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Aim & Scope

Aims to enhance the level of published articles by improving integrity, morals and keeping papers in high professional standards to spread the good knowledge to all up-coming researches, scholars and scientists. So, the main objective of MECS is to advance the professionalism level of existed research, and to enhance the focus on new emerging trends.

A proposed model for evaluating Jordanian ministries websites using DEA

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Abstract

The development of E-government improves social sustainability by enhancing the provision of public services to the citizens. This refers to the importance of e-government portals in strengthening public administration reputation, and hence the efficiency of the role of governments. Commonly, many kinds of local government affairs need to manage their efficiency and advances of e-government. Thus, the evaluation of e-government services leads to reduce the expected management cost and reflect the current progress of government administration (performance) of e-government portals depending on some scientific and e-government evaluation methods. Accordingly, the effectiveness and efficiency of Jordanian e-government ministries portals at local level are focused in this research to study the organizational success dimensions using data envelopment analysis. Data Envelopment Analysis (DEA) is a non-parametric method that can be converted into a linear programming problem. Though, a maximum amount of outputs that can be generated from a specific level of input can be measured through efficiency.

Keywords — *data mining, classification, DEA, BCC, CCR*

I. INTRODUCTION

Electronic government is a new form of effective government innovation that has many promising applications as a natural reaction to the rapid development of information science and technology [41]. The development of E-government associated with information systems and technologies improve social sustainability by enhancing the provision of public services to the citizens [42]. Conversely, Information systems, e.g. e-government websites, are very complex and contain a huge amount of data. Therefore, the main question triggered here is how to turn these large data into manageable units that can be easily controlled and evaluated with respect to the efficiency of e-government portals.

Data Envelopment Analysis (DEA), a non-parametric method that works as a linear programming problem (Farrell, 1957), is one of the latest approaches used to measure efficiency. DEA is a popular quantitative approach, frequently used to evaluate the efficiency of comparable Decision Making Units (DMUs) based on some inputs and outputs [47]. A maximum amount of outputs that can be generated from a specific level of input can be measured through efficiency [43]. DEA is carried out by an identification of the key factors and dimensions [45]. For this study, public services provided on e-government portals have several management dimensions that can be converted into DMUs and hence analyzed to conclude the efficiency. The key management's dimensions of the public service portals are:

- Information management: includes publicly shared information such as announcements, instructions, and contact information.
- System management: includes the activeness and interactivity of the portal such as number of visitors, up to date information, and downloadable forms.
- Service management: includes publicly spread governmental services on the portal such as the number of online services, type of service (partial or totally completed online), and online payment.
- Privacy management: includes the capacity of reserving private information of citizens hidden from the public access such as requiring credentials.

- Security management: includes the capacity of securing online transactions such as secure connection and secure payment.

Many kinds of local government affairs need to manage especially the efficiency and the advance of e-government [42]. The evaluation of e-government services leads to reduce the expected management cost and reflect the current progress of government administration (performance) of e-government portals depending on some scientific and e-government evaluation methods [46]. E-government can produce poor performance and low efficiency if the online services are not in the correct progress and development, which require evaluation methods to reveal their efficiency. Furthermore, the problematic aspect and performance of e-government portals cannot be easily measured though users' surveys manually.

The efficiency measure is one of the technical measures of public organizations by maximizing outputs and minimizing inputs [44]. In addition, the efficiency is one of the present methods and approaches to evaluate public services. Particularly, the accuracy of efficiency measure increases as the number of measured inputs and outputs increases. In other words, if the number of outputs increases in DEA, then the value of efficiency close to 100%. Technical efficiency of public organizations can be measured by co-exist measure taken impact on the efficiency outcome relying on different assumptions. Moreover, the increased efficiency accuracy as well as the measurements of the efficiency effects lead to expressively higher estimated efficiency.

The contribution of this research concentrates on the performance of e-government ministries portals given their significance in integrating public service provisioning into user access interfaces. The effectiveness and efficiency of Jordanian e-government ministries portals at local level are focused in this research to study the organizational success dimensions. This study devotes an assessment tool for the public local government administration and decision makers of the Jordanian government ministries to allow them to comply with accountability requirements and to determine the impact of the progress of e-services (online services and access to content and resources provided via website) on the user satisfaction and needs.

This research aims to evaluate e-government performance of a set of provincial government portals in Jordan using the method of DEA. The current study devotes an evaluation of the government performance of a set of official provincial websites in Jordan to explore their

efficiency improvement and development using DEA. Further, it examines the effectiveness of e-government portals in the local administration under qualitative and quantitative approaches.

Mainly, the key objectives of this study are:

- To explore the improvement of the development and progress of e-government in Jordan especially the ministries portals.
- To convert several dimensions of management for public services into inputs and output to be fit into DMUs that formulates ministries' websites in Jordan.
- To evaluate e-government ministries performance of a set of provincial government portals in Jordan using the method of DEA with the aid of association rules mining.

II. LITRETURE REVIEW

The evaluation of e-government portals performance has attracted the attention of searches in many disciplines such as banking and economy sector [1], [2], [3], [4], [5], [6], and [7]; healthcare sector [8], [9], [10], [11], [12], and [13]; sustainability affairs [14], [15], and [16]; transport sector [17], [18], [19], and [20]; higher education institutions [21], [22], [23], [24], [25], and [26]; and other domains [27], [28], [29], [30], [31], [32], [33], [34], [35], and [36]. The most related works to this study are those researches conducted for e-government portals such as [37], [38], [39], and [40]. A brief review of a number of related research with respect to the employment of DEA in evaluating e-government portals is shown below. We divide this section into two subsections: studies that have used only DEA without any contribution of data mining, and studies that have used DEA combined with one of the techniques of data mining like our study.

A. *DEA-based studies*

In the paper of [37], DEA method was used to evaluate the performance of 31 e-governmental websites. The results revealed that the investigated websites were inefficient. The efficiency of e-government websites relies on the different districts such as individual provinces. The paper focused on the issues of the evaluation of government performance to improve the efficiency of their websites based on DEA efficiency measurement.

The author [38] has presented a comprehensive approach using DEA to build a better understanding of the role of governments in using inputs for improved quality of e-government portals in Mexico. In the empirical analysis, these portals were evaluated based on an examination of certain inputs and outputs according to output oriented variable return of scale (VRS). The inputs of DEA were translated into organizational and contextual factors such as operation costs, capacity, and demand, while the outputs of DEA were translated into information, interaction, transaction, integration, and participating. The results indicated that the investigated e-government portals have few resources and capabilities that enable them to be in the first places in terms of quality and efficiency. Moreover, the performance of the e-government portals in Mexico needs to adjust their resources and capabilities.

An examination of the efficiency of 41 local city administration of e-government was provided in [39] to make an evaluation method based on DEA. There were 8 inputs and 5 outputs for each city considered. These include information and communication technologies, information security, availability of e-services, human potential, and information documentation base. Both CCR and BCC models were used to analyse the dataset. However, the author recommended using BCC model since it takes into account the changes in inputs to cause a linear increase of output. The results concluded that there was a much neediness to enhance the city administration units that have resulted in inefficiency.

In the work of [40], a dataset collected about the local government in Flanders was considered to evaluate the efficiency of local governments using three methods (mainly DEA method). The results have endorsed the importance of methodological instruments in analysing the performance of local governments through employing a set of parametric and non-parametric approaches to estimate the level of efficiency. In conclusion, there is an open issue to improve the efficiency of Flemish municipalities.

Using DEA, the study of [50] included an evaluation of management paradigm of a set of BRICS countries including Brazil, Russia, India, China, and South Africa. The authors used MaxDea Basic version 6.4 software to find the relative efficiency scores for BRICS countries. The use of DEA can fill gap in researches that investigated the public services for socio economic

development. Negative values were transformed to positive ones by adding the smallest positive number. Therefore, they used CCR model output oriented approach.

A similar study to the above on is [51] that have used DEA and cluster analysis for 53 African countries. Using DEA, the study was accomplished to compare 53 African countries based on clustering analysis to partition these countries into two or three scoring average efficiency based on multivariate attributes. Further, MaxDea Basic version 6.4 software was used to find the relative efficiency. CCR model with input oriented approach was applied in the study. The results have confirmed a positive transformation of the investigated countries efficiently.

B. DEA and data mining-based studies

The paper of [48] presented a DEA model combined with Bootstrapping to evaluate the efficiency of a data mining algorithm called classification and regression tree. Two-step process of performance productivity analysis was applied; first using DEA model, and second using classification and regression tree. DEA was applied using input oriented technology to reduce inputs based on single and multiple objective linear programming. A set of useful rules were generated to help policy makers in exploring the main reasons behind the productivity and progress of DMUs and thus to improve the decision-making process.

The study of [49] has discussed the use of DEA to classify multidimensional data associated with environmental assessment. The proposed method was perceived as a data mining methodology to classify groups based on the information of environmental assessment. DEA separates outputs into desirable and undesirable outputs according to the production activities. Thus, the combination between operational performance and environmental performance was considered as a unified treatment. Return to scale RTS and damages to scale DTS were measured to provide a new type of classification. The results showed that the proposed model can only work on dataset that contains only positive observation which might results in unreliable outcomes of RTS and DTS.

III. DATA ENVELOPMENT ANALYSIS (DEA)

The initial stage in the development of DEA model is to select the main crucial inputs and outputs. The selection of inputs and outputs should be subjectively determined as a basic constraint

on the selection of relevant variables for decision making analysis [45]. A set of inputs and outputs should be chosen for analysis purpose regarding the measurements units and characteristics such as information security, availability of e-services, privacy management, etc. [47].

DEA is used to determine the efficiency of a set of units called DMUs per some characteristics (inputs) and outcomes (outputs). Each DMU is belonged to the most beneficial weights (maximizing the result of the output and input for each DMU) [43]. The DMUs in this study are belonged to the ministries' websites, precisely 25 ministries portals are on the web in Jordan. The limited amount of data that can be collected from e-government portals is taken into consideration in the evaluation analysis carried out by efficiency measure [43]. If we have n DMUs (25 ministries websites in our case), each DMU has m inputs and s outputs that will be defined in the next section.

A. Input and outputs

The main aim of e-services provided by government websites is to provide a start to finish transaction to people such as providing necessary information, adapting payment method, and delivering government service to people [40]. Input measures are the resources and efforts of e-government such as time, costs, and staff [45]. The inputs of efficiency measure regarding e-government portals can be *the number of links per page, the number of publication downloads, the number of agencies participating, broken links, and server downtime* [42]. Some beneficial inputs of government websites e.g. forms, faces specified issues such as prefilled content, validation of fields, tracking customers' questions and requests, help information, meaningful error messages, multi-page forms, provision of feedback, and no timeout [41, 43, 47]. Thus, standard template, regular content management, usability testing result, accessibility of services, accuracy of information provided, ease of use, usefulness, and adoption rates within specified user groups can be also converted into measurable values [50].

Output measures are the instant actions subsequent from e-government efforts such as money amounts processed through each site, number of transactions completed, level of citizen satisfaction, cost savings from e-government, trust in government by citizens, and staff time savings [44]. The outputs of efficiency can be *the percentage of site visitors over a time (including Visits, unique visitors, and new visits), the number of users return to the site (reputation), the*

number of visits for every page on a site, page view trends, website rank on search results, path analysis, and number of hits [51]. The relevant output metrics can be also the number of times people click on the link on an e-government website pages, the amount of time users spend on a site, as well as the number of screens downloaded or printed from a website [43] [49] [53].

B. Efficiency measure

Efficiency is the unit cost ratio that measures the relation between the amount of output and the amount of input of services [54]. Thus, efficiency measure also considers a cost per transaction and data errors tracked from electronic services delivery compared to the traditional ones [43].

Efficiency measure in this type of research finds the capacity of a ministry to utilize its real estate on the website by measuring how much people are engaged in the ministry's website [46]. The aim of using DEA method powered by efficiency measure is to support decision systems to manage the relative performance of e-government ministries portals in Jordan.

The assessment of the efficiency of e-government portals enables us to apply restrictions on certain inputs or outputs weights to determine the more and less important input and outputs to the efficiency[46]. This approach is possible by placing the constraints on the weights of the input and outputs that are less important in DEA for more realistic results. DEA can be combined with analytical hierarchy process to decide different weights on input and output that could result in a new dimension of analysis[47]. The relative efficiency is between 0 and 1 [43].

$$Efficiency = \frac{\sum \text{weighted outputs}}{\sum \text{weighted inputs}} \quad (1)$$

$$\max \frac{\sum_{k=1}^s V_k Y_{kp}}{\sum_{j=1}^m u_j x_{jp}} \quad (2)$$

$$\text{stated that } \frac{\sum_{k=1}^s V_k Y_{kp}}{\sum_{j=1}^m u_j x_{jp}} \leq 1 \quad \forall i \quad v_k, u_j \geq 0 \quad \forall k, j,$$

where :

k= 1 to soutputs,

$j= 1$ to m inputs,

$i= 1$ to n ,

y_{ki} = amount of output k produced by DMU i ,

x_{ij} =amount of input j utilized by DMU i ,

v_k = weight given to output k ,

u_j = weight given to input j .

