

" The role of information and communication technology in the developing human resource management A case study of faculty and staff affairs at the Najran University "

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Abstract:

The study aims to identify the uses of information and communication technology to support the shift in the practice of the affairs of faculty members and employees at the Najran University towards electronic management, and to know the availability of an infrastructure for information and communication technology necessary to implement the use of human resources management electronically. The findings show that: 1) there is full clearness for the importance of e-HRM at different managerial levels, 2) the availability of sufficient infrastructure at (ICT) Centers that could be used to start the changing process to e-Management in general and to e-HRM specifically, and 3) Full support by university leaders to the changing process to the administrative e-Management. Finally, the results show the misuse of some services related to human resources management electronically such as: Electronic tests in the recruitment process, Evaluation of staff performance electronically, the identification training needs electronically.

Keywords: Information and Communication Technology (ICT), Human Resource Management and (ICT).

(JEL) Classification : O3, M5.

Introduction:

Modern information and communication technologies play a major role in contemporary administrative work, as a modern management mechanism that must be developed for the benefit of administrative work and one of the basic resources of the organization's structures in dealing with global conditions and developments that are characterized by rapid change and intense competition. In addition, it is one of the strategic weapons to overcome bureaucratic difficulties on one hand and adapting to the nature of the era and its electronic products on the other hand.

The e-management is a product of the information, communications and modern technologies wealth, and has become the new trend in contemporary management, where today's world is dominated by an active movement to invest all modern technologies in developing the organizations, and transforming them into electronic organizations using a network, internet and advanced automated applications accounts to complete its activities and administrative transactions (planning, organizing, guiding and controlling, and its functions of marketing, production, finance, accounting and human resources) quickly and very accurately.

1. Problem Statement:

Universities are among the leading institutions in adopting modern systems and concepts in different areas to achieve a competitive advantage, and on the other hand, the need to use papers is

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somewhat because modern management has become dependent on the use of modern technology in completion of administrative work. In addition, the electronic transaction unit of the dean's department of faculty and staff at Najran University to make the best use of information technologies to support and develop the activities of the deanship on an ongoing basis, the unit automates all management procedures and develops them in a modern environment systems in order to facilitate access to information, the unit also collects and saves all statistical data and information to officials, researchers and interested people. Therefore, the problem of the study was determined in answering the following main question:

What is the role of ICTs in supporting the shift towards human resource management electronically at Najran University?

2. Objectives of the Study:

- To learn about the information and communication technology infrastructure that facilitates the transition of Najran University to electronic management.
- To understand the importance of e-management as a modern management concept for managers and employees Staff affairs at Najran University.
- Know the availability of the infrastructure at it centers needed to apply the use Human resources electronically.

3. Significance of the Study:

The results of this structured will provide a greater understanding of HR personnel at the University of Najran to imagine an electronic human resource management system.

I. Information and Communication Technology (ICT)

1. Definition of (ICT):

Information and Communication Technology (ICT) has revolutionized the global economy by enabling cross border businesses. The ICT industry comprises of two components: Information Technology (IT) and Information Technology-Enabled Services (ITES). The IT component encompasses IT application and engineering while the It component includes services offered through electronic means (Jyoti Choudrie and other, p729, 2017). The effective usage of ICT expands learning and knowledge on local, national and global levels (Alexander N. Chen and other, p26, 2015).

Information and Communication Technologies consist of the hardware, software, networks, and media for collection, storage, processing, transmission and presentation of information (voice, data, text, images), as well as related services. ICTs can be divided into two components, Information and Communication Infrastructure (ICI) which refers to physical telecommunications systems and networks (cellular, broadcast, cable, satellite, postal) and the services that utilize those (Internet, voice, mail, radio, and television), and Information Technology (ICT) that refers to the hardware and software of information collection, storage, processing, and presentation (Sukanta Sarkar, p32, 2012) .

