also, it is advised to collect citizens' feedback frequently and advise mechanisms that will help the government provide more effective services.

Related Studies Summary

The related studies indicated that many countries have implemented e-government initiatives to improve the provision of government services for citizens. Also, e-government initiatives are critical to improving the relationship between citizens and the government. Studies conducted in Saudi Arabia showed that the main obstacles of e-government are data and network security (Al-Qaisoum, 2009). Al-Ghaith et al. (2010) found that complexity was the most significantly related factor affecting e-service adoption. Alotaibi (2014) indicated that employees as users of e-services were positively influenced by the relative advantage, compatibility and observability to adopt the related technology. Studies in other GCC countries showed that the most important factors affecting the use of e-services are the reliability and credibility (Sabt, 2011). Suheet et al.(2013) showed that the reliability, responsiveness, security and efficiency factors affect the quality of services, customers' satisfaction and perception.

In the other Arab countries and Asia, studies showed that the citizens were satisfied with the accessibility, variety of the services and delivery. On the other hand, users were not satisfied with the staff providing the services (Yaghoubi et al., 2011). Also, the previous studies showed that there are many factors that influence the use of e-services and users' satisfaction. Alomar and Woods in (2009) indicated that the main dimensions that may influence citizens' satisfaction are accessibility and trust. Swaid and Wigand (2009) found that the most important factor affecting the use of e-services is reliability. Bavarsad

and Mennatyan (2013) explored the effect of the ease of use, trust, content, and appearance of information and perceived usefulness on e-service users' satisfaction. Al-Saraireh and Alnabhan (2014) found that the factors such as the ease of use, usefulness, credibility, self-efficacy, and trust had positive effects on the e-services adoption.

Research Design and Framework

The design of the two questionnaires of the study went through the following stages;

- **Stage One**

The initial step of the development of the questionnaires was to gain knowledge from surveying the literature. The first questionnaire titled "ABSHR users" is for users of the ABSHR system that consists of two parts. The first part is for demographic information and questions concerning general information. The second part consists of 33 statements divided into five dimensions (see appendix A). The second questionnaire titled "ABSHR employees" is for the staff members who are working in the GDP. It consists of two parts. The first part is for demographic information and four questions concerning general information. The second part consists of 30 statements divided into five dimensions (see appendix B).

- **Stage Two**

The two questionnaires send to a number of university professors and officers of the ABSHR system to validate. They were asked to evaluate the contents of the two questionnaires with regard to the language, accuracy, completeness, and clarity. The list of experts who evaluated the questionnaires are in appendix (D). Table 3.1 summarizes the number of statements for each dimension of the two questionnaires after evaluation. The final revised questionnaires are shown in appendices A and B.

Table (3.1) Dimensions of the two types of questionnaires

Questionnaire Type	Dimensions	No of Statements
ABSHR users	Benefits	6
	Cost	7
	Risk	5
	Opportunity	10
	Users' satisfaction	5
	Total	33
ABSHR employees	Relative Advantage	8
	Complexity	4
	Compatibility	5
	Triability	4
	Observability	5
	Attitude toward electronic system	4
	Total	30

- **ABSHR Users' Questionnaire Design**

The first questionnaire of this study was designed for "ABSHR Users" at the General Director of Passport (GDP). The questionnaire used Osman et al. (2011) model, The first part of the questionnaire is to investigate the ABSHR system users' personal information, which are *gender, education age, and Job type* and ability to use the Internet. Most frequently used services prefer to complete transactions through the ABSHR system. The second part consists of 33 statements distributed into five dimensions, which are *benefits, cost, risk, opportunity, and user satisfaction* based on the COBRAS model that was developed by (Osman et al., 2011).

- **ABSHR Employees' Questionnaire Design**

The second questionnaire of this study is about ABSHR employees' satisfaction based on diffusion of innovation (DOI) attributes which was developed by Roger (1995). The questionnaire consist of two parts. The first part has four characteristics *such as age, education, experience,* and *job title.* The second part consists of 30 statements distributed into six dimensions. They are *relative advantage, complexity, compatibility, trialability, observability*, and *attitude toward electronic system*.

The correlation between the dimensions was calculated to measure the direction and the degree of correlation that rated between -1 and +1. The positive value means a positive relationship while the negative value means a negative relationship. According to Gerstman (2003), the correlation has a different interpretation in the range of values, a value of $|r| > 0.7$ which implies that there is a strong correlation between variables, $0.3 < |r| \leq 0.7$ moderate correlation, and $0 < |r| \leq 0.3$ weak correlation.

Research Population and Sample

The population of the users of the General of Directorate of Passport that registered in the ABSHR system was 4, 069, 649 (http://www.gdp.gov.sa/). The minimum sample size was calculated with a confidence level of 0.95 and marginal error of 0.05 by using (www.raosoft.com/samplesize) is (384). The Mason's (1983) equation was also used to calculate the sample size.

$N = M/ [\{S^2 (M - 1) / pq\} + 1]$ ...(3.2)

Where:

N = sample size.

M = 4, 069, 649

S = 0.05/1.96 = 0.02551, where; Z=1.96 the value corresponding to the level of confidence required, e = 0.05 acceptable margin of error.

P = 0.5; the proportion which belongs to the specific category; q = 0.5; the proportion which belongs to the specific category.

The sample size for customers of General of Directorate Passport, calculated by equation (3.3) as follows;

$N1 = 4,069,649 / [\{0.02551^2 (406,964,9 - 1) / (0.5)(0.5)\} + 1] = 384$

Therefore, the minimum sample size needed for the ABSHR users' questionnaire is (384).

The total number of the ABSHR employees in the GDP is M=54 employees. This is according to the information collected by the interviewer from an officer of the GDP in February 2015. The sample size was calculated using (www.raosoft.com/samplesize), and the equation 3.2 as follows;

$N2 = 54 / [\{0.02551^2 (54 - 1) / (0.5)(0.5)\} + 1] = 47$

Research Hypotheses

Based on the questions of this study, the hypotheses were formulated. The following are the hypotheses that concern the "ABSHR users" model.

H_1: The ABSHR system *benefits* has a positive effect *on users' satisfaction*.

H_2: The ABSHR system *cost* has a positive effect on users' *satisfaction.*

H_3: The ABSHR system *risk* has a positive effect on *users' satisfaction.*

H_4: The ABSHR system *opportunity* has a positive effect on the *users' satisfaction.*

H_5: There are statistically significant differences of the ABSHR users' demographic information (*gender, education, age, and job type*) on (*benefits, cost, risk, and opportunity*).

The following are the hypotheses that concerning "ABSHR employees" model:

H_6: The ABSHR system *relative advantage* has a positive effect on employees *toward using electronic system*.

H_7: The ABSHR system *complexity* has a positive effect on employees *toward using electronic system*.

H_8: The ABSHR system *compatibility* has a positive effect on employees *toward using electronic system*.

H_9: The ABSHR system *triability* has a positive effect on employees *toward using electronic system*.

H_{10}: The ABSHR system *observability* has a positive effect on employees *toward using electronic system*.

H_{11}: There are statistically significant differences of ABSHR employees' demographic information (*age, education, experience, and job title*) on the factors (*relative advantage, complexity, compatibility, trialability, and observability*).

Reliability and Validity of Instruments

The questionnaires were judged and reviewed by academic and GDP experts to determine their validity (see appendix D). The questionnaires were modified several times with the necessary adjustments

requested by them as specialists in the field. They were allowed to amend the statements and find out weaknesses and improve them to serve the purposes of the study. The amendments were made according to the reviewers' opinions and the completed final versions of the two questionnaires were delivered. Moreover, the tools have been statistically tested for reliability.

Reliability is the degree to which the observed variable measures the true value and is error free (Zikmund et al., 2009). Cronbach's alpha (α) coefficient is used to test the reliability by (SPSS) version (22) in this study, and the results of testing are shown in Table 3.3 for the ABSHR users and for the ABSHR employees' questionnaires.