The main factors that affect e-government efficiency measurements are governance structure, privacy issues, content management, authentication policies, payment policies, information architecture, website accessibility, and maintenance [42]. Other factors are reduced process time, improved service, reduced administrative weight, reduced costs, increased revenues, increased process efficiency, and improved organizational image [41].

C. DEA models (BCC and CCR)

DEA models can be input oriented or output oriented. If we consider input oriented, we would be concerned in reducing inputs and minimizing inputs costs but keeping output at present level (or maximized) at the same time. Conversely, output oriented model is concerned with increasing outputs but to keep input at the present level and amount. The main similarity between input oriented and output oriented is the identification of the same efficient frontier [45].

Two basic models of DEA are BCC and CCR, where (Banker–Charnes–Cooper) BCC (also called variable returns to scale VRS) considers that the efficiency of production is not dependent to the proportionality relationship between inputs and outputs. Thus, BCC model assumes that the efficiency of DMU depends on the good use of inputs regardless higher scales that can operate. On the other hand, (Charnes–Cooper–Rhodes) CCR (also called constant returns to scale CRS) assumes the use of constant returns to scale by maximizing the ration between the outputs and inputs but not exceeding 1. When the DMU presents the best ratio of outputs in relation to inputs, the efficiency will be guaranteed in CCR model. Both BCC and CCR can be input oriented or

output oriented. The choice of orientation should be taken considering the conditions and the goals of the system [53] [55].

D. DEA computational tools

There are few DEA software packages that are designed for free and open source use. For example, DEA solver, MaxDEA, DEAP, and Fronier analyst totally were developed by commercial companies [54]. MaxDEA Basic version 6.13 [52] which was developed by Beijing Real World Research and Consultation Company Limited. It is an easy to use software since it does not need any installation and comes in a folder with a familiar friendly interface. Using this software, we can apply multiple DEA models to be run at the same time, while the results shown as a spreadsheet like Excel can be export to any file such as Microsoft Excel. Two types of this software are available: basic (limited number of DEA models, free download) and professional (premium) [54].

IV. METHODOLOGY

The evaluation of e-government portals performance has attracted the attention of searches in many disciplines. Subsequently, both qualitative and quantitative methods were used by many past e-government researchers to make a theoretical and practical assessment [42]. Currently, two levels of analysis can be performed to analyze web usage: statistical measures and data mining techniques (web usage mining). Web usage mining can be used to discover patterns such as frequent items, sequential patterns, cluster of related pages, association rules from large datasets over history of web access logs and transaction logs. Performance of websites may drop with the service delay such as missed notification, connectivity problems, slow page load, and content errors.

Evaluating websites requires the use of systematic approaches to evaluate the effectiveness of web based information systems such as e-government portals on an ongoing basis. This process helps to facilitate organizational planning, tracking websites, and altering information and services provided on portals based on the objectives and policies on an ongoing basis [41]. Many prior works have involved many criteria in evaluating e-government portals such as web metrics,

interface design, usability, comparison with benchmarks, fit with theoretical models, website strategy, hypertext structure, information and service quality.

Two categories of data mining methods are existed; supervised and unsupervised learning [49]. In this research, we are focused on supervised learning to compute the class value which is the efficiency of each ministry's website. After that, the main role of data mining will be the generation of association rules based on training dataset. As shown in Figure 2 shows our proposed model that will be followed to apply DEA in evaluating the performance and efficiency of e-government ministries portals in Jordan.

Figure 2 shows the flow chart as an approach of this research. First, data collection takes place via a set of tools that collect intended attributes of the stated websites such as similar web, broken link check, and small SEO tools. Second, after getting a training data set, the role of DEA is to divide the attributes into inputs and outputs, and then to compute the efficiency for each DMU. Third, the next step dedicates in applying data mining techniques, more specifically classification techniques. We will use one or more of the following supervised learning algorithms: rule induction, k-nearest neighbor, decision tress, and association rules. After evaluating the results obtaining by classification methods, we can use them to another dataset based on an accepted accuracy and confidence.

In this project, we will first use CCR model and then BCC model, both input oriented. This refers to the ability of reducing resources required to obtain the efficiency. In this research, we will use MaxDEA Basic version 6.13. Some automatic web tools of general websites are provided in this section that can generate some statistics about the services and information on the e-government portals. The tools are: web tool hub, page scoring, pingdom, similar web, web wait, and w3c link checker. These tools and their description are summarized in table 1.

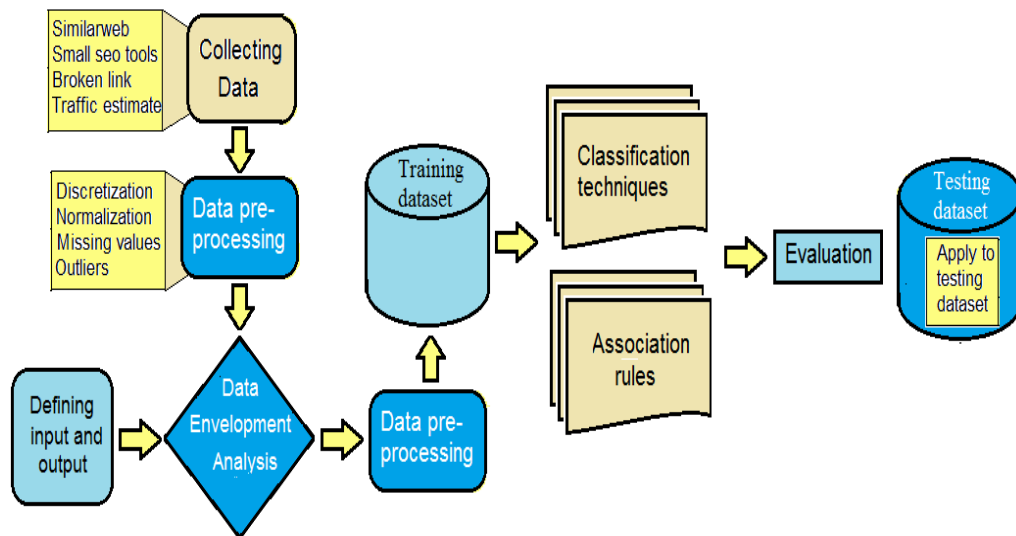


Figure 1: flow chart

Table 1: a set of popular tools used for websites analysis

No.	URL of the tool	Name of the tool	Brief description of the main purpose to use a tool
1.	http://www.webtoolhub.com/tn561353-website-speedtest.aspx	WebToolHub	WebToolHub checks how fast web pages load [57]. Load time is retrieved using this tool.
2.	http://pagescoring.com/website-speedtest/	PageScoring	Page Scoring is an online tool for checking the website performance [57]. Total pages and Page size are retrieved using this tool.
3.	https://www.similarweb.com/	Similar web	Similar web is an integrated web tool that is used to statistically find web pages visitors. Country rank, total visits, visit duration, and pages per visit are retrieved using this tool.
4.	https://www.webwait.com/	WebWait	Webwait tests the speed of website connection. [56]. Up to date and social interest are retrieved using this tool.
5.	http://validator.w3.org/checklink	W3C link checker	To show Broken link using W3C link checker and online broken link checker [57]. Back Links, internal links, and not followed links are retrieved using this tool.

V. ANALYSIS

The data collected from the formal ministries' websites of 25 e-government portals to assess the input and output of each website separately. Table 2 shows the investigated ministries. Websites and their associated URLs.

A. Preprocessing 1

Some values were collected cannot directly fit into DEA; they need transformation to other data types or formats. For example, avg. visit duration could be converted either to time format or to float number. Therefore, this preprocessing step is much needed to obtain more accurate and dominated values. There are only 9 ministries' websites are efficient according to the above table based on efficiency measurement scores.

B. Preprocessing 2

Another pre-processing step is needed to be inserted before introducing final data to one of the classification and association rules techniques. In other words, we need to discretize, categorize, and/or normalize input and output data to be suitable to any classifier and flexible enough for association at the same time. First, input attributes including counted data such as Total pages, Back Links, Internal links, Not-follows, broken links, Total visits, and Social interest can be discretized or transformed to categorical attributes. Other attributes such as Page size, Load time, Up to data, and Country rank might be normalized and generalized using different set of values between 0 and 1. Lastly but not least, Avg. visit duration is a time data type and we can round it to approximate number in percentage.

Table 2: the investigated ministries' websites and their associated URLs

Ministry Name in	Code	URL
The Ministry of Public Works and Housing	MPWH	http://www.mpwh.gov.jo/
The Ministry of Education	MOE	http://www.moe.gov.jo/
The Ministry of Higher Education and Scientific Research	MOHE	http://www.mohe.gov.jo/
Ministry of Transportation	MOT	http://www.mot.gov.jo/
Ministry of Justice	MOJ	http://www.moj.gov.jo/
The Ministry of Planning and International Cooperation	MOP	http://www.mop.gov.jo/
The Ministry of Environment	MOENV	http://www.moenv.gov.jo/
The Ministry of Industry and Trade and Supply	MIT	http://www.mit.gov.jo/
The Ministry of Awqaf and Islamic Affairs and Holy Places	AWQAF	http://www.awqaf.gov.jo/
Ministry of Municipal Affairs	MMA	http://www.mma.gov.jo/
Ministry of Interior Affairs	MOI	http://www.moi.gov.jo/
The Ministry of Tourism and Antiquities	MOTA	http://www.mota.gov.jo/
The Ministry of Communications and Information Technology	MOICT	http://www.moict.gov.jo/
Ministry Of Agriculture	MOA	http://www.moa.gov.jo/
The Ministry of Energy and Mineral Resources	MEMR	http://www.memr.gov.jo/
Ministry of Health	MOH	http://www.moh.gov.jo/
Ministry of Social Development	MOSD	http://www.mosd.gov.jo/
Ministry of Culture	MOC	http://culture.gov.jo/
The Ministry of Water and Irrigation	MWI	http://www.mwi.gov.jo/
Ministry of Labor	MOL	http://mol.gov.jo/
Ministry of Foreign Affairs and Expatriates Affairs	MFA	http://www.mfa.gov.jo/

Ministry of Political and Parliamentary Affairs	MOPPA	http://www.moppa.gov.jo/
Ministry of Youth	MOY	http://www.moy.gov.jo/
Ministry of Finance	MOF	http://www.mof.gov.jo/
The Ministry of Public Sector Development	MOPSD	http://www.mopsd.gov.jo/

Table 3 shows input attributes and Table 4 shows the output attributes. Input attributes are Total pages, Back Links, Internal links, Not-follows, broken links, Total visits, and Social interest. Output attributes are Country rank vg. visit duration, Pages per visit, and Social interest.