The Information and Communication Technology (ICT) curriculum provides a broad perspective on the nature of technology, how to use and apply a variety of technologies, and the impact of (ICT)

on self and society. Technology is about the ways things are done; the processes, tools and techniques that alter human activity. (ICT) is about the new ways in which people can communicate, inquire, make decisions and solve problems. It is the processes, tools and techniques for (Sukanta Sarkar, p32, 2012):

- Gathering and identifying information.
- Classifying and organizing.
- Summarizing and synthesizing.
- Analyzing and evaluating.
- Speculating and predicting.

2. The contribution of (ICT) to the development of administrative work

(ICT) is a new type of management that has had wide impact on institutions and areas their work and their strategies and fonctions, and in fact the effets are not just due to the dimension technology of digital technology, but also to the administrative dimension of the development of Management concepts that have accumulated for many decades And are working to achieve greater flexibility Management in delegation, administrative empowerment and team-based management, The revolution has contributed digital in making profound changes in the work environnement and its methods the most important (M Abdul Nasser and M Qureshi, 2011, 93):

- Move from physical activity management to virtual activity management.
- Moving from face-to-face management to remote management.
- Moving from hierarchical organization based on the command chain to network organization.
- Moving from task-based or personnel-based leadership to mix-up leadership Customer technology.
- Moving from control with the concept of comparing actual performance with the chart to real-time direct control.

II. The relationship between (ICT) and electronic management

The concept of e-management refers to a new methodology based on comprehensive assimilation informed use and positive investment in (ICT) in the exercise of functions basic management at various organizational levels in contemporary organizations, the term "e-management" is also a scientific term.

In the field of management sciences, e-management concept has several definitions, the most important of which are: the common concept of e-management as dispensing with paperwork and replacing e-office through the widespread use of information technology and general service transformation to office procedures and then processed according to serial steps implemented in advance (Alaa,2008,32). The term "e-management" is put forward in a consistent manner with other terms (such as e-business) (e-commerce) (e-government), and other concepts linking activities and the use of (ICT) means, so it is necessary to compare previous concepts with each other as Follows:

- The concept of e-business means managing business electronically at the level of projects or private organizations; it is divided into two categories: e-commerce and non commercial -e-business such as supply, processing and marketing.

- E-government is concerned with public functions or government services being implemented electronically to the public in order to provide government service.
- E-commerce is a dimension of e-business, and therefore a business relationship to e-commerce is everyone's relationship to the part.
- E-management is a system of business explant and activities that are carried out electronically through networks.
- E-management consists of two main dimensions: e-business and e-government.

The common denominator of the previous concepts is their use of (ICT), including the internet, intranet and extranet, as its first technological choice, without these tools, networks make it impossible to apply an interactive and realistic information environment.

III. Electronic Human Resource Management (E-HRM)

1. Definition of e-HRM:

Even though the e-HRM concept is widely used today, hardly there are explicit definitions. The few detectable definitions are rather general and emphasize the internet-supported way of performing HR policies and/or activities. E-HRM is often used with terms that carry similar meanings of human resource information systems (HRIS), virtual HRM, HR Intranet, web-based HR, computer-based human resource management systems and HR portals (Joma Mahfod and other, 2017).

Some definitions show e-HRM as conducting HR transactions using the internet or intranet. Consequently, if a researcher is using such a definition, it could be argued that the value created by e-HRM would likely be assessed as improvement of the administrative HR processes. Here, transformational outcomes of e-HRM like employee involvement or workforce alignment might be ignored. Following the 'transactional' tradition, (Voermans) writes that, 'e-HRM could be narrowly defined as the administrative support to HR function in organizations by using internet technology (T.V. Bondarouk and H.J.M. Ruel, 2009, p506).