The Cronbach's alpha of ABSHR users' questionnaire is .961 which indicates a high consistency between the statements of the questionnaire because it is higher than .60. The Cronbach's alpha of the fifth dimension of *user satisfaction* gained the highest value 0.93. However, the lowest Cronbach's alpha of value is for the *risk* dimension, which is .620. Therefore, all the statements are higher than 0.6. The minimum acceptable value is 0.6, according Cooper and Schindler (2008). The Cronbach's alpha value of each of the questionnaire is high enough to accept the data for analysis.

The overall Cronbach's alpha of ABSHR employees' questionnaire is .930 which indicates a high consistency of the statements. The fourth dimension *triability* gained the highest value 0.954 while the lowest value is for the *observability* dimension which is .747. All the statements are higher than 0.6 which means that the reliability of this questionnaire is high enough to accept the data for analysis.

Data Collection

Two types of questionnaires were designed for this study to collect data. The first one for ABSHR users and the second one is for the ABSHR employees. Both questionnaires were distributed electronically (online based) via (http://kwiksurveys.com).

ABSHR Users' Questionnaire

Data was gathered through survey questionnaires in order to evaluate the ABSHR system from users' points of view. An introductory letter briefly explained the purpose of the study requesting participation and cooperation, as shown in appendix (A). The questionnaire was sent to 1045 users via an online questionnaire link, four hundred of their e-mails were obtained from the GDP and 645 questionnaires were distributed randomly via social media. The data was gathered in three months from the mid of May 2015 to the mid of August 2015. Eventually, 1045 users participated in the questionnaire. Two hundred and seventy seven of the questionnaires were rejected because of not using the ABSHR system and 92 were rejected because the questionnaires were not completed. In the end, 676 complete questionnaires were analyzed with an effective response rate of 64.7%.

ABSHR Employees Questionnaire

The employees engaged in this questionnaire were working on the ABSHR system. The questionnaire online link was given to the officer in the information technology department at GDP in order to forward it to the ABSHR employees: This method is the only mean approved by GDP to distribute the questionnaire. All the 54 ABSHR employees participated in the survey. Three of responses were rejected and 51 responses were accepted, which represents an effective rate of 94.4% among ABSHR employees. Table 3.4 shows respondents' rates for the two types of questionnaires.

Table (3.2) Respondents rate for the two types of the questionnaires

	No. of distributed	No. of rejected respondents'	No. of correct respondents'	Correct respondents' rate%
ABSHR users	1045	369	676	64.7
ABSHR employees	54	3	51	94.4

Data Analysis

Excel 2013 was used to extract data from the online responses and for drawing the analysis charts. The data were coded into the SPSS program version 22. The analysis consists of different statistical analyses and tests to prove the hypothesis of the study. A calculation was carried out such as average, standard deviation, frequency, percentage, and relative acceptance for each statement. Pearson Correlation and Spearman were used to find the correlation between dimensions. T-test and one-way ANOVA were used to determine the effect of demographic variables on the dimensions of the ABSHR users' questionnaire while the Mann-Whitney test and Kruskal-Wallis test were used to determine the effect of demographic variables on the dimensions of the ABSHR employees' questionnaire.

Statistical Analysis of ABSHR System

According to the UN e-government survey report (2014), the Kingdom of Saudi Arabia has recently accomplished a remarkable achievement in e-government transactions, Table 4.1 shows the progress achieved by KSA as per the UN e-government surveys in the period between 2003 and 2014. Saudi Arabia has jumped to the 36th rank among 193 countries worldwide while in 2012 it ranked 41st. The UN e-government survey also praised the Kingdom's experience in activating the concept of publishing government data and classified it among the best countries worldwide in this regard. This survey also pointed out the significance of the Saudi National e-government Portal as well (UN, 2014).

Table 4.1 illustrates how Saudi Arabia has managed to remain in step with counterparts in other regions, through high-level attention to e-government development and the benefits of the wider information society. Saudi Arabia made significant progress in e-government readiness both on the world and GCC levels with massive investments in the ICT infrastructure and a more prominent web presence as

major government projects went on-line (Qudaih, 2014). Therefore, Saudi Arabia has an opportunity to improve the rankings in the next few years.

Table (4.1) Saudi Arabia e-government ranking in the period 2003-2014

Year	Rank Of KSA
2003	105
2004	90
2005	80
2006	N/A*
2007	N/A
2008	70
2009	N/A
2010	58
2011	N/A
2012	41
2013	N/A
2014	36

*N/A: Not Available

Source: (UN, 2014)

The ABSHR system aims to improve the GDP e-services to individuals by using modern technologies with minimum effort, time and expenses. According to the GDP, the total number of beneficiaries from the ABSHR system since the launching of the system in June 2013 till October 2015 was 4, 069, 649 beneficiaries. Table 4.2 and Figure 4.1 show samples for the e-services provided by the ABSHR system at the GDP for only two days, the 4th of June and 11th December 2014 as an example of the processes that had been accomplished by the GDP.

ABSHR Users' Questionnaire Analysis

This questionnaire under discussion here is for "ABSHR users". The analysis of this questionnaire was divided into two parts. The first part deals with the analysis of the demographic information of the sample and the second part deals with the analysis of each dimension of the questionnaire to test the hypotheses and answer the first and second questions of the study.

Demographic Information of ABSHR Users

This study is based on a number of independent variables and taxonomic of personal information study sample. In light of these variables, the demographic information of the study sample is shown is Table (4.3).

Table (4.2) The ABSHR users' questionnaire respondents' demographic information

Demographic information	Type	F	Percentage %
Gender	Male	457	67.6
	Female	219	32.4
Education	High school or less	185	27.4
	University or higher	491	72.6
Age	Less than 20 years	103	15.2
	20 – 35 Years	471	69.7
	36 – 45 Years	72	10.7
	Above 45 years	30	4.4
Job type	Student	233	34.5
	Public sector	197	29.1
	Private sector	137	20.3
	Military	53	7.8
	Unemployed	28	4.2
	Retired	15	2.2
	Other	13	1.9

- **Gender**

Figure 4.3 shows that 457 (67.6%) respondents in the sample are males and 219 (32.4%) respondents are females. This means that most of the respondents are men. This result is supported by report of communication and information technology commission (CITC) in 2014, which indicated that only 21% of the e-services users are females.

- **Education**

Figure 4.4 shows the users' representation based on education. The figure shows that 491 (72.6%) respondents to the study hold a university degree or higher, which represents the highest percentage, and 185 (27.4%) of the respondents hold a high school degree or less. This indicates that most of the ABSHR users are highly educated. This is supported by the CITC report in 2014 (www.citc.com)

- **Age**

Figure 4.5 shows that 103 (15.2%) respondents in the sample are 20 years of age or less; 471 (69.7%) respondents are between 20–35 years; 72 (10.7%) respondents are 36–45 years; while the lowest 30 (4.4%) respondents are above 45 years. This indicates that the majority of respondents are less than 35 years old because e-services attract young people with university education.

- **Job type**

Figure 4.6 shows the graphical representation of respondents according to job type. The figure shows that 233 (34.5%) respondents are students, which is the largest proportion of the study sample. The public sector has a proportion of 197 (29.1%) of the respondents and private sector has 137 (20.3%). There are 53 (7.8%) working in organizations that belong to the military sector, and the percentage of unemployed is 28 (4.2%). There are 15 (2.2%) retired respondents in the sample. This indicates that most of the ABSHR system users are students and employees who are working in the public and private sectors, which is supported by the (CITC) report that most of Internet users in 2014 were students and employees.

ABSHR Users General Questions

This section shows the results of the general question concerning the ABSHR system users' respondents. Table 4.4 summarized the results of Q1, Q2, Q3, and Q4. For Q1*: My ability to use the Internet*, the results show that the majority of respondents have excellent ability to use computers, and this is translated to 556 (82.2%) in the sample. The respondents who have good ability to use computers represented 97 (14.3%).

For Q2: *Most frequently used services;* The respondents have more than one choice with this section. The percentages were calculated by dividing the frequency of respondents' numbers and multiply it by 100. The highest percentage of responses is the category mostly using the issuing of *Saudi passport* service with the percentage of (46.6%) representing 315 of the respondents. The second rank was for participants who are using *renewal of Saudi passports* 297 (43.9%), followed by the respondents who are mostly using *travel authorization* service 271 (40.1%). The lowest percentage was for *occupation change* service 47 (7.0%).