Table 3: inputs attributes

Code	Total pages	Page size (KB)	Load time (s)	Back Links	Inter-nal links	Not fo-llows	Bro-ken links	Up-to date
MPWH	166	110.13	9.3	343	49	6	181	2014
MOE	3000	228.69	3.5	8,108	55	260	120	2010
MOHE	109	68.65	4.3	825	84	69	2	2015
MOT	182	95.71	6.2	271	91	24	3	2014
MOJ	221	139.97	11.7	501	85	20	18	2015
MOP	139	57.58	13.2	583	181	27	23	2014
MOE-NV	440	119.93	10	387	63	10	6	2013
MIT	167	111.36	8.2	2,759	366	140	7	2015
AWQA F	92	79.73	8.2	501	63	21	11	2015
MMA	24	33.61	4.9	59	24	12	6	2008
MOI	262	105.91	4.5	951	97	54	1	2015
MOTA	270	46.03	38.13	745	94	60	8	2014
MOICT	188	48.76	5.9	562	147	17	3	2016
MOA	2017	152.96	5.7	574	207	18	67	2015
MEMR	142	99.81	10	494	128	131	3	2015

MOH	1392	1.29	0.8	587	169	24	857	2013
MOSD	1040	32.37	8	772	100	48	12	2005
MOC	3000	79.13	3.1	1,371	133	43	50	2014
MWI	370	26.43	3.4	625	122	26	34	2015
MOL	108	100.6	5.3	601	118	31	3	2016
MFA	35	97.31	7.6	1,604	258	79	12	2011
MOPP A	130	77.33	5.5	21	6	0	3	2015
MOY	1028	154.38	25.4	479	187	0	7	2016
MOF	124	0.15	0.5	2,077	184	32	0	2011
MOPS D	92	226.24	8.9	106	19	1	3	2014

Table 4: outputs attributes

Code	Country rank	Total visits (k)	Avg. visit duration (m)	Pages per visit	Social interest	BCC score	CCR score	Efficiency
MPWH	10,698	1.0	2:26	4.733	25	0.340143	0.340143	Not efficient
MOE	20	266.5	12:55	18.196	13,690	1	1	Efficient
MOHE	1,201	19.3	02:06	2.205	6,667	0.184875	0.184875	Not efficient
MOT	9,875	5.1	00:25	1.670	731	0.155403	0.155403	Not efficient
MOJ	299	36.7	07:33	6.094	9,250	0.721552	0.721552	Not efficient
MOP	6,920	2.9	04:22	3.726	17,884	0.397468	0.397468	Not efficient
MOENV	129,225	3.4	01:08	2.284	2,276	1	1	Efficient
MIT	848	13.5	03:51	6.634	9,782	0.241779	0.241779	Not efficient
AWQAF	9,558	4.5	00:55	2.121	10,803	0.111184	0.111184	Not efficient
MMA	6,357	2.3	01:12	2.475	75	0.232611	0.232611	Not efficient
MOI	1,494	11.6	15:23	9.8	10	1	1	Efficient
MOTA	6,510	9.8	09:08	2.579	96	1	1	Efficient
MOICT	4,959	4.7	01:05	1.924	9,710	0.165684	0.165684	Not efficient

MOA	3,392	10.7	10.07	2.114	42	1	1	Efficient
MEMR	5,315	3.2	05:07	3.495	134,231	0.36555	0.36555	Not efficient
MOH	1,111	18.4	03:09	3.430	25	0.973333	0.973333	Not efficient
MOSD	3,328	11.5	01:13	2.604	5,759	0.106177	0.106177	Not efficient
MOC	2,406	14.1	01:44	1.908	4,889	0.198408	0.198408	Not efficient
MWI	5,983	5.1	01:42	2.315	۳۳	0.249295	0.249295	Not efficient
MOL	1,982	18.7	02:05	2.396	36,411	0.204326	0.204326	Not efficient
MFA	5,606	4.0	03:10	3.278	16,040	0.242661	0.242661	Not efficient
MOPPA	24,951	496	00:40	1.886	3,569	1	1	Efficient
MOY	9,730	916	03:05	3.892	57,982	1	1	Efficient
MOF	2,444	7.2	03:24	3.779	۶۱۱	1	1	Efficient
MOPSD	6,654	3.1	07:31	2.526	318	1	1	Efficient

VI. RESULTS AND DISCUSSION

A. Experiment 1: Association rules

Data mining association rules are useful extracted patterns from huge databases that usually indicate of the presences of a set of item sets in market transactions [58].

According to Apriori algorithm, minimum support is 0.85 (21 instances); minimum metric (confidence) is 0.9; and number of cycles performed is 3. Consequently, the generated sets of large item sets contain the following:

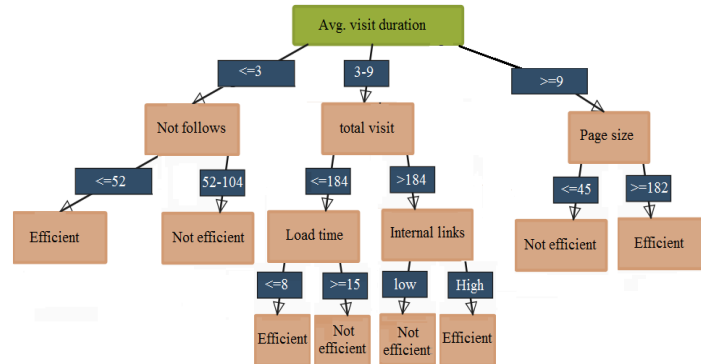
- Size of set of large item sets $L(1) = 5$.
- Size of set of large item sets $L(2) = 7$.

Therefore, best rules found are:

- Avg. visit duration $\leq 3 \rightarrow$ not follows $\leq 52 \rightarrow$ efficient conf:(0.96).
- Avg. visit duration $\leq 3 \rightarrow$ not follows 52-104 \rightarrow not efficient conf:(0.96).
- Avg. visit duration 3-9 \rightarrow total visit $\leq 184 \rightarrow$ load time $\leq 8 \rightarrow$ efficient conf:(0.96).
- Avg. visit duration 3-9 \rightarrow total visit $\leq 184 \rightarrow$ load time $\geq 15 \rightarrow$ not efficient conf:(0.95).
- Avg. visit duration 3-9 \rightarrow total visit $> 184 \rightarrow$ internal links low \rightarrow not efficient conf:(0.95).

- Avg. visit duration 3-9 → total visit >184 → internal links high → efficient conf:(0.95).
- Avg. visit duration >=9 → page size <=45 → not efficient [conf:\(0.92\)](#).
- Avg. visit duration >=9 → page size >=182 → not efficient [conf:\(0.92\)](#).

B. Experiment 2: Classification (Decision tree)



VII. CONCLUSION AND FUTURE WORK

The evaluation of e-government services leads to reduce the expected management cost and reflect the current progress of government administration (performance) of e-government portals depending on some scientific and e-government evaluation methods. Accordingly, the effectiveness and efficiency of Jordanian e-government ministries portals at local level are focused in this research to study the organizational success dimensions using data envelopment analysis. In conclusion, there are only eight efficient websites of the Jordanian ministries.

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Hassan bin Thabit's Poetry and his Belief in Allah

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Abstract

Hassan bin Thabit is one of well known poetries all over the world for praising Prophet Muhammad (PBUH) by his poetry. Hassan became the poet of the Prophet (PBUH). His poetry became a record of all the events that succeeded to the Muslims. Hassan acquired many words and meanings from the Holy Quran and the Messenger of Allah (PBUH). The belief in Allah and His attributes are among the most important poetic themes of Hassan bin Thabit. This faith made him aware of the facts and values of things, and filled his heart with the goodness and guidance. He believes in his power, his pride, and gets driven to his act and satisfaction, so he was a true honest believer who believes in Allah, loves Him, and always thinking of His abilities and providence from time to time. He also indicates the rights of Allah on the human beings.

Keywords: *Hassan bin Thabit, Prophet Muhammad, poetry, Islam*

1. Introduction:

This study aims to investigate Hassan bin Thabit thoughts in praising Prophet Muhammad (PBUH) by his poetry and his beliefs in Allah. The following is a brief definition of this poet:

1.1 The Poet Definition:

Hassan bin Thabit is Abu Al-Waleed Hassan bin Thabit bin Al-Munzir Al-Khazraji Al-Ansari and he is from Al-Khazraj tribe. Al-Khazraj migrated from Yemen to Hejaz and settled in Al-Madinah Al-Monwarah with Aws. Hassan bin Thabit was born in Al-Madinah before the birth of Prophet Muhammad (PBUH) for about eight years. He lived in pre-Islam (Jahilia) for sixty years and another sixty years in Islam. He was grown up in a house full of prestige and honor, and then he turned to the entertainment and dalliance. He is a one of Al-Najjar members from Khazraj tribe who are the uncles of Abdul Muttalib bin Hashim the grandfather of Prophet Muhammad (PBUH). His father is Thabit bin Al-Munzir Al-Khazraji who is considered one of the most prominent masters of his people, and the most honorable of them. His mother is Al-Fouzaia'a, daughter of Khunais bin Lauzan bin Abdoun, and she is also Khazrajia.

Hassan bin Thabit, May Allah be pleased with him was reciting the poetry before Islam, and was among those who come to visit the kings of Ghassan in the Levant. After he had converted to Islam, He was considered as the poet of the Prophet Muhammad bin Abdullah (PBUH). Yathrib was one of the prominent cities of Hijaz north of Mecca and Taif in which Hassan grew up. Al-Madinah was in Al-Jahiliyah (Pre-Islam period) of the field of the conflicts & disputes between Aws and Al-Khazraj, where there are frequent rivalries and wars. Qais bin Al-Khodaim was the poet of Aws while Hassan bin Thabit was the poet of Al-Khazraj, who was also the spokesman of his people in those wars that broke out between them and Aws in Jahiliyyah period (Pre-Islam). Thus, he gained a very widespread name in the Arabian Peninsula¹.

¹ Check: Mr. Abdul A. Mahanna, Diwan of Hassan bin Thabit, page 7-10. Beirut, the Scientific Book House, 4th edition (2005 – 1425HJ) and Al-Barkoky, Abdul Rahman: Explanation the Diwan of Hassan bin Thabit, page 11-16. Beirut, Arab Book House (1427 – 2006).

After the migration of the Prophet Muhammad (PBUH) from Mecca to Yathrib to be based in to spread his mission to Islam, since then it was known as the city of the Prophet. The Arabs attentions aspired to it, and inspired the hearts of Muslims. Al-Madinah would not occupy this rank after the Prophet (PBUH) migrated to it, if the tribes of Aws and Khazraj did not initiate the conversion of the new religion, and protected the mission holder who implemented the brotherhood between the immigrants and Al-Madinah people. He no longer differentiated between the two tribes by a tribal separation. He gave all of them one name called Al-Ansar, and they became brothers.

At this time, the wars between the two tribes had been calmed down in the Prophet city. Poets no longer found another subject to recite and express themselves as they had done in Pre-Islam period (Jahiliyah). However, Quraysh soon created another new topic for them when their poets began to satirize the Prophet (PBUH) and the Muslims.

Hassan instated himself to defend the new religion and respond to the supporters of the old religion. There was a fierce speech battle between the two teams. The poetry was a struggle in which the enemies were satirized and the men of the team were praised. The praise or the satires were not for earning or begging / Panhandling, but to defend two religious authorities and two different regimes. Hence, poetry was colored with politics and became a real political poetry.

1.2 Hassan bin Thabit Poetry:

Hassan became the poet of the Prophet (PBUH). His poetry became a record of all the events that succeeded to the Muslims. He had special rank in the Muslims hearts & spirits for his defense of the Holy Prophet and for his love to Islam. His poetry was met by aura of admiration and appreciation.

Mr. Abdul. Muhanna talked about Hassan's style on satirizing Quraish that:

"Hassan's satire style was not to appeal against the ancestry and origin of Quraish. When one of the poets baptized him so as to separate him from Quraish umbrella and to make him like a strange bird which resorted to it such as a slave or be adopted, or like a damaged, rotten and spoiled branch. He mentions his lineage to his mother, and then he appeals him in his parentage terribly. After that, he directs his arrows to the man's manner and honor to be deformed completely. Finally, that man becomes like a home of illiteracy, ignorance, niggard, cowardice, obscenity, and he would escape from the rescue of his lovers from death in battles².

During this era, Hassan's praise was limited to the Prophet (PBUH), his successors and senior companions who have done well & did their best in defending Islam. This type of praise differs from the earning purposes to avoid the fluctuation of the meanings of tenderness, generosity and so on, focusing on the description of the good qualities and the mission of the Prophet (PBUH).

It is enough honor for him that the Messenger of Allah (PBUH) was assigning a sermon preach for him in the mosque and standing boasting about the Messenger of Allah (PBUH) saying that: "Allah supports Hassan by the spirit of his almighty, whenever he frequently defends of the Messenger of Allah (PBUH)"³.

It was narrated that those who used to satire the Messenger of Allaah (PBUH) among of Quraish disbelievers were: Abu Sufyan bin Al-Harith bin Abdul Muttalib, Abdul Allah bin al-Zubari, Amr bin Al-'As and Derar bin Al-Khatib. Someone said to Ali bin Abi Taleb May Allah be pleased with him that " you should satire those who satire us, then he replied: I will do, if the Messenger of Allah (PBUH) authorizes me". Then the prophet (PBUH) said that "Ali does not have what is intended to be". Then he said: "What prevents the people who have supported the Messenger of Allah (PBUH) with their swords to support him with their tongues". Hassan then said "I am on it and said: I swear by Allah that nothing pleased me of what is said between my sight and Sana'a. The Messenger of Allah (PBUH) "How come you satire me though I am of them and how come

² Mr. Abdul A. Mahanna, Diwan of Hassan bin Thabit, page: 14.

³ Abu Dawood, Al-Saajistany, Sulaiman bin Al-Ash'as, Sonan Abu Dawood, literature book, what is mentioned in the poetry, Hadith no. 4361, Beirut, the Scientific Book House.

you satire Abu Sufyan who is my cousin? He said: O Messenger, 'I will extract you from them as a hair is taken from dough". Then Prophet said "Go to Abu Baker who is aware of the people's lineage more than you! Therefore, He used to go to Abu Baker, may Allah be pleased with him, to recognize him for their lineage, and he used to say to him: leave off this and that person but you can mention this or that one. Then he began to satire them. When Quraish knew Hassan's poetry, they said: this poetry was not missed by bin Abi Qahafa⁴.