2. Goals of e-HRM:

2.1. Major objectives of tendency towards e-HRM:

(Zeliak Vansell) points out four pressing factors related to virtual human resources that can be considered among objectives of tendency toward e-HRM (S A Hosseini and K Nematollahi, 2013, p1814):

- Human Resource departments are asked to focus on strategic questions.
- These departments need to be flexible in terms of policymaking and measures must be taken.
- Human resources departments should be more efficient and be more aware of (sensitive to) costs
- Human Resources departments must always be strategy-oriented, flexible, efficient, and customer centric.

2.2. Major objectives of application of e-HRM:

Accordingly, the objectives of using e-HRM can be summarized in the form of four aspects (*Idem*, p1814):

- The improvement of efficiency.

- The improvement of administrative processes.
- The improvement of customer services.
- The improvement of strategic roles of human.

IV. Future Directions For Some E-HRM Functions

The functions of human resources management have not changed within the e-HRM concept, but the ways and the methods using HRM have been changed, so that they are mainly dependent on NTIC technology as well as changing the role of individuals in the organization, where they became participants in the functions of HRM more effectively than before. The important of HRM functions that has benefited due to e-HRM are discussed below:

1. E-polarization: The simplest images of electronic polarization are allow applicants to submit their applications electronically via email or by filling out a form on the website. Business organizations are resorting to create websites through which those whom wishing to work apply for available jobs or even submit their data pending the availability of a suitable job in the future, but the main challenge here is how to attract internet surfers to the site. Here we introduce the idea of joining together groups of companies that work in similar areas, to build shared sites for electronic polarization, which maximizes the value of the site and also maximizes the returning investment.

2. E- Selection: For selection, systems are very important as they enable organization of increasing access to eligible people for positions. Online tests are an important factor in the screening and filtering the applicants. For jobs, it is not necessary to exclude the applicant if he or she is unsuitable for the job. Some sophisticated systems has the ability to sort applications and convert them into suitable vacant positions, and others retain applicants' data in a data repository for automatic reference if new job opportunities are available. (Y M Abu Ammona, 2009, 92, 93).

3. E- Recruitment: E-recruiting is the hottest area of all HR field and includes posting of open positions on the worldwide web home page and various other career services. In the HR arena websites such as Career Mosaic, Higher Ed., Monster, Naukri.com offer employer profiles, job openings career information and human resource forums. With e-recruitment, the company gets an additional possibility besides the normal application by paper to recruit people over the web in an online-application process. With appliance of ICT in recruitment process, organizations can post their job vacancies online; can attract the best from the world wide talent pool investing less time, effort and, cost (Shoeb Ahmad, 2015, p82).

4. E-Compensation: Electronic compensation systems are used for the development and implementation of payment systems wages in organizations, providing benefit packages to employees and assessing the effectiveness of compensation systems, those Systems are efficient when they are able to achieve the organization's goals, E-HRM systems can strengthen wage systems in many ways, including:

- Greater integration between wage systems and attendance and departure registration systems, especially in jobs that depends on the number of hours worked.
- Facilitate the management of salary procedures, such as sending payment receipts through mail electronic, thus saving many administrative expenses.

- Rapid response to changes, such as incentives and rewards, especially under modern trends in linking pay to performance in all organizations, and linking incentives to achieving selected goals, such as reaching a certain level of knowledge or skill, is confirmed by tests online evaluation, the results are submitted to the manager and on the light of which the employee is rewarded and the data modified automatically in the database and if the employee fails to test, the system may be able to guide the employee to his weaknesses, and identify the areas of training he has to develop his knowledge.

- Automation of routine expense models such as mobility, travel, etc., where the employee can fill the form through the Internet or through the organization portal, calculates the value of those expenses and then converts it to the wage system electronically.

5. E- Training: Continuous learning has become one of the most important things for business organizations in the very competitive climate that they work in, and that's where we follow the saying that learning has become a journey, not a destination, and in some estimates, online training soon it will account for 80% of the training and education volume in business organizations.