For Q3: *I prefer to complete my transactions through.* Most respondents prefer the ABSHR system to complete transactions which constitutes a percentage of (72.0%) of all respondents, which is equal to 487. In the second rank, it was the users who prefer to use *both* the ABSHR system services and traditional services, and this represents 151 of the sample (22.3%). The lowest level was for the respondents who don't know, with a percentageof 1.9%, which is equal to 13 respondents.

For Q4: *I have used ABSHR e-service since.* The highest percentage of responses was from the statement mostly using the ABSHR system *less than one year* with the percentage of 43.2%, which represents 292 of responses. The second rank is for participants who are using the ABSHR system for a year, which is represented by 194 respondents in the sample (28.7%). This was followed by the respondents who are mostly using the ABSHR system service for 2 years, which is represented by 119 respondents in the sample (17.6%). The lowest level is for the respondents, who are using the ABSHR system for more than 2 years with a percentage of (10.5%), which is equal to 71 respondents.

Table (4.3) The ABSHR users' responses to statements in Q1, Q2, Q3, and Q4

No.	Statement	Type	F	%
Q1	My ability to use the Internet	Excellent	556	82.2
		Good	97	14.3
		Average	20	3.1
		Weak	3	0.4
Q2	Most frequently used services (You may choose more than one service)	Issuing Saudi passport	315	46.6
		Renewal Saudi passport	297	43.9
		Travel authorization	271	40.1
		Renewal of residence	240	35.5
		Exit/re-entry visa	225	33.3
		Issuing of residence	192	28.4
		Issuing a final-exit visa	96	14.2
		Sponsorship transfer	87	12.9
		Occupation change	47	7.0
		Others	75	11.1
Q3	I prefer to complete my transactions through	E-service ABSHR	487	72.0
		Traditional method	25	3.8
		Both services	151	22.3
		I don't know	13	1.9
Q4	I have used ABSHR e-service since	Less than 1 year	292	43
		1 year	194	28.7
		2 Years	119	17.6
		Above 2 years	71	10.5

Descriptive Analysis of the ABSHR Users' Questionnaire

This part contains 33 statements loaded into 5 dimensions. For each statement the frequencies, percentages, averages, standard deviations (STD), relative acceptance, level, and rank were calculated accordingly where the relative acceptance represents the percentage of agreement. The level of acceptance represents the degree of agreement. The rank represents the order of agreement for each statement in each of the dimension.

- **Benefits**

This dimension measures the benefits of using the ABSHR system. Table 4.5 shows that the average value of the statements for this dimension ranged between 3.5 and -4.13 while the values of standard deviations ranged between1.23 and -1.28. The relative acceptance range was between 73.0% and -82.6%. The first rank goes to S4, which is stated: *"The ABSHR services are useful"*, with the highest average of 4.13, standard deviation of 1.28, and relative acceptance of 82.6%, which is a very good level of

acceptance. The second rank goes to S2, which was stated: "*The referral links to the ABSHR system are useful*", with an average of 3.78, standard deviation of 1.26, and relative acceptance of 75.6%, which is a good level of acceptance. The last rank goes to S3, which is stated: *"The information displayed on the ABSHR website is updated"*, with the lowest average of 3.52, standard deviation of 1.24, and relative acceptance of 70.4%.

Table (4.4) Descriptive statistics of the ABSHR users' questionnaire - *benefits*

NO	Statements		Degree of agreement					Average	STD*	Relative acceptance%	Level	Rank
			SD	2	3	4	SA					
S1	The instructions on performing e-services are helpful.	N**	64	50	153	189	220	3.67	1.26	73.4	G	3
		%	9.5	7.4	22.6	28.0	32.5					
S2	The referral links to the ABSHR system are useful.	N	57	41	166	140	272	3.78	1.26	75.6	G	2
		%	8.4	6.1	24.6	20.7	40.2					
S3	The information displayed on the ABSHR website is updated.	N	56	78	193	157	192	3.52	1.24	70.4	A	6
		%	8.3	11.5	28.6	23.2	28.4					
S4	The ABSHR services are useful.	N	60	34	58	133	391	4.13	1.28	82.6	VG	1
		%	8.9	5.0	8.6	19.7	57.8					
S5	The ABSHR services information is well organized and useful.	N	59	56	157	192	212	3.65	1.24	73.0	G	5
		%	8.7	8.3	23.2	28.4	31.4					
S6	The drop-down menus are useful for completing the ABSHR services.	N	55	65	141	209	206	3.66	1.23	73.2	G	4
		%	8.1	9.6	20.9	30.9	30.5					
	Dimension average – benefits							3.73	1.25	74.7	Good	

STD*: Standard deviation

N**: Number of respondent

Result analysis: The results showed that the average response for this dimension is 3.73 with a standard deviation of 1.25, and relative acceptance of 74.7%, which is a good acceptance level. The statement S3 "*The information displayed on the ABSHR website is updated*" got the lowest average. This indicates that users are looking for more updated information on website. This result is supported by Alrogibah's (2011) study that the online information should be updated regularly to enhance the users' satisfaction.

- **Cost**

This dimension focused on the cost associated with the use the ABSHR system. Table 4.6 shows that the average value of the statements of the second dimension ranged between 3.01 and 4.28, while the values of standard deviations ranged between 1.26 and 1.43 and relative acceptance range is 60.2% to

85.6%. The first rank goes to S7, which is stated: *"Using the ABSHR services saves my time"*, with the highest average of 4.28, standard deviation of 1.29, and relative acceptance of 85.6% which is a very good level of acceptance. The second rank goes to S11, which is stated: *"The ABSHR system stops any potential bribe to get the service"*, with average of 4.10, standard deviation of 1.40, and relative acceptance of 82.0% which is a very good level of acceptance. The last rank goes to S8, which is stated: *"The ABSHR services steps take several attempts to complete the service due to system breakdowns"*, with the lowest average of 3.01, standard deviation of 1.35, and relative acceptable of 60.2%.

Table (4.5) Descriptive statistics of the ABSHR users' questionnaire - *cost*

NO	Statements	Degree of agreement	SD	2	3	4	SA	Average	STD	Relative acceptance%	Level	Rank
S7	Using the ABSHR services saves my time.	N	65	22	41	78	469	4.28	1.29	85.6	VG	1
		%	9.6	3.3	6.1	11.5	69.4					
S8	The ABSHR services steps take several attempts to complete the service due to system breakdowns.	N	121	122	186	118	128	3.01	1.35	60.2	A	7
		%	17.9	18.0	27.5	17.5	18.9					
S9	It takes a short period of time to acknowledge the completion of one e-service.	N	65	46	175	172	217	3.64	1.26	72.8	G	6
		%	9.6	6.8	25.9	25.4	32.1					
S10	Using the ABSHR saves my money.	N	82	49	128	114	302	3.75	1.40	75.0	G	5
		%	12.1	7.2	18.9	16.9	44.7					
S11	The ABSHR system stops any potential bribe to get the service.	N	80	30	67	64	434	4.10	1.40	82.0	VG	2
		%	11.9	4.4	9.9	9.5	64.3					
S12	The ABSHR system reduces the bureaucratic process.	N	69	39	126	109	332	3.88	1.34	77.6	G	4
		%	10.2	5.8	18.7	16.1	49.2					
S13	The ABSHR services limit the need for travel to get service.	N	89	33	78	106	369	3.94	1.43	78.8	G	3
		%	13.2	4.9	11.6	15.7	54.7					
	Dimension average - cost							3.80	1.35	76.0	Good	

Result analysis: The results showed that the average of this dimension is 3.80 with a standard deviation of 1.35 and relative acceptance of 76.0%, which is a good level of acceptance. The statement S8"*The ABSHR services steps take several attempts to complete the service due to system breakdowns*" scored the lowest average. It can be considered that all the users agreed that this technology and its new features can save time and money. The results supported by the study held by Lehemets (2012) e-services will result in significant cost savings to governments and citizens alike.