The Messenger of Allah (PBUH) said to Hassan: satire them "means the polytheists" and the Holy Spirit supports you)". As well as, Prophet (PBUH) said to Hassan: "O Allah! Support him with the Holy Spirit for his struggle for Muslims". Prophet (PBUH) said: "his sayings against them are greater than the impact of arrows"⁵. The Messenger of Allah (PBUH) supplicated for him to be supported from Heaven, He said" O Allah! Support him with the Holy Spirit"⁶. It was also reported that The Messenger of Allah (PBUH) said that: "Neither the poetry of Hassan bin Thabit nor Ka'ab bin Malik nor Abdulla bin Abi Rawaha is poetry but it is wisdom"⁷.

It was reported that Hassan has recited his poem of Prophet (PBUH) which started with:

The one whose fingers broken in the wide space to the virgin whose house is empty.

Till the poem ended with his saying:

I satirized Mohamed but I replied instead of him, and Allah will reward me for this.

Prophet (PBUH) said "Allah will reward you with Paradise, Hassan".

When he reached to his saying:

⁴ Ibn Al-Atheer, Abu Al-Hasan Ali bin Abi Al-Karam Mohamed bin Mohammed: Lion of the jungle in the knowledge of the Companions, part 1, page 254, Beirut, the Scientific Book House, 1st edition, 1999.

⁵ Ibn Abdul Bar, the assimilation in the knowledge of the Companions, part 1, page 101, Beirut, Dar Al Fikr, 1427/2006.

⁶ Al-Bukhari, Mohamed bin Ismail: Sahih Bukhari, the book of prayer, the article of poetry in the mosque, no. of Hadith: 434

⁷ Abu Al-Farag Al-Asfahani , Al-Aghani, edited by Samir Gaber, part 12, page 282, Beirut, Dar Al Fikr, 2nd edition. Prof. Gawad Ali, the Detailed in the history of the Arabs before Islam, Part 18, page 295, Baghdad University, second edition, (1413-1993).

Mohamed's honor is more pious than the pious of my dad, his father and mine.

Prophet (PBUH) said, "May Allah protects you against Hell, Hassan".

As well as, when he said: Do you satirize him? And you are not efficient, so your evil is redemption to your goodness.

The attendees said, "This is the fairest verse said by the Arabs"⁸.

There is no doubt that Hassan bin Thabit had a high rank, revered by the caliphs and gave him more gifts at the same time. However, we did not find during the caliphate of Abu Bakr - May Allah be pleased with him – that poetry had a special position. It seems that his preoccupation with the expansions and the apostasy movement did not save his time to devote himself to directing or listening to poets, while Omar bin Al-Khattab loved the poetry, especially if there is no repetition of the word and meaning. A number of the poetic verses have been reported about the two Caliphs.

Abu Ubaida says that: Hassan had three favors over the poetry, where he was Al-Ansar poet during Pre-Islam (Al-Jahiliyah), the poet of the Messenger (PBUH) during the prophecy, and he was also the whole Yemen in Islam⁹. Al-Asma'i mentioned that: Hassan bin Thabit was one of the most prominent poets. Then Abu Hatem said: he is inspired with soft verses, and then Al-Asma'i said: Hassan was one of the most outstanding Arab studs.

However Abu Hatem said that: invalid things are attributed to him¹⁰. Al-Hutaia'a reported: tell the Arabs that their poet is the most significant one where he said:

"They are tricked even though their dogs do not bark; do not ask about the coming persons"¹¹.

⁸ Prof. Sayed Hanafey Hasanein, Diwan Hassan bin Thabit, page 76. Cairo, Dar Al Ma'arif, 1983.

⁹ Ibn Al-Atheer, Abu Al-Hasan Ali bin Abu Al-Karam Mohamed bin Mohammed: Lion of the jungle in the knowledge of the Companions, part 1, page 290, Beirut, the Scientific Book House, 2nd edition.

¹⁰ Prof. Gawad Ali, the Detailed in the history of the Arabs before Islam, Part 18, page 295. Ibn Abdul Bar, Youssef bin Abdul Allah bin Mohamed, the assimilation in the knowledge of the Companions, part 1, page 102, Beirut, Dar Al Fikr, 1427/2006.

Abdul Malik bin Marwan said that the most significant praise verse the Arabs said, this was recited by Hassan's¹².

Alaa bin Al-Ala'a said: Hassan was the most prominent poet of the urban¹³. Abu Al-Faraj Al-Asfahani said: Hassan is one of the poet's studs. The Nabega Al-Zobiani heard Hassan's poetry and commented that: "You are a real poet, and Al-A'asha was one of his friends and saw him as a poet. Hassan bin Thabit, may Allah be pleased with him is considered the forefront of the figures that have captured the thinking of many researchers, especially those who study literary criticism.

Hassan bin Thabit had his rank in Pre-Islam (Jahiliyah) which increased in Islam. Why not to be? And He is the poet of the Prophet (PBUH).

There is no doubt that Hassan's conversion into Islam increased his linguistic vocabularies and its meanings. If the language gives the speaker the linguistic potential, and the spectacular expressive abilities to enable him to promote the ability to reflect the maximum expressive taste and "the speaker is the one who shapes the language in one way or another, and which he discovers during the pronunciation and listening, because it represents a kind of system of the creativity rules¹⁴.

There is no doubt that Hassan acquired many words and meanings from the Holy Quran, and the Messenger of Allah (PBUH).

The alliance of both the polytheists and the Jews against Islam, and the reasons that made these sects opposed to Islam were not religious. As well as, they did not pay attention to their religion before Islam, but their positions in the tribal society and their personal interests that motivated them to fight Islam and Muslims. Therefore, the poetry that has been said against Muslims cannot be considered religious, because it is nothing more than being a political opposites or satire poetry.

¹¹ Ibn Abdul Bar, Youssef bin Abdul Allah bin Mohamed, the assimilation in the knowledge of the Companions, part 1, page 102.

¹² The Same source

¹³ Abdul Rahman Al-Barkoky: Explanation the Diwan of Hassan bin Thabit, The Introduction, page 17.

¹⁴ Prof. Karim Zaki, Hossam Al-Din, "Traditional origins in the linguistics", page 68, Egypt, The Egyptian-Anglo Bookshop, 1st edition, 1985

We find many of the Holy Quran verses which talks about the praise of Allah Almighty, the recognition of thanks to the creatures and his strength. Therefore, the Muslim poets went to sanctify Allah for what they saw in the mystery of his creation of the nature and the universe. Hassan bin Thabit was one of the first Muslim poets who recite the praise of Allah.

2. The belief in Allah & Allah Attributes in Hassan bin Thabit's Poetry:

The belief in Allah and His attributes are among the most important poetic themes of Hassan bin Thabit. This faith made him aware of the facts and values of things, and filled his heart with the goodness and guidance. He praised His Lord and declares with His mighty and superstitious power and greatness.

Hassan bin Thabit was distinguished among the other poets with his knowledge of his Lord that he obtained from the one who was the most knowledgeable and the most piousness of them of Allah; He is Prophet (PBUH). Prophet (PBUH) glorified the hearts of his companions with love, knowledge and revere of Allah. So they bowed and prostrated to Allah and they fled to not from him.

His supreme faith and his great belief in the monotheism of Allah and His attributes are emanated by His poetry. He recited his poem for thanking Allah almighty:

You are the right God, my Creator; I declare my lordship and worshipping to you among all the whole people.

O Lord, you have been exalted from those who believe in other God else.

You are only having the whole creativity, blessings and the entire matter. We are only guided by you and thee (alone) we worship.

Because the Firdaws paradise in which he will be immortalized, is the reward of Allah to any monotheist¹⁵.

We notice that he combines between the Messenger praise and thanking Allah in one verse, as he says:

I bear witness with the permission of Allah that Mohamed is the Messenger of the Lord who is over the Heavens¹⁶.

Hassan was talking to Allah's Apostle privately in his nice verses begging the high paradise of Firdaws from Him, where he recites:

O Lord! Gather us with our prophet in a paradise to sway the eyes of the enviers¹⁷.

Reward us the Firdaws of Paradise, O Possessor of Glory and Honour, O Possessor of supremacy and sovereignty.

Hassan bin Thabit declares the greatness and the pride of his Lord in the lamentations of Osman, may Allah be pleased with him, where he threatens the killers of Osman of the near arrival of the Mu'awiya's army to revenge them and says:

You will hear Allah is the greatest in their homes soon to revenge for Osman.

He also testifies and undertakes the monotheism and the oneness of Allah, as well as he makes The Holy book is the main guide to be followed and led by its guidance, where he says:

We are aware that Allah is the only Lord and His Holy book becomes the main guidance.

He invites people for the monotheism of Allah and to leave the worshipping of the deities. He says to the disbelievers to reverse their sincere devotion exclusively for Him, and expels the worship of idols:

¹⁵ Abdul Rahman Al-Barkoky: Explanation the Diwan of Hassan bin Thabit, The Introduction, page 98.

¹⁶ The Same source

¹⁷ The Same source



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Do not create rivals for Allah, believe in Him and do not wear clothes like the non-Arabs costumes.

Hassan bin Thabit believes that Allah is the true preparatory; He is the one who achieves the victory, supports the believers and gives the best reward.

He supported the believers in their battles and rewarded them the best.

He the almighty relieved their distresses by the revelation of a Holy verse by our blessing Lord, after they had been despaired.

He comforted the eyes of Mohamed and his companions and humiliated every false untruthful believer.

As well as, he says in a glittering style:

If you leave him, my Lord has the power. Any lost will return thanks to Him.

Allah is my Lord and we do not leave His command, it was not a living that wanted to be restored.

We do not seek a supporter Lord other than Him, till we are close to the time of the afternoon appointment.

He frightened the enemies of religion by the power and the punishment of Allah through the following verses:

If Allah makes some people survive with their actions, and their support to the Merciful Lord of the universe.

O Otaib bin Malik, My Lord will disgrace you and He will punish you with any thunderbolts.

Hassan believes that Allah is the one who Honor and Humiliates, He who honor whom you will and He humble whom you will:

Otherwise, wait for the executioner's day in which Allah honor those He will.

Hassan believes that Allah tortures the enemies of Islam with the hardest torment and disgraces them in this world and the afterlife:

The Lord hastens him, and He destroyed all his people with a very ugly shame and hard torment.

Hassan bin Thabit thinks that Allah has honored them with His religion and Prophet. It is He who has sent His Messenger with guidance and the religion of truth, and then it is He who supports His Messenger and His Companions with great victory. He is a real supporter and patronized for the believers:

Allah, who is the only Lord, has honored us with the spent days which do have not a similar shape. And with the Lord's victory to His Prophet and his religion, and also honored us with a unique name that has not been called before.

He recited the same matter in another verse:

The Lord has achieved the victory to Islam followers in the battle against the tribes of Bani Obiyah and his group.

Hassan bin Thabit knows that Allah is the sender of Prophet Mohamed (PBUH). He is who we first to praise him, where Hassan says:

He warned us with a Hell, promised of a paradise, He taught us Islam, so we thank Allah.

Hassan bin Thabit that Allah is the only one who gives the real rewards and He has the rewards of all the good and bad deeds because He rewards the believers and disgrace the rebellious:

I satirized Mohamed but I replied instead of him, and Allah will reward me for this.

It was narrated that when the Messenger of Allah (PBUH) heard that, He said: "Allah will reward you with Paradise, Hassan!". And Hassan said:

The Firdaws paradise, in which he will be immortalized, is the reward of Allah to any monotheist.

Hassan bin Thabit knows that Allah is the forgiver; the merciful of His worshipers, forgives their sins, and grants them:



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He is the forgiving of the small sins, accepts their excuses, and Allah is more generous with His rewards if they do kind deeds.

Allah is the One who fulfilled His promised in the faith of Hassan bin Thabit Al-Ansari, where he says:

The Messenger of Allah calls them when we throw them in our hearts.

Didn't you find my speech was right? And the command of Allah is taken by heart.

They did not speak. But if they did, they would say you are right and have a correct opinion.

Hassan believes that Allah is the one who is Just and truth & lies are not considered equal.

O People show yourselves and truth and lies are not equal with Allah.

He "May Allah be pleased with him" said that:

They are the allies of Allah, who He sent down his judgment and the Holy Book upon them.

He also said:

Allah honored us with the victory of his prophet and He based the Islam pillars by us. He also honored His Prophet & His Holy Book, and honored us with the audacity.