As organizations become more e-HR savvy, they immediately begin to see the benefits, because with modern technology every document, transaction, records have become paperless. Hence, there is no need to maintain a heavy stack of written records. It is advisable to collect data and information available through the e-HR process that can be later communicated across all organizations. These include employer facilities such as learning opportunities and flexible benefits. It can provide links that enable managers and other employees to interface directly with HR applications and make changes or enquiries (Shoeb Ahmad, 2015, p83).

6. E- Performance Assessment: E-HR technology is used for forecasting future payroll costs on the basis of assumptions about members, promotions and pay levels and administering pay reviews, producing review forms, analyzing proposals against the budgets and calculating the cost of performance related pay awards in accordance with different assumptions about amounts and the distribution of awards within a budget. The technology can also be used for generating forms, analyzing and reporting on the results of performance reviews showing the distribution of people with different degrees of performance at different levels, highlighting individuals with particular skills or special characteristics, writing role definitions, and generating employees opinion surveys online (Shoeb Ahmad, 2015, p83).

7. Self-service for employees: : Intended to enable employees to access databases, to view and modify their own data as well as their family data and vacation balances under confidentiality precautions, as available in the organization if they decide to change career paths.

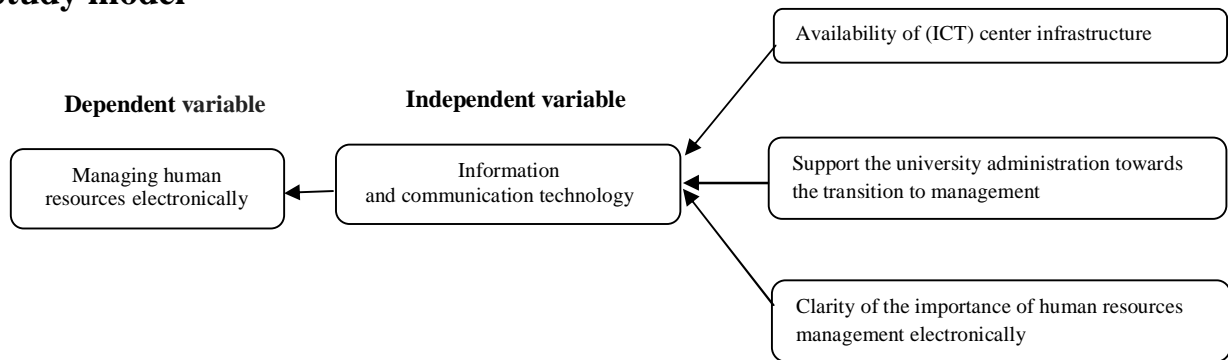
As for conducting transactions electronically, employees can apply for a vacation from organization through the internet or intranet, and apply for the various training courses offered by the organization. During the flow of business, these transactions are directed for competent authority's approval.

Until the transaction is completed, the human resources management function can communicate with employees through e-mail or through electronic letters while keeping various correspondence at

worker electronic file. In organizations that offer different benefit programs to employees, they can see on programs and choose what suits them or modify their choices.

8. Attendance and departure: Perhaps one of the oldest uses of technology in human resource management functions is the function of registering attendance and departure through the electronic paper-card devices, which then evolved into special data entry cards, it then evolved into registration through special computer systems. In addition, finance and wage systems are fed with information of attendance and departure registration, especially the jobs whose wages depend on the number of hours worked. These systems also offer a variety of advantages include easy access and speed of information, reporting and disposal of copying errors. (D L.Stone, 2006, p229).

V. Study model



VI. The study field

1. Study procedures:

This part of the study includes a description of the field study approach, its community and the tool used its sincerity, stability, and correction of the tool, its variables and procedures, and the following is a presentation:

This part of the study includes a description of the study field approach, community and the used tool, the reliability and stability, variables and procedures, and the presented as the following:

1.1 Study methodology: The current study followed the descriptive analytical approach, and is intended with the descriptive analytical approach, the curriculum that studies a phenomenon, an event, or any issue that currently exists, from which information the study's questions without the researcher's intervention can be obtained.