- **Risk**

This dimension focused on the risk of using the ABSHR system. Table 4.7 shows that the average value of the statements of the third dimension ranged between 2.64 and 3.85), while the values of standard deviations ranged between 1.27 and 1.48 and the relative acceptance between 52.8% and 77.%. The first rank goes to S18, which is stated: *"Information provided by users in the ABSHR is archived securely"* with the highest average of 3.85 and standard deviation of 1.27, and relative acceptance of 77%, which is a good level. The second rank goes to S17, which is stated: *"Using the ABSHR system leads to fewer interactions with people",* with an average of 3.63 and a standard deviation of 1.38, and relative acceptance of 72.6% which is a good level. The last rank goes to S16, which is stated: *"I worry about conducting online transactions because they require personal financial information",* with an average of 2.64, standard deviation of 1.44), and relative acceptance of 52.8%..

Table (4.6) Descriptive statistics of the ABSHR users' questionnaire - *risk*

NO	Statement		Degree of agreement					Average	STD	Relative acceptance%	Level	Rank
			SD	2	3	4	SA					
S14	I am afraid that my personal information may be used for other purposes.	N	171	93	160	101	150	2.95	1.48	59.0	P	3
		%	25.3	13.8	23.7	15.0	22.0					
S15	The ABSHR services may lead to the wrong payment action.	N	178	133	189	101	74	2.64	1.31	52.8	P	4
		%	26.4	19.7	28.0	15.0	11.0					
S16	I worry about conducting online transactions because they require personal financial information.	N	218	108	154	90	105	2.64	1.44	52.8	P	5
		%	32.3	16.0	22.8	13.3	15.6					
S17	Using the ABSHR system leads to fewer interactions with people.	N	85	57	138	136	259	3.63	1.38	72.6	G	2
		%	12.6	8.4	20.4	20.1	38.4					
S18	Information provided by users in the ABSHR is archived securely.	N	56	45	134	146	294	3.85	1.27	77.0	G	1
		%	8.3	6.7	19.9	21.6	43.6					
	Dimension average - risk							3.14	1.37	62.8	Accept	

Result analysis: The results show that the average for this dimension is 3.14 with a standard deviation of 1.37, and relative acceptance of 62.8%, which is an acceptable level. The ABSHR system users generally disagree to most of the statements. This result is supported by the ABSHR system users' responses and by Osman et al.'s (201))study. The lower the e-service risk is, the higher the users' satisfaction.

- **Opportunity**

This dimension focused on the opportunity of using ABSHR system. Table 4.8 shows that the first rank goes to S23, which stated: *"The ABSHR system services provide services at any time"* with the higher average of 4.03 and standard deviation (1.30), which is very good level. The second rank goes to S24, which states: *"The ABSHR services can be reached from anywhere"*, with average (3.97) and standard deviation (1.37), which is a good level. The last rank goes to S20, which states: *"The information is provided in multiple languages"*, with lowest average (3.27) and standard deviation (1.23), which is an acceptable level.

Table (4.7) Descriptive statistics of the ABSHR users' questionnaire - *opportunity*

NO	Statement		Degree of agreement					Average	STD	Relative acceptance%	Level	Rank
			SD	2	3	4	SA					
S19	The ABSHR system offers tools for users with special needs (such as: touch screen).	N	78	66	222	98	211	3.44	1.32	68.8	A	8
		%	11.6	9.8	32.9	14.5	31.3					
S20	The information is provided in multiple languages.	N	70	88	259	109	149	3.27	1.23	65.4	A	10
		%	10.4	13.0	38.4	16.1	22.1					
S21	There is an encouraging incentive for using the ABSHR services.	N	96	71	169	128	211	3.43	1.39	68.6	A	9
		%	14.2	10.5	25.0	19.0	31.3					
S22	I can share my experience with others while using ABSHR services.	N	67	56	126	132	294	3.79	1.34	75.8	G	5
		%	9.9	8.3	18.7	19.6	43.6					
S23	The ABSHR system services provide services at any time	N	63	34	85	133	360	4.03	1.30	80.6	VG	1
		%	9.3	5.0	12.6	19.7	53.3					
S24	The ABSHR services can be reached from anywhere.	N	74	39	87	105	379	3.97	1.37	79.4	G	2
		%	9.3	5.0	12.6	19.7	53.3					
S25	The information needed for using the ABSHR services are accessible.	N	64	37	126	135	313	3.88	1.30	77.6	G	3
		%	9.5	5.5	18.6	20.0	46.3					
S26	The ABSHR services lead me to the place of errors, if any, during a transaction.	N	67	79	178	135	216	3.52	1.31	70.4	G	7
		%	9.9	11.7	26.3	20.0	32.0					
S27	The ABSHR services allow me to update my records online.	N	57	56	118	164	280	3.82	1.28	76.4	G	4
		%	8.4	8.3	17.5	24.3	41.5					
S28	The ABSHR services can be completed incrementally at different times.	N	67	65	152	154	237	3.64	1.31	72.8	G	6
		%	9.9	9.6	22.5	22.8	35.1					
	Dimension average- opportunity							3.67	1.31	73.6	Good	

Result analysis: The results show that the total average for this dimension is (3.67) with a standard deviation (1.31), and relative acceptance (73.6%), which is good level of acceptance. The results show that the users find the ABSHR system is easy to access from different facilities and devices at convenient times and locations. This result is supported by Lehemets study in (2012) that e-service support includes: accessing the services at any time and from any place, personalization of e-services, several delivery periods, responsiveness, process, more attractive, and error correction during a transaction.

- **Customer satisfaction**

This dimension focused on the user satisfaction of the ABSHR system. Table (4.9) shows that the average value of the statements of this dimension ranged between (3.71-4.02), while the values of standard deviations ranged between (1.22-1.31). The first rank goes to S32, which states: *"I advise my friends to use the ABSHR services continuously"*, with highest average (4.02) and standard deviation (1.31), which is a very good acceptance level. The second rank goes to S30, which states: *"I can use the services provided by the ABSHR system easily"*, with an average (3.95) and standard deviation (1.22), which is a good acceptance level. The last rank goes to S33, which states: *"I am satisfied with speed of ABSHR system information loading"*, with lowest average (3.71) and standard deviation (1.28), which is good acceptance level.

Table (4.8) Descriptive statistics of the ABSHR users' questionnaire - *customer satisfaction*

NO	Statement		Degree of agreement					Average	STD	Relative acceptance%	Level	Rank
			SD	2	3	4	SA					
S29	Generally, I am completely satisfied with the ABSHR services.	N	50	41	131	182	271	3.86	1.22	77.2	G	3
		%	7.4	6.1	19.4	27.0	40.1					
S30	I can use the services provided by the ABSHR system easily.	N	45	45	118	156	311	3.95	1.22	79.0	G	2
		%	6.7	6.7	17.5	23.1	46.1					
S31	I am satisfied with the speed of updating and developing data and information on the ABSHR system.	N	57	56	128	173	261	3.78	1.27	75.6	G	4
		%	8.4	8.3	18.9	25.6	38.7					
S32	I advise my friends to use the ABSHR services continuously.	N	61	40	91	117	366	4.02	1.31	80.4	VG	1
		%	9.0	5.9	13.5	17.3	54.2					
S33	I am satisfied with the speed of ABSHR system information loading.	N	58	61	154	252	675	3.71	1.28	74.2	G	5
		%	8.6	9.0	22.8	22.2	37.3					
	Dimension average – customer satisfaction							3.86	1.26	77.2	Good	

Result analysis: The results show that the average of this dimension is (3.86) with a standard deviation (1.26), and relative acceptance (77.2%) which is a good acceptance level. It can be concluded

that users are generally satisfied with the ABSHR systems therefore; they are willing to use it in the future and leave the traditional methods.

The ABSHR Users Questionnaire Hypotheses Testing

The hypotheses of this questionnaire (H_1 to H_4) were tested by using simple linear regression. As shown in Table (4.11). The result of testing H_1: The ABSHR system *benefits* has a positive effect *on user satisfaction*.