Hassan believes in Allah Almighty's ability, where he says:

The necks of the sons of Al-Najjar were all humiliated, and it was a matter of Allah's command has been destined.

Allah's power predominant the universe as the moon's predomination of the stars. The poet benefits from the universe to provide an example of Allah's ability, where he says:

Allah has highlighted some sayings over their words, as the moon rise above the stars.

No one can prevent to the act of Allah it is a reality inevitably, even the humans and elves that. Hassan bin Thabit on the day of Badr said:

O good slaves, our hard testing and our view and death shall be destined

We have the first foot towards you, and those who are proceed and behind us follow the obedience of Allah.

We know that the sovereignty is only for Allah and the will of Allah is inevitable.

Allah executes His command and no one can stop or meet Him. Hassan bin Thabit said praising Badr day and taunting the disbelievers:

I overcame them; Allah executes His command, a war of a blazing fire.

The whole creation cannot conceal anything from the knowledge of Allah; He knows what is hidden and what is revealed, He even knows what the breasts conceal:

Allah knows what I seek for them, and what my breast and reps conceal.

I seek for the majority of the people who sought in the middle of the clan inadvertently non-greedy.

I will not reconcile those who have come back and let them down and I will never miss them again.

He wants to say that Allah knows how much I strive for them, how much my behavior towards them, and what my ribs bear of complacency and loyalty for them. Why I do not seek for them, as they have been seeking rapidly. I will continue in my pursuit of them. I will not reconcile those who come back or let them down. I will keep them in their absence and my tongue will not say any ugly word against them.

Allah is the one who watches over His Servants and knows what they are conceal, but He grants respite to the Day of Judgment.

According to Hassan bin Thabit May Allah is pleased with him:

You said that you will not be seen, but you are wholly visible to Allah. He judged you all by His verses.

Mohamed and the All-Mighty tell him of what the hidden thoughts and sayings conceal.

None forgive sins except Allah Almighty; He does not give the power of forgiveness to creatures, but he limited himself to it. As reported by Hassan bin Thabit that;

I have seen you; May Allah forgives you, one of the free married women without any kids.

Allah is the only is the true giver (benefactor), He who gives His blessings to the whole creatures in general and to the honest Muslims in particular. Through which Hassan bin Thabit (May Allah be pleased with him) says:

How many troubles has Al-Zubair defended for Al-Mustafa with his sword? And Allah rewards more.

Allah is the guide who guides people to goodness and truth after they have been drown in the misguidance and temptation. Hassan thinks about it and says:

The Lord guided them after the misguidance, who follows the right shall be guided.

Trust and depend on Allah, entrust the matter to Him Almighty, and the hearts affectionate to Him Almighty are of all of the greatest reasons that achieve the required, expel any disaster, and needs are fulfilled. The more the meanings of trusting managed the hearts, the greater the achievement of the required things. This is the case of all Prophets and Messengers. Linguistically means, the dependence on others of any matter, and technically means: the sincerity of the heart adoption to Allah in the acquisition of the interests and expel of the world and afterlife things¹⁸.

Al-Jarjani (May Allah has mercy on him) said: trust is depending on Allah, and despair of the hands of the people¹⁹.

Hassan bin Thabit refers to entrust the Prophet's companions to their Lord and say:

We have been reported and have not heard of your saying till we drank too much but not little.

¹⁸ Ibn Rajab Al-Hanbale, Abu Al-Farag Abdul Rahman bin Ahmed, Collector of Sciences & wisdoms, page 409. Beirut: Dar Al Ma'arefa, 1st Edition, 1408 HJ.

¹⁹ Al-Jirjany, Mohamed Al-Sayed Al-Sharif: Definitions, page 76.

Sticking with an unbroken rope, washed and extended of the Lord's ropes²⁰.

Piousness is the human virtue and behavior, the commitment to the directions of Allah and his creatures. This is translated by the performance of his duties towards his Lord, parents, homeland and his community. Piousness is also the true honest love and respect. It is also the pillars of the religion and faith that is reflected in the human behavior and conduct. As well as, it is the sacrifice we offer to our parents and others without waiting for any returns.

The concept of piousness varies from one religion to another, but its content and principals are the same. In general, it calls for the spiritual and behavioral aspect of the human, so that he is rises to the highest rank towards his Lord and among his own kind.

Hassan bin Thabit (May Allah be pleased with him) mentions the piousness of the Prophet (PBUH) and says:

I mean the Messenger, Allah distinguishes him with the piousness and generosity of all the creatures²¹.

Hassan praises the piousness companions and says:

All the forefront of Fiher (Jewish family) and their sons have created a new guidance to be followed by people.

It was accepted by those whose intention is the piousness of the Lord and with command that they created⁵³.

Hassan bin Thabit did not determine many things in praising Allah. But his different poems - which he recited in an improvising way - among the various topics in the praise of Allah Almighty indicate Hassan's love to Allah because the language is the mirror of the mind and the store of the literature and tongue is the translator of the heart. He sometimes promises the believers with His mercy, and frightens the disbelievers with Hi torment and torture. He believes in his power, his pride, and gets driven to his act and satisfaction, so that the researcher can say

²⁰ Al-Barkoky, Abdul Rahman: Explanation the Diwan of Hassan bin Thabit, page 86.

²¹ The Same source

that he was a true honest believer who believes in Allah, loves Him, and always thinking of His abilities and providence from time to time. He was thinking about His verses and subjecting to Him in each of his situations.

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Models of cloud computing services used in libraries and information centers

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Abstract

The increasing volume of intellectual production and the diversity of its subjects, sources and languages have led to the emergence of many problems facing researchers and information institutions. Perhaps the most important of these problems is related to the provision of storage space for information and the diversity of processing methods in addition to problems related to the flow of information and methods of benefit from it. The present research aimed at highlighting the concept of cloud computing and clarifying the nature of its services and the models used in libraries and information centers for both beneficiaries and researchers. In order to achieve the required results, the researcher will use the qualitative method through reference to various resources, including, books, articles, papers and theses related to the current research. The research concluded that cloud computing techniques are very useful for libraries and information centers, especially as they will help libraries save costs and provide new services. However, the number of libraries that benefit from cloud computing is still low. It is not easy to move to new technology with no trained people capable of dealing with these technologies, but in the near future we will find many libraries offering their services through cloud computing.

Key words: Models, cloud computing, services, libraries, information centers

1. Introduction

With the development of available technologies through the web with the emergence of Web 2.0 and Web 3.0 and the steady increase in Internet speeds available to users, many organizations have made their applications available for use through the Internet in what is known as cloud computing. This technique has allowed for its users better features such as saving expenses or providing services to a larger segment of the beneficiaries.

Cloud computing technology provides the beneficiary and information institutions with the ability to store, process, transfer and share information from anywhere and at any time without the obligation to use the personal computer (Miseviciene et al., 2011). Cloud Computing is used in many applications, such as Google's e-mail service (Gmail, Yahoo Mail), various Google applications, Microsoft Office Internet applications, and Flickr photo applications that allow the user to keep and share their own image online with friends and family.

The term cloud computing began to be used in early 1990, where cloud computing was inspired by the cloud code, which is often used to represent the Internet in maps and graphs, as with many other new technologies, this means different things for different people (Horrigan, 2008). Libraries and information centers have not been able to benefit from these technologies. Libraries have become involved in computerization projects provided by some of the commercial and service establishments that specialize in libraries such as Dura Cloud Project (Kaushik and Kumar, 2013). The present research aims at highlighting the concept of cloud computing and clarifying the nature of its services and the models used in libraries and information centers for both beneficiaries and researchers.

1.0 Research problem

The increasing volume of intellectual production and the diversity of its subjects, sources and languages have led to the emergence of many problems facing researchers and information institutions. Perhaps the most important of these problems is related to the provision of storage space for information and the diversity of processing methods in addition to problems related to

the flow of information and methods of benefit from it. Therefore, the problem of the current paper can summarize in the following questions:

What are the Models of cloud computing services used in libraries and information centers?

2.0 Research importance

The importance of the study is to enhance the intellectual results published in the field of cloud computing. The study will also present some of the global experiences of a number of libraries and information centers that have already benefited from cloud computing applications. The importance of the study also highlights in clarifying the number of applications that can benefit the beneficiary and libraries provided by a number of search engines.

3.0 Research methodology

In order to achieve the required results, the researcher will use the qualitative method through reference to various resources, including, books, articles, papers and theses related to the current research.

4.0 Literature review

4.1 Definitions of cloud computing

Cloud computing is a technology that relies on the transfer of processing and storage space of the computer to the so-called cloud, which is a server is accessed through the Internet (Savatagi, 2017). This procedure includes transforming IT programs from products to services.

Cloud computing infrastructure is based on to advanced data centers, which provide large storage space for users and provide some software as services to users, and rely on the possibilities provided by Web 2.0 technologies (Yuvaraj, 2015).

Singh and Veralakshmi (2012) defined cloud computing as the web services that offer cheap, secure, on-demand platforms that can be accessed and used in easy ways. Cloud computing can also be viewed as a computing method in which computer resources are provided as services and are accessible to users via the Internet without the need to acquire the knowledge, experience or

even control of the infrastructure that supports these services (Kaushik and Kumar, 2013). This can be illustrated by the following figure.

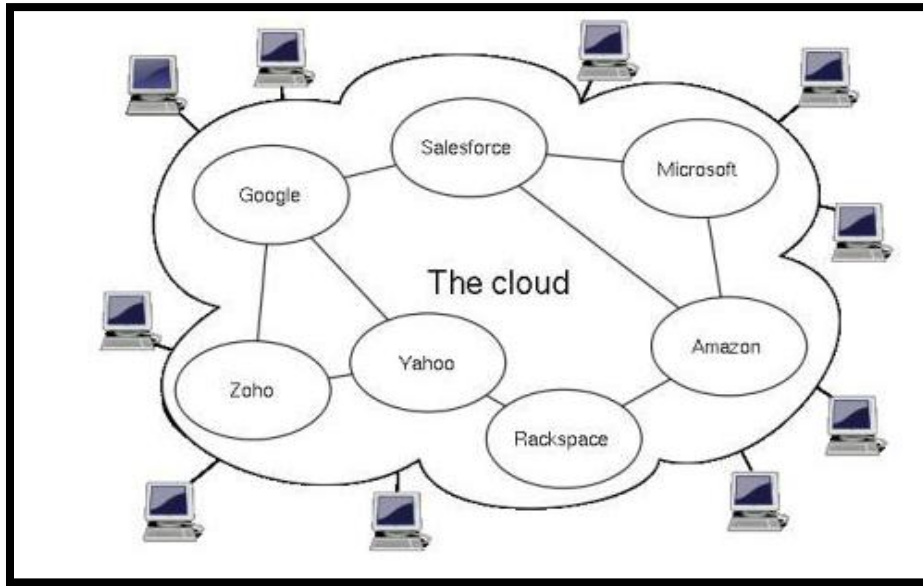


Figure 2: Simplified explanation of cloud computing (Khafaja, 2010)

Alotaibi (2013) clarified that dealing with cloud computing requires a set of element, including (see figure 2):

1. The beneficiary or customer who will use this technology and benefit from its services through the use of a ready-made personal computer or mobile phone connected to the Internet.
2. Platforms: represents the donors of the service.
3. Infrastructure: it is the structure upon which the service is based.
4. Applications: the applications that can be paralyzed by the user in the cloud, including word processing software, presentation and tables.

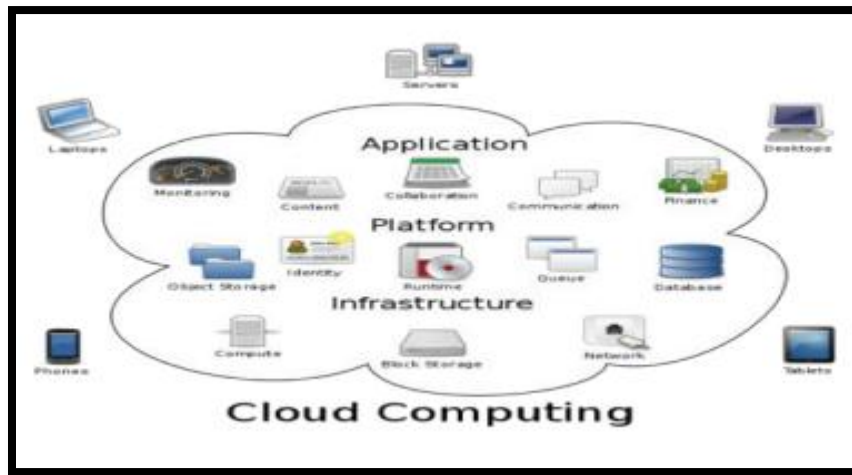


Figure 3: Elements of cloud computing (Khafaja, 2010)

The definition, which seems to be a combination of all elements, is the definition of the National Institute of Standards and Technology (NIST), which states that cloud computing is a model for enabling end-to-end access to the network on demand and sharing a set of accounting resources (applications, networks, and services) that can be deployed quickly and with minimal effort by management (Mell and Grance, 2017).