1.2. Study community: The study community include all the directors and employees who are on the job during the academic year 2020 /2019. The study community included all employees working in the deanship of Faculty and staff affairs members' at Najran University. They are (41) staff, including the director, (21), and (12) of the personnel department employees, and (7) employees of the payroll department.

3.1 Study tool: To achieve the study objectives, theoretical literature and some previous studies were consulted; two-part questionnaire were developed for collecting data. The first part contains general information from the study sample, and the second part consists the study questions divided into four hubs named as: first, the availability of (ICT) structure and infrastructure of the e-

management consists of (10) phrases, second support of the university administration towards the transition to e-management consists of (16) phrase, third, clarity the importance of e-HRM at the administrative levels consists of (15) phrases, forth, the focus of e-HRM consists of (17) phrases.

1.4. The honesty of the tool: Honesty is one of the things that is required in the tool to show the ability of each phrase of its phrases to measure what it was developed to measure, to verify the sincerity of the tool and to know the validity of Use to identify the extent to which e-management is applied in the personnel department at Najran University, The virtual honesty relied upon and the tool was initially presented to a number of specialists to judge the validity of the paragraphs and the integrity of their wording and suitability For the subject of study.

1.5. Stability of the tool: Stability is a requirement of the study tool, and stability gives consistency in results when The tool is applied many times, and to calculate the values of the tool's stability factor, the researchers applied the resolution to a survey sample of 20 (single), And the stability factor values were calculated in the manner of internal consistency Using the (Alpha-Cronbach) coefficient, the value of the (Alpha Cronbach) coefficient has reached (0.932), this value is greater than (0.8) (indicating that the study tool has a high stability value as Table (1).

2. Statistical treatments:

After data collection and discharge of sample responses, Statistical data processing using the Social Science Statistical Package (SPSS), which included using statistical treatments according to the study's questions, Evaluation of the study model and testing hypotheses.

2.1. Verify hypotheses by testing correlations between variables: Table (2) Independent variables show a relationship to the dependent variable, as all coefficient ratios the link between independent variables and the child variable is more than (0.30.)

2.2. Evaluation of the study model: The results of the multi-regression analysis can be written to determine the impact of management the three-dimensional electronic on the human resources function variable is as follows:

- Shown by beta results which means transactions of independent variables after converting to Standard marks as described in Table (3), that variable university management support towards The shift to e-management, which bears the symbol (VAR02) was the most statistically significant value of Beta (corresponding to this variable) was (0.818) which is statistically significant at the level of Less than (0.05) followed by a variable clarity of the importance of human resources management electronically at levels Different. Administrative. Which we referred to earlier by the symbol (VAR03) where the value of beta (corresponding to this Variable) (0.03) which is statistically significant at a level of more than (0.05) then variable provides structure Infrastructure at the (ICT) Center, which we referred to earlier as (VAR01) where the value of Beta (0.143).

The results of the assessment of the basic model of the impact of e-management on human resources function at a confidence level of more than (95%), however, the dimensions of e-management according to the adjusted selection coefficient (43.6%) of changes in the child Variable (human resources function), where It was found that there was a statistically significant effect of one of the dimensions of e-management, which is to support the management of the

university, Towards the shift to e-management of the function of human resource in the interest under consideration at a confidence level above (9 5%).

- And through the results of table 3, the values of the index (Sig) show that the two variables provide an infrastructure, (ICT) Center has the clear importance of managing human resources electronically at different administrative levels (values respectively) (0,367), (0.820) (Rejected values because they achieve The premise of zero (H0) because it is greater than (0.05), while the support of the university administration has changed towards switching to-managing with values of (0.00) acceptable because it achieves the alternative hypothesis (H1) becomes The slope equation is as follows:

**Human resources function performance = + 25.360 x 0.818
university management support towards transition to management Electronic.**

We therefore conclude that the university administrations support for the transition to e-management is the most important; the impact on the human resources function is among the other two e-management dimensions. And so make sure that one of the dimensions of e-management is to support the university administration in the success of the job Human resources electronically.