The results show that the factor of determination r square=.693, between the *user satisfaction* and *benefit*. This indicates a high effect of *benefit* on *user satisfaction*, while the sig value is 0.000, which is less than 0.05, and indicates that there is a statistically significant effect of benefit on user satisfaction. The regression equation is; *user satisfaction*=.540+.889 (*benefit*), which shows a linear relationship between the two variables. In this case the GDP with a higher degree of the benefit will have better user satisfaction. The results' are supported by a study held by Osman et al, . (2011).

The second hypothesis of the study H_2: *The ABSHR system cost has a positive effect on user satisfaction.* The results show the factor of determination r square=.615. This indicates a moderate effect of *cost* on *user satisfaction*, while the sig value is 0.000, which is less than 0.05. This indicates that there is a statistically significant effect of *cost* on user satisfaction. The regression equation is; *user satisfaction*=.502+.885(*cost*), which shows a linear relationship between the two variables. These results assure that the cost is very important to increase the users' satisfaction at the GDP from the ABSHR system users' perspectives. According to Al-Saraireh and Alnabhan, (2014) the cost is important and has a relationship with user satisfaction.

The third hypothesis of the study H_3: *The ABSHR system risk has a positive effect on user satisfaction.* The results show the factor of determination r square=.087, this indicates a weak effect of *risk* on *user satisfaction*, while the sig value is 0.000, which is less than 0.05, indicates that there is a statistically significant effect of *risk* on *user satisfaction*. The regression equation is; *user satisfaction*=2.573+.411(*risk*), which shows a linear relationship between the two variables. This result assures that the *risk* is important to improve the *user satisfaction*, which is supported by the study held by Alomar and Woods, (2009) that the safety, trust, and security are considered as important factors that explain users' satisfaction of e-services.

The fourth hypothesis of the study H_4: *The ABSHR system opportunity has a positive effect on user satisfaction.* The results show the factor of determination r square=.709, This indicates a strong effect of *opportunity* on *user satisfaction*, while the sig value is 0.000, which is less than 0.05, indicates that there is a statistically significant effect of *risk* on *user satisfaction*. The regression equation is; *user satisfaction*=0.315+0.965 (*opportunity*), which shows a linear relationship between the two variables.

This indicates that *opportunity* is very important to the users, which is supported by the study held by Osman et al, (2011).

- **Gender influence**

Table (4.12) shows the influence of gender on the five dimensions of the questionnaire by using a T-test. The results show that there are no statistically significant differences between males and females in *benefit, cost,* and *user satisfaction* dimensions. But *risk* and opportunity have sig values <0.05, which indicates, that there are statistically significant differences between female and male responses. The females have a higher demand for risk and opportunity than males. Maybe because females need more opportunity to use the system anywhere for more privacy. On the other hand, they believe it is important to keep their information safe and secure. Also e-services are used more widely by males than by females. It should also be recognized that there are gender differences according to the Alhmoud study in (2011). The study of Venkatesh et al. in (2000) recommended the importance of testing gender differences when analyzing technological use, including that of e-government web services.

Table (4.9) The ABSHR users' questionnaire-gender influence

Dimension	Gender	Number	Means	STD	T value	df	Sig.
Benefit	Male	457	3.7338	1.084	-.034	674	0.973
	Female	219	3.7367	.963	-.035		
Cost	Male	457	3.7971	1.035	-.109	674	0.913
	Female	219	3.8060	.888	-.115		
Risk	Male	457	3.0670	.820	-3.647	674	0.000
	Female	219	3.3055	.736	-3.789		
Opportunity	Male	457	3.6256	1.002	-2.036	674	0.042
	Female	219	3.7885	.906	-2.109		
User satisfaction	Male	457	3.8473	1.148	-.554	674	0.580
	Female	219	3.8982	1.048	-.572		

- **Education influence**

Table (4.13) shows the influence of the education on the five dimensions of the questionnaire by using a T-test. The results show that there are no statistically significant differences in the study sample responses for all the dimensions, Maybe this is so because the system is suitable and easy for all users regardless of their educational level.

Table (4.10) The ABSHR users' questionnaire -educational influence

Dimension	Education	Number	Means	STD	T value	df	Sig.
Benefit	High school or less	185	3.717	.977	-.268	674	0.789

Dimension	Education	Number	Means	STD	T value	df	Sig.
	University	491	3.741	1.072	-.280		
Cost	High school or less	184	3.749	.935	-.816	674	0.415
	University	491	3.819	1.009	-.845		
Risk	High school or less	184	3.195	.860	1.025	674	0.306
	University	491	3.124	.778	.979		
Opportunity	High school or less	184	3.672	1.001	-.097	674	0.923
	University	491	3.680	.965	-.095		
User satisfaction	High school or less	184	3.823	1.105	-.567	674	0.571
	University	491	3.878	1.121	-.570		

- **Age influence**

Table (4.14) shows the results of testing the age influence by one way ANOVA on the dimensions of the questionnaire. The results show that there are no statistically significant differences according to age where all the sig values of the five dimensions are>0.05. Maybe this is so because the system is suitable and easy for all users regardless of their age categories.

Table (4.11) The ABSHR system users' questionnaire-age influence

Dimension	Sources of variance	Sum of squares	df.	Means squares	F	Sig.
Benefit	Between Groups	.558	3	.186	.169	.917
	Within Groups	738.645	672	1.099		
	Total	739.203	675			
Cost	Between Groups	1.740	3	.580	.591	.621
	Within Groups	658.464	671	.981		
	Total	660.204	674			
Risk	Between Groups	4.587	3	1.529	2.393	.067
	Within Groups	428.776	671	.639		
	Total	433.363	674			
Opportunity	Between Groups	.909	3	.303	.318	.812
	Within Groups	639.361	671	.953		
	Total	640.270	674			
User satisfaction	Between Groups	.973	3	.324	.259	.855
	Within Groups	839.128	671	1.251		
	Total	840.101	674			

- **Job influence**

Table (4.15) shows the results of testing job type influence by one way ANOVA on the five dimensions of the questionnaire. The results show that there are no statistically significant differences in the study sample responses because all the sig values are >0.05. This indicates that the job types have no influence on the dimensions of the questionnaire.

Table (4.12) The ABSHR users' questionnaire- job type influence

Dimension	Sources of variance	Sum of squares	df.	Means squares	F	Sig
Benefit	Between Groups	7.140	6	1.190	1.088	.368
	Within Groups	732.063	669	1.094		
	Total	739.203	675			
Cost	Between Groups	9.808	6	1.635	1.679	.123
	Within Groups	650.396	668	.974		
	Total	660.204	674			
Risk	Between Groups	4.447	6	.741	1.154	.329
	Within Groups	428.916	668	.642		
	Total	433.363	674			
Opportunity	Between Groups	2.576	6	.429	.450	.845
	Within Groups	637.694	668	.955		
	Total	640.270	674			
User satisfaction	Between Groups	12.271	6	2.045	1.650	.131
	Within Groups	827.830	668	1.239		
	Total	840.101	674			

The ABSHR Employees' Questionnaire Analysis

The questionnaire for the ABSHR system employees is divided into two parts. The first part is for the demographic information. The second part contains 30 statements distributed into six dimensions.

Demographic information of the ABSHR Employees

The demographic information of the 51 respondents to the ABSHR employees' questionnaire is shown in Table (4.16).

Table (4.13) The ABSHR employees questionnaire demographic information

Demographic information	Type	F	Percentage (%)
Age	Less than 20 years	3	5.9
	20 – 35 Years	27	52.9
	36 – 45 Years	20	39.2
	Above 45 years	1	2.0

Demographic information	Type	F	Percentage (%)
Education	High school or less	17	33.4
	Diploma	7	13.7
	Bachelor	23	45.1
	Graduate studies	4	7.8
Experience	Less than 1 year	4	7.8
	1 – 2 Years	26	51.0
	2-5 Years	19	37.3
	above 5 years	2	3.9
Job title	Developer	9	17.6
	Programmer	16	31.4
	Technical Support	12	23.5
	Other	14	27.5

Following is the analysis of the demographic information of the ABSHR system employees' responses.