4.2 The history and importance of cloud computing

The idea of cloud computing dates back to the 1960s, when John McCarthy expressed the idea that computing may be organized to become a public service one day. However, cloud applications did not actually emerge until the late 1990s and early 2000 when Microsoft expanded the concept of software use through the Web, followed by many companies (Alotaibi, 2013). But the most important companies that played an important role in the field of cloud computing is Google, which launched a number of services that rely on this technology (Khafaja, 2010). Google not only launched services to take advantage of this technology only; but launched in 2009 integrated operating system for computers works through the concept of cloud computing.

Cloud computing enables users to access their files and applications without having the application in their devices, thus reducing security risks, hardware resources, etc (Dhamdhare and Lihitkar, 2013). They are also used to perform complex operations that may require high-

specification devices (Iwari and Hamzat, 2017). Khan et al. (2011) added that cloud computing also saves a lot of money to buy the software that a user needs. All he needs is a computer connected to a high-speed Internet and connected to a site that provides the software he needs. On the other hand, cloud computing provides easy access to the applications available through any computer connected to the Internet (Yuvaraj, 2015).

5.3 Models of cloud computing services

There are many cloud services available on the Internet. The current section aims to refer to a number of these models that are suitable for the nature of the services provided by libraries and information centers. They also provide good benefits and services to users, as well as free services that do not require the user any financial costs. These services include:

1. **Google Cloud Drive:** it is one of Google's most recent cloud services, which has gained global resonance and wide application by researchers and information organizations (Khan et al., 2011). This service was introduced in April 2012, allowing users to store their various files on Google's main servers. Through this the user can access the files, modify, add to it and make various adjustments at any time and place and through the Internet (Kaushik and Kumar, 2013). Google also provides security and privacy for this data, which can only be accessed by its owner.

Google Drive has many features, including (Khafaja, 2010):

- A. It is a unique cloud service that is a subsidiary of a global company with a reputation in the Internet.
- B. The company provides the user with the ability to store private files by providing storage capacity.
- C. The great power that Google servers have.
- D. Integrate Google service with other Google services.
- E. Availability of many services such as storage, sharing, and loading.
- F. The possibility of sharing work by establishing groups.

2. **Google Scholar Services:** where they include two of cloud services:



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- A. Publisher Support Service: a service that promotes easy access to digital content published in various scientific disciplines and from around the world. This service reviews scientific information for research, dissertations, drafts and abstracts from all disciplines and makes them searchable on Google (Khafaja, 2010).
 - B. Google Scholar Citations: This service provides authors with a simple way to track citations related to their articles, and enables them to verify and calculate these citations using scales and graphs. It also enables researchers to present their intellectual findings to the public by searching for the researcher's name, and adding collections of related articles (Khafaja, 2010).
3. **Research Gate**: The idea of this network was founded in 2008 by doctors and the computer scientist Horst. Five years later, more than 4 million researchers from 192 countries have become users (Ning, 2011). This portal is a social networking website and a free collaboration tool for scientific researchers from all disciplines.
 4. **Drop Box**: it is an external site hosting files and has many benefits and advantages, and works to provide services to the cloud of the user on the Internet allows him to freely store files. This allowed space can also be used as any normal folder on the same user's computer. This service has many features, including (Yuvaraj and Singh, 2012):
 - A. Enables users to view, browse and modify their files from anywhere and in any geographic location.
 - B. Save files for fear of loss, loss or damage.
 - C. Let the user take pictures.
 - D. Supports Arabic language files and other languages.

6. Conclusion

This technology has provided its users with many additional features, including: saving expenses and providing information services to a larger sector of beneficiaries. It also provides the beneficiary and information institutions with the possibility of storing, processing, transferring and sharing information anywhere, at any time and without obligation to use the personal

computer. Libraries and information centers have not been able to benefit from these technologies, many of whom have opted to participate in computing projects that have been made available through some of the institutions that specialize in libraries.

Cloud computing techniques are very useful for libraries and information centers, especially as they will help libraries save costs and provide new services. However, the number of libraries that benefit from cloud computing is still low. It is not easy to move to new technology with no trained people capable of dealing with these technologies, but in the near future we will find many libraries offering their services through cloud computing.

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Social Interaction vs. Low-income Housing Project (Case study of Abo-Alanda Kareem Housing Project)

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Abstract:

Housing is recognised as the living area for people. Spatial configuration that can arise human activity, urban spaces security, local economies, raise house prices, residents physical and psychological health through social interaction encouragement. The purpose of this research is to investigate the social interaction of 'Kareem' public housing projects in Jordan, Abo-Alanda branch as a case study, and propose several recommendations for the competent authorities to improve further public housing projects. The study noticed that the issues are included within social interaction aspects. This indicates that through improving social interaction in the neighborhood, the mentioned issues could decrease greatly.

Keywords: Housing, social interaction, Public housing projects.

1. Introduction

- 'HOUSING' as a term

Dwelling physical, achievement process, 'social-cultural relationship', life's expiration ways and people's life heart...etc. (as cited in Dwijendra, N. K. A., 2013).

HOUSING FUNCTIONS, according to Blauw (1994):

1. 'Shelter' that considers basic functions of a home and a neighbourhood
2. 'Utilitarian function' i.e. facilities and activities of normal life routine
3. 'Domain functions' which assures the user privacy zone.
4. 'Social function' as the communication facility from home to outside world.

HOUSING as a neighbourhood:

The living area for people, and "the location for connections of social, economic, physical and environmental factors" (Dehghanmongabadi, A., Hoşkara, Ş. Ö., and Shirkhanloo, N., 2014).

NEIGHBOURHOOD impact

- Health, experiences, social relationship, and people's behaviours that relates to their neighbourhood's satisfaction (Diez Roux, A. V., & Mair, C., 2010)
- Crime ratio since designed environment can increase or decrease it (Newman, 1973)

Constraints' for it (Yance, 1971)'- ***Social interaction*** since it considers an 'Oportunity' or

SOCIAL INTERACTION

Is influenced by two major factors: '*social variables*' and '*physical elements*' (Hester, 1984).

Physical Elements

Physical Elements can raise the social interaction by the following:

- ‘Layout pattern, site plan, scale and proportion, land use mix and physical features’ (Heath, G. W., et.al., 2006).
- Public spaces (Holland, et.al., 2007):-
 - Enable people, within a certain community, to meet and interact.
 - “contribute to the cohesion of communities” since people of different levels and ages are sharing the same area
 - Allow “people to assess and reassess the characteristics of space and their own relationship with it”.
 - Offer young people who has a demand for gathering and practice sociability a suitable place.
- Spatial configuration that can arise human activity, urban spaces security, local economies, raise house prices, residents physical and psychological health through social interaction encouragement (Holland, et.al., 2007), (Hillier, B., 1996).

Social Variables

- Sociodemographic features are related to ‘presence of children at home, owner-renter status, the length of residence and annual income’ (Hester,1984)
- The social network promotes ‘neighborhood interaction’ and ‘community formation’.

It is noteworthy that there is a lack of research in this matter, especially in third world societies. Thus, the objective of this study is to explore the social interaction in the low-income housing projects in Jordan. The paper highlights the Kareem housing projects condition in general and Abo-Alanda housing project condition in specific. Furthermore, the findings intend to propose a helping model for policy makers in the government, or local housing and planning authorities in order to improve low-income housing project.

2. Problem statement

The purpose of this research is to investigate the social interaction of 'Kareem' public housing projects in Jordan, Abo-Alanda branch as a case study, and propose several recommendations for the competent authorities to improve further public housing projects.

3. Methodology (*A qualitative and a quantitative research*)

3.1. Data Collection:

Methodological procedures adopted in the investigation represent a varied approach to collect data by integral stages:

- (1) **Stage one**: : investigating the related literature and the project background.
- (2) **Stage two**: face-to-face interview with the responsible committee of Abo-Alanda neighbourhood.
- (3) **Stage three**: face-to-face residents interviews by open code questions with a stratified random sample (n= 250) that represent the population with 95% confidence level.

Moreover, the site of the study was visited twice at noon during working days to assure residents' presence in their homes and the study was also carried out in September of 2016 on the assumption that residents' behavior won't be restricted to the winter cold or the summer hot.

3.2. Data Analysis:

Attributes will be predicted through previous literature in order to extract the most affected factors and aspects on social interaction. After that, data will be compared and analyzed using field data (interviews of residents and related committees).

- ***Housing projects***

According to Davidson, C. H., et.al., (2007), low-income housing projects in developing countries are confused through some factors:

- Construction codes and standards; houses are either unaffordable or non-standard houses.
- Projects limited construction schedule; low-income houses suffers consistent construction delay.
- Social vulnerability; the residential community condition.

Moreover, Al-Homoud, M., et.al., (2009) concluded that the housing demand factors in Jordan are: demographics, housing financing system and financial liberalization, government policies regarding financing and interest rates, and the supply aspect. Those factors affect the residential housing choices and capabilities, which indicate the increasing need for the low-income housing. Thus, the government suggested Kareem housing projects with the guidance of the HUDC.

- ***The HUDC public housing project***

The HUDC has been the head of the Jordanian residential sector for about four decades by achieving 185 housing projects which served over 84,000 family. In addition, the HUDC official elaborated that ‘Kareem public housing project’ is within the national residential strategy, which aims to enable low-income citizens to obtain suitable housing within an acceptable urban environment. ‘Kareem public housing project’ was declared in 26th of February 2008 to permit 100,000 citizens for having their own habitat enduring the next 5 years. The study will take Abo-Alanda project as a case study since it is the closest branch to the capital city – Amman.

- **STUDY SITE**

- General view

For the purpose of our study we chose Abo-Alanda housing project, located in the capital suburbs. Although the project was started at 2008 but many facilities are not finished. Moreover, it is noteworthy that only 60-70% of the residential units are inhabitant and the remains are offerd for rent or sell. However, the project has an area of 160 ha with over than 1700 residential unit (figure1).

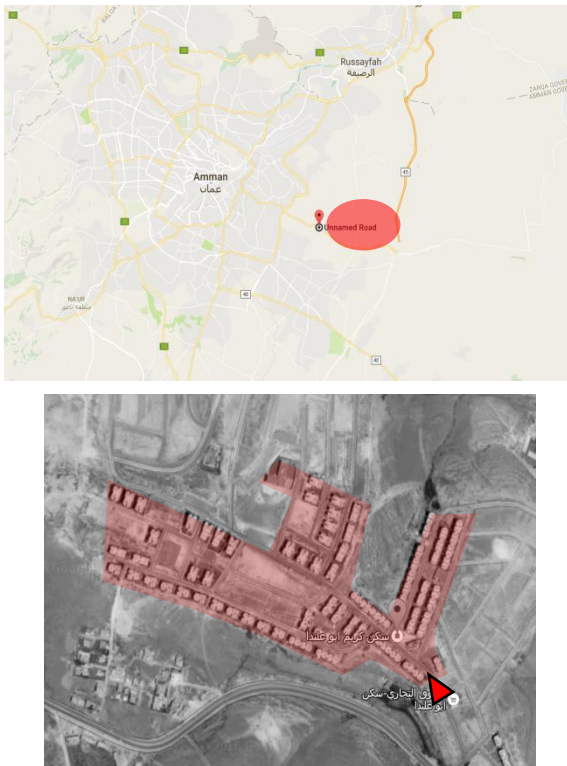


Figure (1): Project location

4. Analysis

- *As a suburbs project*

As the studies noted that people prefer the suburbs' sites more than inner cities' locations for better housing, better services and better transportation (Lord, J. D., & Rent, G. S.,1987).

However, in Jordan that was not the cause for the residents who decided to live in the housing project that were located beyond the residential area. Abo-Alanda housing project (figure 5), as

the other branches of Kareem housing project, located in the suburbs due to the lack of suitable sites, as HUDC explained. Therefore, by comparing the common advantages of living in the suburbs, Lord, J. D., and Rent, G. S. (1987) suggestion, with Abo-Alanda housing project as a general overview, we can notice the following:

1. Better housing: The houses are suffering from high humidity problems; walls are cracking around the house.
2. Better services: There is a great shortage in services either for the lack of operation or the staff.
3. Better public transportation: The site has only one bus that comes three times a day. This inconvenient transportation has been a main reason for residents to offer their homes either for renting or for sell.
4. Parking lots: The project does not provide enough parking lots.