2.3. Study the research hypotheses:

With previous results, the study hypotheses can be tested as follows:

Hypothesis (1): There is a statistically significant effect on the availability of an infrastructure at the (ICT) Center On the electronic management of human resources from the point of view of the directors and staff of the affairs of the members of the Teaching and staff at Najran University.

We note from table (3) That the value of (beta) which represents a variable coefficient provides an infrastructure, I have the (ICT) center that we mentioned earlier as (VAR01) equal to (0.143) this Means that there is an adverse impact on (ICT) infrastructure on resource management humanity electronically, but under a moral level (sig) equals (0.367) This ratio is greater from (0.05), so there is no statistically significant effect of the availability of infrastructure at a technology counter-reformation on human resources management electronically in the affairs of faculty and staff at Najran University, and then check the hypothesis of zero (H0.)

Hypothesis (2): There is a statistically significant effect to support the university administration towards the transition to management Electronic on human resources management electronically from the point of view of managers and employees of affairs Faculty and staff at Najran University.

We note from the table (3) that the value of (beta) which represents a variable factor supporting management The university is moving towards the transition to e-management, which we

Have previously referred to as (VAR02) equal to (0.818) and under a moral level (sig) equals (0.00) this ratio is less than (0.05), Thus, there is a statistically significant effect to support the university administration towards the transition to e-management, The electronic management of human resources has to be studied, and the result is Acceptance of the hypothesis.

Hypothesis (3): There is a statistically significant effect on the clarity of the importance of human resources management electronically Has different administrative levels on the electronic management of human resources in the affairs of the members of the Teaching and staff at Najran University.

We note from table (3) that the value of (beta) (which represents a variable coefficient of clarity of importance Human resources management is electronic at the different administrative levels that we have previously referred to as the code (VAR03) (-0.030) and under a moral level sig equals (0.820) this ratio is Greater than (0.05), So there is no statistically significant effect on the clarity of the importance of human resources management electronic on the different administrative levels on the management of human resources in the department of the place study, and then check the hypothesis of zero (H0).

Hypothesis (4): There are statistically significant differences at the level of indication ($\alpha \leq 0.05$) about both Dimensions of electronic management and human resources management in the affairs of faculty and staff Najran University is due to the change of age.

The monocontrast analysis test was used to test differences in the views of the student community on the impact of E-management on human resources management attributable to age and the results shown in Table (4), which shows that the value of the semantic level for each axis except the axis (reality management Human resources morale is equal to (0.039) greater than (0.05), indicating differences of a statistical indication in the respondents answers is attributable to the position, and the result is the acceptance of the hypothesis.

We can calculate the extent of the impact of the position on the relationship between e-management and management Human resources through the following equation (Julie Ballant, 2009, 236):

$$\eta \text{ Square value} = \frac{\text{Total interstitial squares (between groups)}}{\text{The sum of the squares}} = \frac{119.07}{76.44} = 0.101$$

And according to (Cohen) guidelines for interpreting this value, (0.01= slight impact), (0.06= Moderate effect), (0.14= large effect) (Julie Ballant, 2009, 233), and by the result obtained (0.101) closest to (0.14), so the position of office has a significant impact, even if we want to express it By percentage By multiplying the value of ETA squared in (100), we will find that the job variable shows (10.1%) of The disparity in human resources management interpreted by e-management.

Hypothesis 5: There are statistically significant differences at the level of indication ($\alpha \leq 0.05$) around each from the dimensions of e-management and human resources management in the affairs of faculty members the staff at Najran University are attributable to the change of experience.