- **Age**

Figure (4.7) shows those 27 (52.9%) respondents of the study sample are between 20-35 years of age; 20 (39.2%) respondents of the study sample are between 36–45 years; 3 (5.9%) respondents of the study sample. Recent findings of Central Department of Statistics and information (2013) found that 63.5% of employees' age range is between 20-39 years.

- **Education**

Figure (4.8) shows that 23 respondents with percentage (45.1%) of the study sample held a bachelor degree. There are 17 with percentage (33.4%) have high school or less qualifications, 7 with percentage (13.7%) held a diploma degree. This finding matches results of Central Department of Statistics and Information (2013) that (33.2%) of workforce in Saudi Arabia held high school and (9.7) diploma degrees. There are 4 respondents with percentage (7.8%) of the study sample who are in graduate studies group, which indicates that most of the employees are carrying bachelor degrees.

- **Experience**

The years of experience divided into four categories. Figure (4.9) shows that 26 respondents have (1-2 years) of experience with percentage (51.0%), which is the highest number of respondents according to experience. Nineteen respondents have (1-2 years) of experience with percentage (37.3%) of total respondents, 4 respondents' have (less than 1 year) of experience with percentage (7.8%) of total

respondents', there is only 2 persons with more than 5 years experience. This means that most of the ABSHR system employees have from 1 to 5 years of experience.

- **Job title**

Figure (4.10) shows the demographic information for the ABSHR system employees' respondents distribution according to job title. Sixteen of the respondents are programmers with percentage (31.4%), 12 of the respondents are holding technical support job titles with the percentage of (23.5%), 9 of respondents are holding

Descriptive Analysis of the ABSHR Employees Questionnaire

This section is for the analysis of the second part of the ABSHR employees' questionnaire, which contains 30 statements divided into six dimension

- **Relative Advantage**

This dimension focused on the *relative advantage* of using the ABSHR system by employees. Table (4.17) shows that the average values of the statements of the first dimension ranged between (4.10-4.62), while the values of standard deviation ranged between (.669-.855). The first rank goes to S2 which states: "*The ABSHR system is helpful for citizens"*, with highest average (4.62) and standard deviation (.778), which is an excellent level of acceptance. The second rank goes to S4, which states: *"The ABSHR system enhances the achievement of General Directorate of Passport's objectives"*, with average (4.61) and standard deviation (.777), which is an excellent level of acceptance. The last rank goes to S6, which states: *"Mistakes with ABSHR system transactions are easier to correct than manual ones"*, with lowest average (4.10) and standard deviation (.855), which is very good level of acceptance.

Table (4.14) Descriptive statistics of the ABSHR employees' questionnaire -*relative advantage*

NO	Statement		Degree of agreement					Average	STD	Relative acceptance%	Level	Rank
			SD	2	3	4	SA					
S1	Electronic processes are more advantageous than traditional processes.	N	0	1	2	20	28	4.47	.674	89.4	VG	5
		%	0	2.0	3.9	39.2	54.9					
S2	The ABSHR system is helpful for citizens.	N	0	1	6	5	39	4.62	.778	92.4	E	1
		%	0	2.0	11.8	9.8	76.5					
S3	The ABSHR system is helpful for expatriates.	N	0	1	2	14	34	4.59	.669	91.8	E	3
		%	0	2.0	3.9	27.5	66.7					
S4	The ABSHR system enhances the achievement of General Directorate of Passport's	N	0	2	3	8	38	4.61	.777	92.2	E	2
		%	0	3.9	5.9	15.7	74.5					

NO	Statement		Degree of agreement SD	2	3	4	SA	Average	STD	Relative acceptance%	Level	Rank
	objectives.											
S5	The ABSHR system is a convenient way to complete the transactions quickly.	N	0	1	3	16	31	4.51	.703	90.2	E	4
		%	0	2.0	5.9	31.4	60.8					
S6	Mistakes with ABSHR system transactions are easier to correct than manual ones.	N	0	1	13	17	20	4.10	.855	82.0	VG	8
		%	0	2.0	25.5	33.3	39.2					
S7	The ABSHR system helps me to better manage my time.	N	0	1	2	22	26	4.43	.671	88.6	VG	6
		%	0	2.0	3.9	43.1	51.0					
S8	Using the ABSHR system increases my productivity.	N	0	3	3	25	20	4.22	.808	84.4	VG	7
		%	0	5.9	5.9	49.0	39.2					
	Dimension average - relative advantage							4.44	.741	88.8	Very good	

Result analysis: The results show that the average for this dimension is (4.44) with a standard deviation (0.741), and relative acceptance (88.8%), which is a very good level of acceptance. The ABSHR system employees generally, strongly agree to all the statements except S6, S7, and S8. They found the advantages of the ABSHR system services are helpful for citizens and the ABSHR is more advantageous than traditional methods. They believe that this system is enhancing their achievement and suitable for the GDP.

- **Complexity**

This dimension focused on *complexity* of using the ABSHR system by employees. Table (4.18) shows that the average value of the statements of this dimension ranged between (3.94-4.39), while the values of the standard deviations ranged between (.918-1.10). According to the table, the highest degree of agreement for S11 "*The ABSHR system does not require high technical skills*" with a mean value of 4.39 and a standard deviation of 0.918. The last rank goes to S10 "*Using the ABSHR system does not require a lot of mental effort*" with an average value of 3.94 and standard deviation 1.10.

Table (4.15) Descriptive statistics of the ABSHR employees' questionnaire - *complexity*

NO	Statement		Degree of agreement SD	2	3	4	SA	Average	STD	Relative acceptance%	Level	Rank
S9	It is easy to deal with the ABSHR system process.	N	2	3	2	21	23	4.18	1.03	83.6	VG	2
		%	3.9	5.9	3.9	41.2	45.1					
S10	Using the ABSHR system	N	3	3	5	23	17	3.94	1.10	78.8	VG	4

NO	Statement		Degree of agreement SD	2	3	4	SA	Average	STD	Relative acceptance%	Level	Rank
	does not require a lot of mental effort.	%	9.1	0	6.1	45.1	33.3					
S11	The ABSHR system does not require high technical skills.	N	2	0	3	17	29	4.39	.918	87.8	VG	1
		%	3.9	0	5.9	33.3	56.9					
S12	The ABSHR system is easy for users.	N	1	4	6	19	21	4.08	1.01	81.6	VG	3
		%	0	0	6.1	37.3	41.2					
	Dimension average- complexity							4.14	1.01	82.9	Very good	

Result analysis: The results show that the average of this dimension is (4.14) with a standard deviation (1.01), and relative acceptance (82.9%), which is a very good level of acceptance. This indicates that the ABSHR system employees agree to the fact that the ABSHR system at the GDP is easy enough to use.

- **Compatibility**

This dimension focused on the *compatibility* of using the ABSHR system by employees. Table (4.19) shows that the average value of the statements of this dimension ranged between (4.27- 4.65), while the values of standard deviations ranged between (.723-.874). The first rank goes to S15, which states: "*The ABSHR system is compatible with the General Directorate of Passport's objectives*", with the highest average (4.65) and standard deviation (.796), which is an excellent level of acceptance. The second rank goes to S16, which states: *"The ABSHR system is compatible with the General Directorate of Passport's technology culture"*, with an average (4.61) and standard deviation (.723), which is an excellent level of acceptance. The last rank goes to S13, which states: *"I need the ABSHR system in my work"*, with lowest average (4.27) and standard deviation (.874), which is very good level of acceptance.