Figure (2): Abo-Alanda suburbs location

- *As a segregated project*

According to Dias, L. M. C., and Márcia, L. (2013), ‘segregation’ is a term that argues project location suitability in the city, and social concentration in certain regions or neighborhoods. Moreover, they added that segregation is also related to social separation, inequality of access to an urban space, inequality of infrastructure and building condition. Accordingly, in comparison of those attributes to Abo- Alanda housing project, it is clearly that it considers a segregated project due to its condition in location, accessibility, infrastructure and social aspects.

- *Project components*

The project varied between two building types: Four apartments building and three apartments building; Semi-attached building and Attached building (figure2). The apartments’ areas were varied between (90-135) m². Moreover, the project contains some services, parking lots, and (13m to 6m) streets.



- Parking lots
- Four apartments building
- Semi Attached building
- Three apartments building

Figure (3): Project components

- Services

The project was designed to provide two schools (males and females), a commercial center, a medical center and green areas. However, only the females school, couple of small shops and the medical center with many services shortages were valid (figure 3).

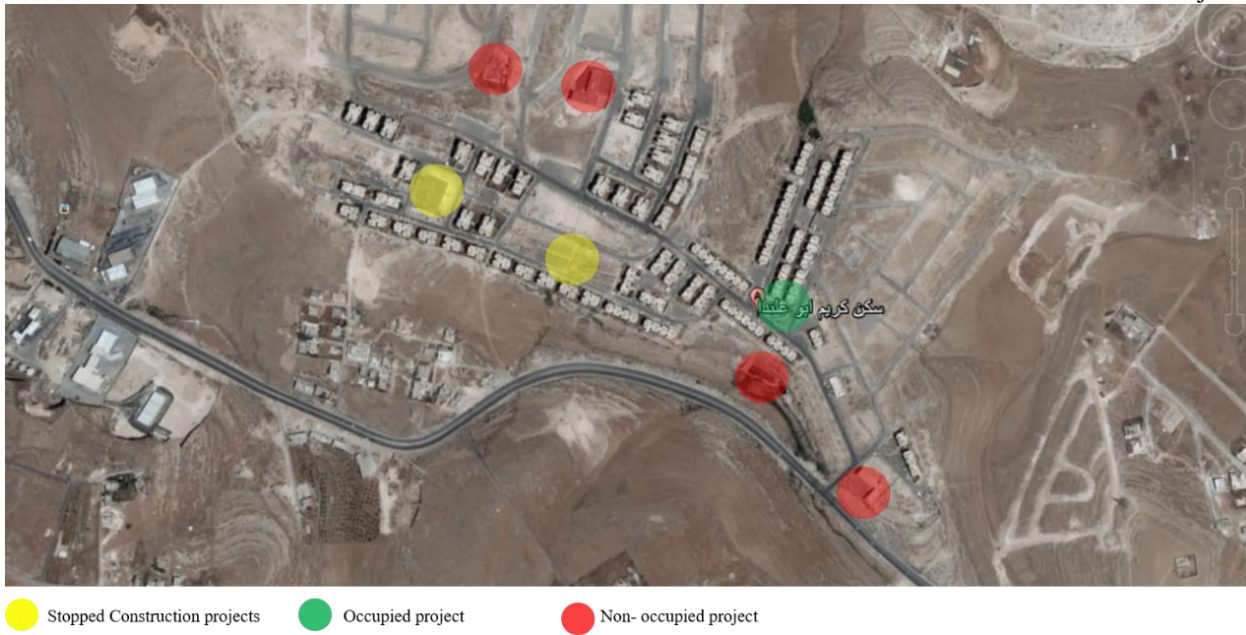


Figure (4): Project services

- Buildings

Each building has four floors from the highest street and it rises along with topography (figure 4).



Figure (5): Building examples

2. *Users Perspective*

Andrews and Withey (1976) noted that individuals' satisfaction with their social relationships occupies an integral part of their social interaction (cited in Barrera, M., & Ainlay, S. L., 1983). Accordingly, the interviewers asked open-ended questions to define the residents' dislikes issues about their neighborhood i.e. users complains, which were narrowed to the following aspects (figure 7):

A) Services:

- Medical centre stuff shortage.
- Construction delay of the male school.
- Construction delay of the public park.
- The non-operated commercial centre.
- The lack of any kind of entertaining centers.
- The lack of cleaning services.
- The lack of public transportation in the area.
- The great walking distance (1.6 km) to reach the main street (Figure 6)



Figure (6): Walk distances for the nearest street and services

B) Building Construction

- Humidity cracks and rankness.
- Inefficient Pipes' instillation.
- Inefficient thermal isolation system.

C) Health

- The threat of water treatment facilities.
- The threat of insects' diseases.
- The lack of cleaning services; stuff, waste containers and waste tracks.

D) Social Safety

- Thiefs' threats.
- Drags threats.
- The lack of social integration.
- People isolation.

E) Parking lots

- Inconvenient parking lots capacity.

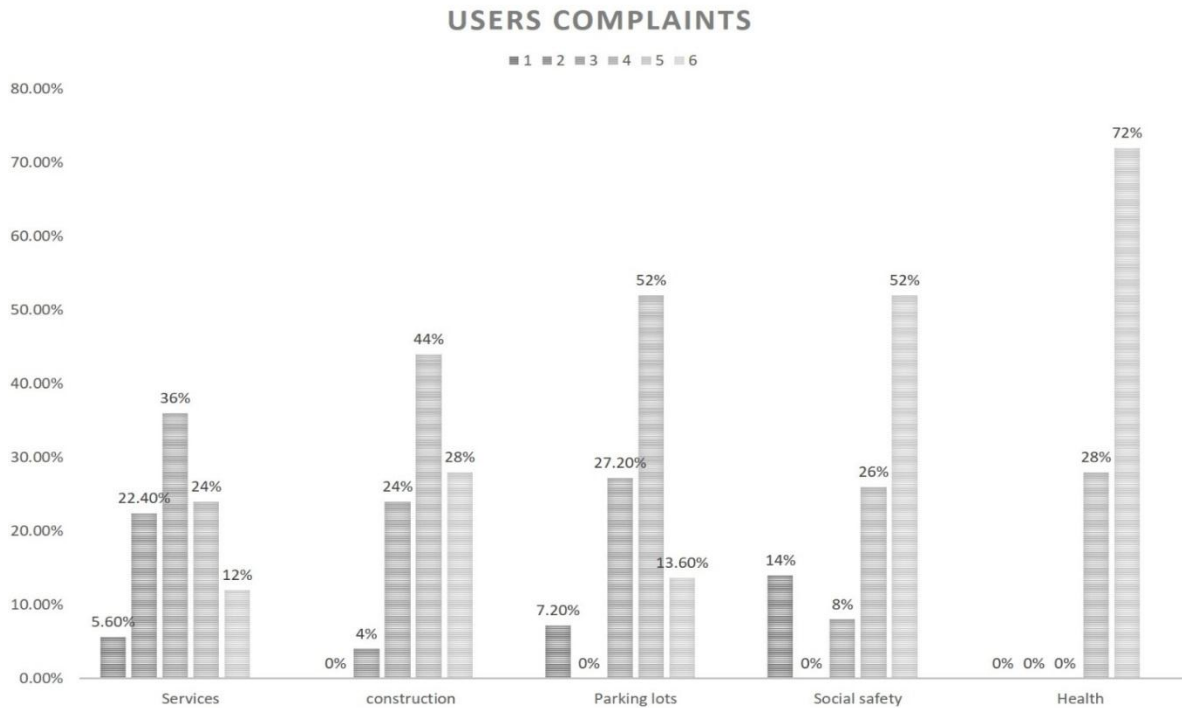


Figure (7): Users Complaints

2. *Responsible Committee Perspective*

The study interviewed the Responsible Committee of the neighborhood which presented all the documentation of user complains and issues. These documents included all the problematic issues in the neighborhood and after reviewing them, it has been cleared that all problems were underneath one aspect; 'Administration'.

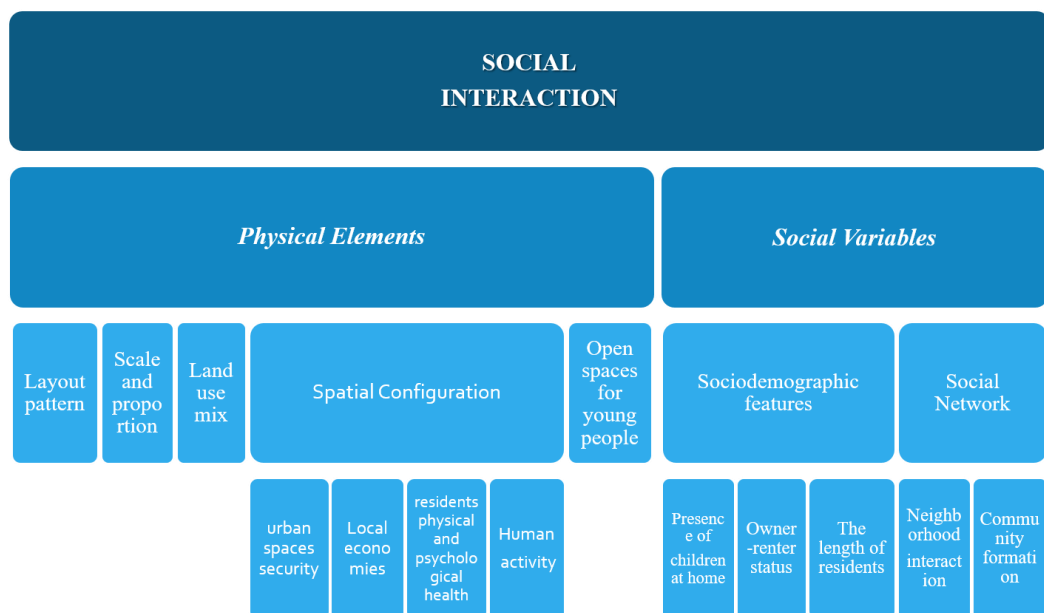
The major administration issue in the neighbourhood is about the Responsible Committee itself in which the staff competes for positions and neglect responsibilities. However, the other issues are the following:

- Residents have problem with the school administration that disregard their duties.
- Lack of residents' cooperation.

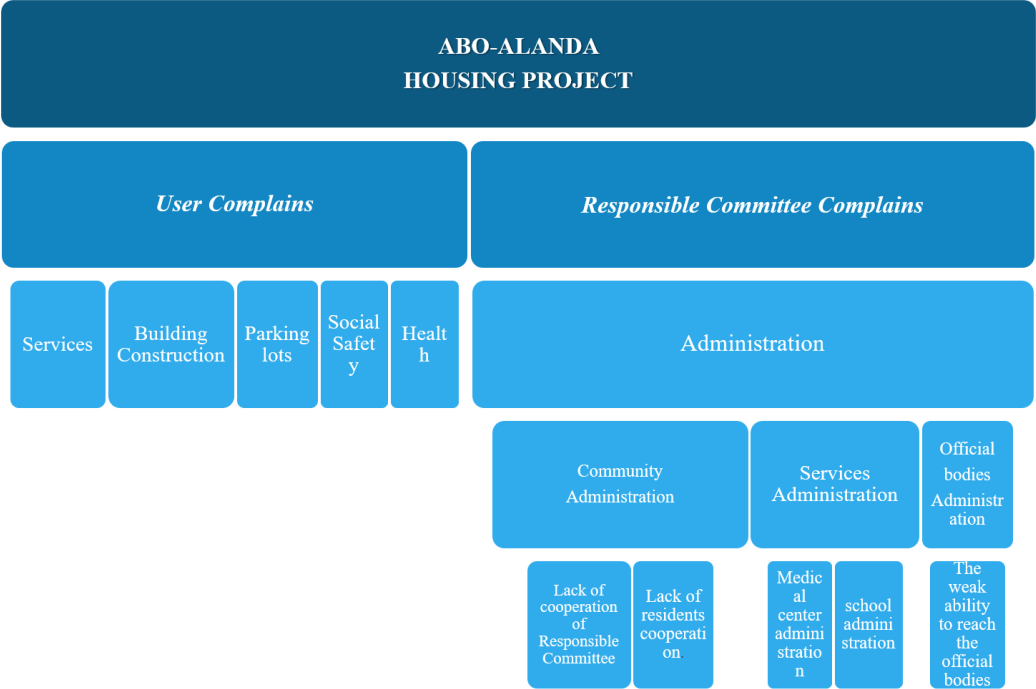
- Medical center administration doesn't provide convenient services to the users due to the lack of staff and capabilities.
- The weak ability to reach the official bodies to solve major issues that threatened residents' health:
 - The threat of water treatment facilities.
 - The threat of dirt.
 - The threat of insects' diseases.
 - Public transportation