The monocontrast analysis test was used to test differences in the views of the student community on the impact of E-management of human resources management in the department in question is

attributable to experience professional, and the results shown in Table (5) which shows that the value of the indicated level for each axis of Axes are greater Than (0.05), indicating that there are no statistically significant differences between the answers Researchers on the impact of e-management in human resources management are attributed to years of experience, The hypothesis of zero (H0) are then verified.

Conclusion:

By analysing the results of the questionnaire to receive information directly from employees and to find out their opinions their views on the variables of the independent and dependent study, we have come to the following conclusions:

- The clarity of the importance of managing human resources electronically and supporting senior management is available and contributing significantly in the process of switching to e-management in general and e-HRM in particular.
- The infrastructure of (ICT) centres is practically sufficient to move to management Electronic.
- There is an appropriate internal network for the electronic management of human resources in the personnel department, this indicates the electronic linkage between the three interest units (Faculty member affairs management, Department of Human Ressources, Managing salaries and allowances), and different university units and departments.
- The existence of an application of e-HRM functions and activities such as the use of information technology means Communications in human resources planning, job advertisement through the portal University, applications for employment electronically, and link to the online attendance and departure system With the pay system, the management of the services of the university staff is done electronically through a service portal Staff.
- The results showed that some human resources management services were not used well such as electronic tests in the recruitment process, evaluation of the employee's electronic performance, nutrition to refer to the employee, planning the career path and determining training needs electronically, and using electronic training, retirement referral and electronic termination.

Recommendations:

Based on the previous presentation and the findings and conclusions, a set of Recommendations that may contribute to increasing the level of application of e-management, the most important of which are:

- Giving the affairs of faculty and staff more powers within the field of management Electronic in a way that raises the level of application and practice.
- Providing electronic systems, programs, and partnership with various sources of electronic knowledge, to gain and benefit from expertise in the development of electronic management processes.
- Encourage employees to increase the activation of the transition to e-management practice in fact and grant Distinguished in its use of material and moral incentives

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Appendix:

Table 1: Value of Alpha Cronbach Coefficient

Alpha N of Items	Cronbach Alpha
58	0.932

Source: By researchers based on outputs (SPSS)

Table 2: Pearson correlation coefficient between independent variables and dependent variables

the hub	Independent variables	code	VAR04	Managing human resources electronically
			Pearson correlation coefficient	
the first	Availability of (ICT) center infrastructure	VAR01	0.398	
The second	Support the university administration towards the transition to management	VAR02	0.707	
the Thiard	Clarity of the importance of human resources management electronically	VAR03	0.308	

Source: prepared by researchers based on the output (SPSS).

Table 3: Regression analysis result Coefficients
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.360	12.658		2.004	.052
	VAR01	-.325-	.356	-.143-	-.913-	.367
	VAR02	.839	.169	.818	4.973	.000
	VAR03	-.044-	.193	-.030-	-.230-	.820

a. Dependent Variable: VAR04

Source: prepared by researchers based on the output (SPSS)

Table 4: One Way ANOVA Results of Respondents' Response to Study Variables Due to Age Variable

the hub	Contrast Source	sum Squares	Freedom Degree	Average Squares	Value F	level Significance
Availability of (ICT) center infrastructure	Between groups	38.540	3	12.847	.663	.580
	Within groups	716.972	37	19.378		
	total	755.512	40	xxxx		
Support the university administration towards the transition to management	Between groups	3.420	3	140.650	1.569	.213
	Within groups	91.870	37	89.622		
	total	95.290	40	xxxx		
Clarity of the importance of human resources management electronically	Between groups	421.951	3	87.387	2.070	.121
	Within groups	3316.000	37	42.213		
	total	3737.951	40	xxxx		
Managing human resources electronically	Between groups	12.375	3	261.530	3.077	.039
	Within groups	104.642	37	84.999		
	total	117.018	40	xxxx		
total	Between groups	119.07	3	125.6035	1.844	0.238
	Within groups	1057.371	37	59.053		
	total	1176.442	40	xxxx		

Source: prepared by researchers based on the output (SPSS)