Table (4.16) Descriptive statistics of the ABSHR employees' questionnaire - *compatibility*

NO	Statement		Degree of agreement SD	2	3	4	SA	Average	STD	Relative acceptance%	Level	Rank
S13	I need the ABSHR system in my work.	N	1	1	5	20	24	4.27	.874	85.4	VG	5
		%	2.0	2.0	9.8	39.2	47.1					
S14	The ABSHR electronic system fits the way I like to do my work .	N	1	1	3	16	30	4.43	.855	88.6	VG	4
		%	2.0	2.0	5.9	31.4	58.8					
S15	The ABSHR system is compatible	N	1	0	4	6	40	4.65	.796	93.0	E	1

NO	Statement		Degree of agreement SD	2	3	4	SA	Average	STD	Relative acceptance%	Level	Rank
	with the General Directorate of Passport's objectives.	%	2.0	0	7.8	11.8	78.4					
S16	The ABSHR system is compatible with the General Directorate of Passport's technology culture.	N	0	1	4	9	37	4.61	.723	92.2	E	2
		%	0	2.0	7.8	17.6	72.5					
S17	The ABSHR system is compatible with the General Directorate of Passport's transparency culture.	N	1	0	3	12	35	4.57	.781	91.4	E	3
		%	2.0	0	5.9	23.5	68.6					
	Dimension average - compatibility							4.50	.805	90.1	Excellent	

Result analysis: The results show that the average of this dimension is (4.50) with a standard deviation (0.805) and relative acceptance (90.1%), which is an excellent level of acceptance. In other words, the employees agreed that the ABSHR system is compatible with their work, the GDP objectives, and the GDP culture.

- **Triability**

This dimension focused on *triability* of using the ABSHR system by employees. Table (4.20) shows that the average value of the statements of this dimension ranged between (4.31-4.65), while the values of standard deviations ranged between (.761-1.08). The first rank goes to S21, which states: "*My experience with the ABSHR system proved to me that it is better than the traditional system"*, with highest average (4.65) and standard deviation (.796), which is an excellent level of acceptance. The last rank goes to S18, which states: *"The employees can try out any new service of the ABSHR system before adopting it by the General Directorate of Passport."*, with lowest average (4.31) and standard deviation (.761), which is very good level of acceptance.

Table (4.17) Descriptive statistics of the ABSHR employees' questionnaire - *triability*

NO	Statement		Degree of agreement SD	2	3	4	SA	Average	STD	Relative acceptance%	Level	Rank
S18	The employees can try out any new service of the ABSHR system before adopting it by the General Directorate of Passport.	N	0	1	6	20	24	4.31	.761	86.2	VG	4
		%	0	2.0	11.8	39.2	47.1					
S19	I have had a great deal of	N	0	2	4	5	40	4.63	.799	92.6	E	2

NO	Statement		Degree of agreement					Average	STD	Relative acceptance%	Level	Rank
			SD	2	3	4	SA					
	opportunity to try the ABSHR system.	%	0	3.9	7.8	9.8	78.4					
S20	My experience with the ABSHR system did not take a long time.	N	2	3	2	7	37	4.45	1.08	89.0	VG	3
		%	3.9	5.9	3.9	13.7	72.5					
S21	My experience with the ABSHR system proved to me to that it is better than the traditional system.	N	0	3	1	7	40	4.65	.796	93.0	E	1
		%	0	5.9	2.0	13.7	78.4					
	Dimension average- triability							4.51	.859	90.2	Excellent	

Result analysis: the results show that the average of this dimension is (4.51) with a standard deviation (0.505), and relative acceptance (90.2%), which is excellent level of acceptance. The ABSHR system employees strongly agree to all the statements of this dimension. It can be considered that the GDP make awareness to the employees to use the e-services before adopting, also the dealing with the ABSHR system showed clearly that the e-services is better than traditional system for employees.

- **Observability**

This dimension focused on *observability* of using the ABSHR system by employees. Table (4.21) shows that the average value of the statements of the observability dimension ranged between (4.43-4.57), while the values of standard deviations ranged between (.700 - 1.08). The first rank goes to S26, which states: "I am influenced positively by what I observed of the benefits of using the ABSHR system", with highest average (4.57) and standard deviation (.700), which is an excellent level of acceptance. The second rank goes to S23, which states: "I observe that using the ABSHR system enhances the speed of completing transactions", with average (4.49) and standard deviation (.903), which is very good level of acceptance. The last rank goes to S24, which states: "The ABSHR system makes the General Directorate of Passport more visible to users", with lowest an average (4.43) and standard deviation (.831), which is very good level of acceptance.

Table (4.18) Descriptive statistics of the ABSHR employees' questionnaire -*observability*

NO	Statement		Degree of agreement					Average	STD	Relative acceptance%	Level	Rank
			SD	2	3	4	SA					
S22	I observe using the ABSHR system reduces the completion cost of transactions.	N	3	1	2	8	37	4.47	1.08	89.4	VG	3
		%	5.9	2.0	3.9	15.7	72.5					
S23	I observe that using the ABSHR system enhances the speed of completing transactions.	N	1	2	2	12	34	4.49	.903	89.8	VG	2
		%	2.0	3.9	3.9	23.5	66.7					
S24	The ABSHR system makes the General Directorate of Passport more visible to users.	N	1	1	2	18	29	4.43	.831	88.6	VG	5
		%	2.0	2.0	3.9	35.3	56.9					
S25	The ABSHR system reduced the crowding in the General Directorate of Passport and its branches.	N	0	2	3	17	29	4.44	.781	88.8	VG	4
		%	0	3.9	5.9	33.3	56.9					
S26	I am influenced positively by what I observed of the benefits of using the ABSHR system .	N	0	1	3	13	34	4.57	.700	91.4	E	1
		%	0	2.0	5.9	25.5	66.7					
	Dimension average - observability							4.48	.859	89.6	Very good	

Result analysis: The results show that the average of this dimension is (4.48) with a standard deviation (0.859), and relative acceptance (89.6%), which is very good level of acceptance. The ABSHR system employees strongly agree to this dimension, in other words, the ABSHR system employees are willing to use this system which strengthens the visibility of the GDP to customers at the same time. They agree that the ABSHR system has reduced the crowds at the GDP .

- **Attitude toward electronic system**

This dimension focused on the *attitude toward electronic system* of using the ABSHR system by employees. Table (4.22) shows that the average value of the statements of this dimension ranged between (4.08-4.29), while the values of standard deviations ranged between (.783-.944). The first rank goes to S29, which states: "*I encourage the General Directorate of Passport to use the ABSHR system"*, with highest average (4.29) and standard deviation (.944), which is very good level of acceptance. The last rank goes to S27, which states: *"I have a positive attitude toward the results of using the ABSHR system"*, with lowest average (4.08) and standard deviation (.821), which is a very good level of acceptance.

Table (4.19) Descriptive statistics of the ABSHR employees' questionnaire - *attitude toward electronic system*

NO	Statement		Degree of agreement					Average	STD	Relative acceptance%	Level	Rank
			SD	2	3	4	SA					
S27	I have a positive attitude toward the results of using the ABSHR system.	N	0	2	9	23	17	4.08	.821	81.6	VG	4
		%	0	3.9	17.6	45.1	33.3					
S28	I'm pleased with the positive results of using the ABSHR system .	N	0	2	5	24	20	4.22	.783	84.4	VG	2
		%	0	3.9	9.8	47.1	39.2					
S29	I encourage the General Directorate of Passport to use the ABSHR system.	N	0	2	11	8	30	4.29	.944	85.8	VG	1
		%	0	3.9	21.6	15.7	58.8					
S30	I found that the ABSHR system is an effective method.	N	0	2	10	16	23	4.18	.888	83.6	VG	3
		%	0	3.9	19.6	31.4	45.1					
	Dimension average- attitude toward electronic system							4.19	.859	83.8	Very good	

Result analysis: The results show that the average of this dimension is (4.19) with a standard deviation (0.859), and relative acceptance (83.8%) which is very good level of acceptance. This indicates that the employees have a positive attitude to the ABSHR system, and they find it is very effective and useful. The result of this dimension is compatible with the results of the previous five dimensions.

The results show that there is a significant and moderate correlation between the *attitude toward electronic system* and the factors; *relative advantage, compatibility, triability, and observability*, with values 0.474, 0.397, 0.516 and 0.422 respectively. while there is a weak correlation between *attitude toward electronic system use* and *complexity* with value 0.154, and it is not significant, which means that complexity does not effect the ABSHR employees' *attitude toward the system,* this also means that employees did not find this system complicated to use.

The ABSHR Employees' Questionnaire Hypotheses Testing

Simple linear regression was used to test the questionnaire hypotheses (H_6, H_7, H_8, H_9, H_{10}, H_{11}) as shown in Table (4.24). The results of testing hypothesis H_6: The ABSHR system *relative advantage* has a positive effect on employees *toward using electronic system* use. It is clear that the *relative advantage* has a weak effect on the attitude toward using electronic system, because the factor of determination r square is 0.224. In addition, the significance value is sig=0.000, which indicates there is a statistically significant effect of the *relative advantage* and the *attitude toward using electronic system*. The regression equation based on this test is given as: *attitude toward electronic system*=1.481+.610 (*relative advantage*). The

result assures that the ABSHR services have advantages to the GDP to supersede the advantages of traditional methods. It is supported by respondents' answers for S1 "*Electronic processes are more advantageous than traditional process*".

For hypothesis H_7: The ABSHR system *complexity* has a positive effect on employees *toward using electronic system*. The results show that *complexity* effect on *attitude toward electronic system* use, because the factor of determination r square is 0.024 and have no effect because the sig=0.280, which indicates there is no statistically significant differences between *complexity* and *attitude toward electronic system*. The regression equation based on this test is given as; *Attitude toward electronic* = 3.606+ 0.141 (*complexity*). This result indicates that the ABSHR is very simple and they can use it without any difficulties which is supported by the S9 "*It is easy to deal with the ABSHR system process*".

For hypothesis H_8: The ABSHR system *compatibility* has a positive effect on employees *toward using electronic system*. The results show that the factor of determination r square is 0.158, which indicates that there is a weak positive effect of *compatibility* on *the attitude toward using electronic system*. Moreover, the sig=0.004, which indicates there is a statistically significant difference between *compatibility* and *the attitude toward using electronic system*; which assures that *compatibility* has a positive effect on the *attitude toward using electronic system.* The regression equation based on this test is given as; *the attitude toward using electronic system* = 2.455+ 0.385 (*compatibility*). This result assures that this factor is important to the employees because they prefer to use technology that is consistent with their work.

For hypothesis H_9: The ABSHR system *triability* has a positive effect on employees *toward using electronic system.* The results show that the factor of determination r square value is 0.267, which indicates that there is a weak positive effect of *triability attitude toward using electronic system*. Moreover, the sig=0.000, which indicates there is statistically significant differences between *triability* and *attitude toward using electronic system*; which assures that *triability* has a positive effect on the *attitude toward using electronic system.* The regression equation based on this test is given as; *attitude toward using electronic system*=2.185+0.469 (*triability*). This result assures that the *triability* is important to improve and strengthen the ABSHR system, which is supported by a study held by Stevens et al. in (2000) who found that trialability has a significant effect on using and adopting the e-services for employees in a non-profit organization.

For hypothesis H_{10}: The ABSHR system *observability* has a positive effect on employees *toward using electronic system.* The results show that the factor of determination r square is 0.178 which indicates that there is a weak positive effect of *observability* on the *attitude toward using electronic system*. Moreover, the sig= 0.002, which indicates there is a statistically significant difference between *observability* and *attitude toward using electronic system*; which assure that *observability* has a positive effect on the *attitude toward using electronic system.* The regression equation based on this test is given

as; *attitude toward using electronic system* = 2000+ 0.489 (*observability*). This result assures that the *observability* is important to improve and strengthen the ABSHR system, which is supported by the statement S26 *"I am influenced positively by what I observed of the benefits of using the ABSHR system* ". also, according to Sang et al. (2009) study the observability has no strong correlations between them and employees' attitude toward e-service adoption.

- **Age influence**

To test the age influence on the dimensions of the ABSHR employees questionnaire dimensions, the Kruskal-Wallis test was used, Table (4.25) shows there is a statistically significant difference between age according to *complexity* because the sig values is <0.05. On the other hand there are no statistically significant difference between gender for (*relative advantage, compatibility, trialability, observability, and attitude toward using electronic system*), because the sig values are >0.05, Maybe this so because the system is suitable and easy for all employees regardless of their age categories.

- **Education influence**

The education influence on the dimensions of the ABSHR employees' has questionnaire tested by Kruskal-Wallis, Table (4.26) shows that the dimensions have sig >0.05, which indicates that the education group of the ABSHR system employees' have no statistically significant influence on the dimensions of the study.

- **Experience influence**

The experience influence on the dimensions of the ABSHR employees' questionnaire was tested by Kruskal-Wallis. Table (4.27) shows that experience has no statistically significant influence on the dimensions of the questionnaire because the sig > 0.05, which indicates that the employees can do their job with matter how much work experience.

- **Job title influence**

The job title influence on the dimensions of the ABSHR system employees' questionnaire tested by Kruskal-Wallis. Table (4.28) shows that there are statistically significant differences between job title according to the *compatibility* dimension because the sig values is <0.05. This indicates that the employee's vision of the ease deferens by job title to see level of the ABSHR system. On the other hand there are no statistically significant differences between gender for (*relative advantage, complexity, trialability, observability, and attitude toward using electronic system*), because the sig values are >0.05.

Conclusion

The ABSHR system aims to provide users with various e-services to facilitate the use of them as; secure easy, rapid, and accurate. The GDP paid great attention to the e-services to help users access government services and information as well as to ensure the services are available to citizens, and residents around the clock and without the need to visit the Passport Department. This research aimed to evaluate the factors affecting user satisfaction of the ABSHR e-service system in the kingdom of Saudi Arabia.

To evaluate users satisfaction from the ABSHR users' prospective, data was collected from 676 respondents, to answer the first question of the study, " What are the effects of the factors (benefits. cost, risk, and opportunity) on the ABSHR system user's satisfaction?". The results from ABSHR questionnaire showed that most of the users prefer to complete their transactions through the ABSHR system, while most frequently they used services such as issuing and renewaing Saudi passports followed by travel authorization, which indicates that these services have more demand by users and they need them more than the other services.

The study from the ABSHR user perspective found that the benefits have a good level of acceptance, The majority of the users have confidence that the ABSHR system is useful. On other hand, the users need continuously updated information on the ABSHR website. According to the cost dimension, the users gave this dimension a good level of acceptance, which the ABSHR users agree that ABSHR saves them money and time, Also the users agree that the ABSHR system reduces bribery, while some users complain that the ABSHR services steps take several attempts to complete due to system freezing or breakdowns. The findings reported that the risk dimension has an acceptance level. Some users are confident of the protection system by the site and their personal and financial information safe. On other hand, there are some not satisfied with risk. So, the GDP's e-service in charge should take necessary actions to enhance this dimension: The results also showed that opportunity has a good level of acceptance, for which the ABSHR users are satisfied about achieving their services from anywhere and anytime. However, they think the GDP has to add more languages for information displayed in the ABSHR website. Accordingly Users' satisfaction have good level of acceptance. The users responses ensure they are satisfied overall with the ABSHR system and they will encourage their friends through positive word of mouth to use the ABSHR system. The users are not too satisfied with speed loading, updating, and developing data and information on the ABSHR system.

To evaluate attitude toward electronic system from the ABSHR employees' prospective, data was collected from 51 respondents, to answer the third question; "What are the affects of the factors (relative advantage, complexity compatibility, trialability, and observability) on attitude toward using the ABSHR system from the perspective of the ABSHR employees?". The study found that relative advantage has a very good level, which the ABSHR employees indicate that the attitude toward electronic system is an

advantage to the GDP, and the ABSHR system is more advantageous than the traditional method. Furthermore the system has enhanced achievement and is suitable for GDP. According to complexity, it has a weak effect on the attitude toward electronic system, with very good level, which the employees believe the ABSHR system is easy to use for employees and users. For compatibility dimension it has a positive effect on the attitude toward electronic system with an excellent level, for which the ABSHR system is compatible with employees' work styles, of the GDP's culture and transiency, and GDP's objectives. The results also showed that triability has a positive effect on the attitude toward electronic system, with excellent level.

Recommendations

From the results of this study the following recommendations are listed:

1. The users' satisfaction with the ABSHR system seems to be in a good level based on their responses, but needs continuous updating.
2. In order to reduce the resistance to change, the GDP should organize educational sessions for their employees and clarify the importance of the ABSHR system.
3. The GDP should improve the security plan for the ABSHR systems and related data.
4. Provide new e-services and improve the existing ones.

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