5. Results

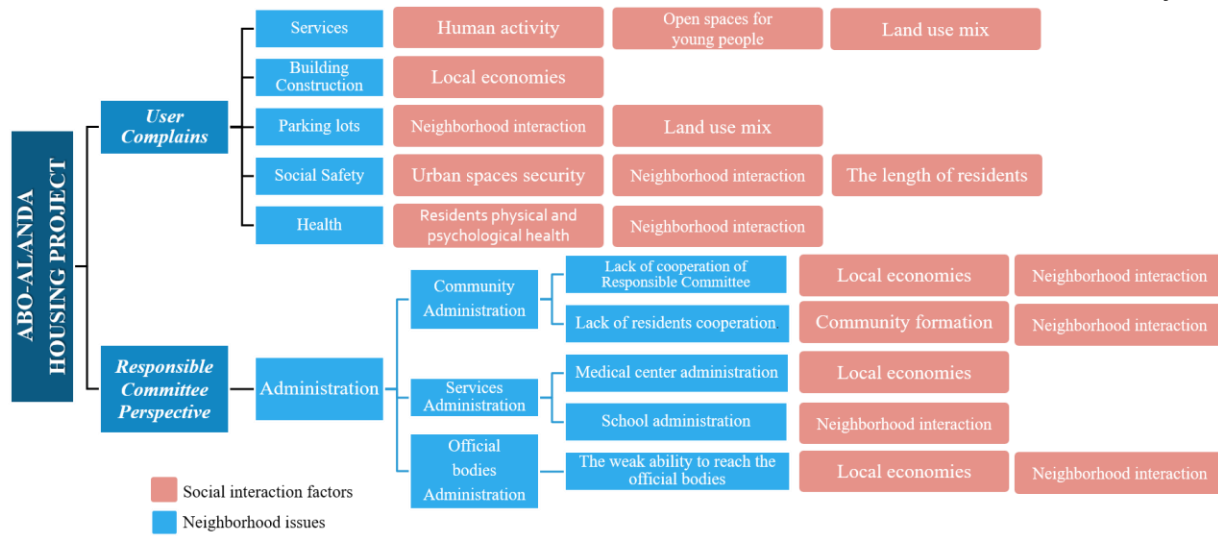
Figure(8): Social interaction Aspects Conclusion



1. Neighborhood Study Conclusion



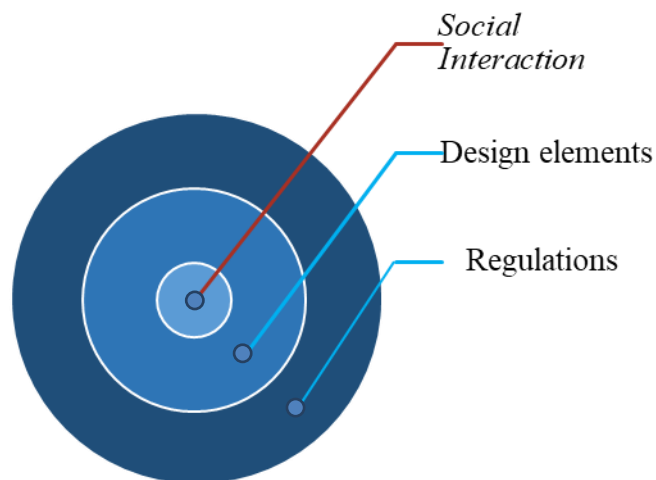
Through comparing the previous two diagrams, the study logically linked the neighborhood issues with social interaction aspects.



6. Conclusions

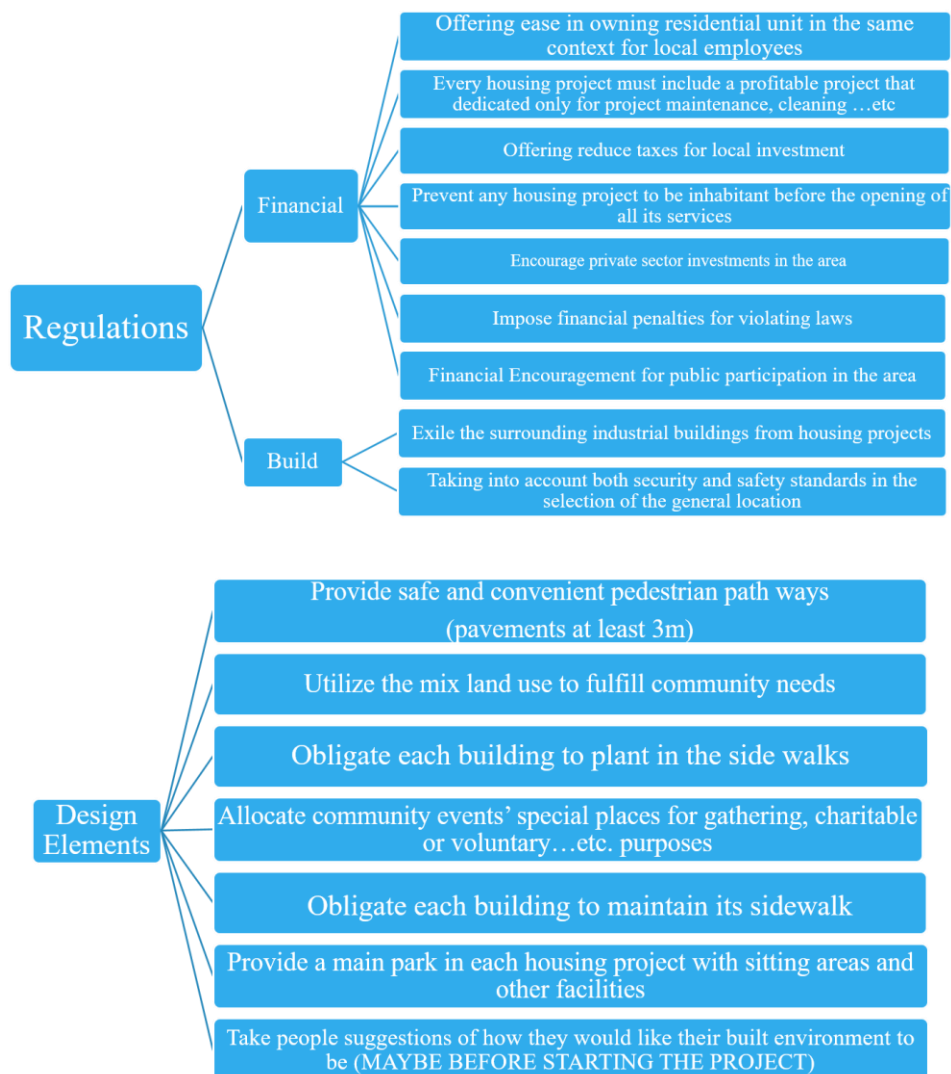
Primary conclusions

- The study noticed that the issues are included within social interaction aspects. This indicates that through improving social interaction in the neighborhood, the mentioned issues could decrease greatly. Therefore, this study will proposed a model that presents design elements and regulations to improve social interaction in order to minimize the mentioned problems.



Primary conclusions for Regulations

- It is noteworthy that HUDC or any responsible committee for public sector projects provides only a primer draft for the project, which includes the visualization image of the project without any indication of how the project can remain alive. This has been considered while suggesting the following regulations:



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The relation between human resource management and organizational performance

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Abstract:

The purpose of this paper discovers rule and effect of Human Resource Management (HRM) practices on employees. The Department of Human Resources Management occupies place in all companies and institutions - whatever its field of work - it specifies and placement of employees and solve their issues. HRM is the essential foundation of organizational performance.

Organizational performance ensures the continuity of organization to be competitive in the global market. In this paper we introduced the concept of human resources management, Human resources management functions, the challenges it faces and its role in the success of the institution, the strategies used in achieving the objectives of human resources management, the definition of institutional performance and the rules of institutional performance, the relationship between human resource management and institutional performance.

Keywords: human resource, human management resource, performance, institution, strategic.

1. Introduction

Human resources an important element in the institution, human resources is capable of innovation, replenishment, development and implementation and seeks to favor the value of the enterprise. Therefore, the management of human resources in the institution obverse range of

challenges in the selecting suitable staff for the institution and to meet the requirements work. Thus, there is need to develop the ideas and strategies to improve Interaction between employees and employers and develop a comprehensive vision to help human resources Managers to get better results and improved performance.

The first officially department to human resources management has been identified since the 1920s (Ferris, Buckley, & others, 1999). Typically, managers viewed the department of human resources management as a tool to dealing with staff, saving reports, and maintaining organizations. Today, the world recognizes the importance of human resources in achieving access in the efficient way. Only a few axes can devise the hidden power of human resources and introducing them into market leaders. HRM's function has evolved to become a strategic partner, exchanging ideas, points of view, and resources with marketing, finance, and accounting department. (lee, wu, & others, 2010)

Organizations seek to improve organizational performance, create competition between them, take more markets, more customers, more sales, and achieve goals such as: cost reduction, sales levels, increased customer numbers, increased market share, improved productivity and quality, And innovative products. These goals will be achieved through human resources and human resources management in organizations, as the key to. (Cania, 2014)

The studies indicate that the purpose of strategic human resources management to improve business performance through personnel management. The question that inspired this paper how human Resources management improves the performance.

2. Human resource management

Before defining human resources management, we need to know the concept of human resources. Human resources are all individuals and manpower in an organization or company, including managers and employees. (O'riordan, 2017)

2.1 Definition of strategic human resources management

Human resources management has more than meaning. The first definition of HRM is the process of managing people in organizations in a structured and thorough manner. This covers the fields of staffing (hiring people), retention of people, pay and perks setting and management, performance management, change management. This is the classical definition of HRM which leads some experts to define it as a modern version of the Personnel Management function that was used earlier. (juneja, 2014)

The second definition of human resources management involves managing people in the form of a collective relationship between management and staff. This approach focuses on the objectives and results of the human resources management function. that means the human resource function in contemporary organizations is concerned with the concepts of empowering people, developing individuals, and focusing on relationship consolidation between management and staff. Therefore, the human resources management is “both the art of managing people by recourse to creative and innovative approaches”. (juneja, 2014)

The word "strategy" was first used in 1656, which means "commander-in-chief". In the management context the strategies human resource management is the set of managerial decisions and actions that determines the long-run performance of a corporation' (Wheelen, Bamford, & others, 2015)

The institutions applied a set of functional strategies in their work to maintain employees, such as:

- The strategy of establish a staff and capable of achieving management objectives.
- The strategy of attract employees are characterized by high functional skills.
- Strategy for training and development of the employees capabilities.
- Strategy for the care and appreciation of the employees.

3. The strategic management process is divided into five steps: (bratton & Gold, 2017)

1. **Mission and goals.** The first step in the strategic management model begins with senior managers evaluating their position in relation to the organization's current mission and goals through the actual operating procedures of the organization.

2. **Environmental analysis.** The process of the Environmental analysis is done by determine the internal organization strengths and weaknesses and the external environment for opportunities and threats.

3. **Strategic formulation.** Strategic formulation involves evaluating the interaction between strategic factors and create strategic to meet the organization's goals.

4. **Strategy implementation.** Strategy implementation is focuses on the techniques used by managers to implement their strategies. it refers to activities deal with leadership style, the information and control systems, the structure of the organization, and the management of human resources.

5. **Strategy evaluation.** Strategy evaluation is determining the extent of the actual change and performance match the desired change and performance.

3. Limitation and challenges of human resources management:

In view of the recent developments that accompanied the phenomenon of globalization and the technological developments in this time, this requires business organization to add practices and strategies that increase the flexibility of performance and the speed of adaptation. the most prominent obstacles and challenges faced the process of human resources management, the following: (joshi, 2007)

- Globalization: Today's the technological development and its drastic changes in the work environment have an impact on human resources management in terms of the problems and laws.

- Internal restructuring of organizations: This is a major challenge to human resource management in the reorganization itself.
- Changing Demographics of Workforce: Reflects the frequent tweaking of the workforce on the performance of human resources management.
- Government legislation and laws: Government regulations are the basic structure governing the performance of human resources managers, as they are the primary administrative authority of administration in the institution.

4. Human resources management functions:

- Strategic Management.

The strategic management of human resources improves the company's net profit by knowing how human capital affects organizational success. (mayhew, 2018)

- Training and development.

Human resources training and development specialists coordinate new staff orientation, a fundamental step in establishing a strong relationship between employer and employee. HR training and development also provides training that supports the Company's fair recruitment practices and staff development to prepare leaders who aspire to supervisory and managerial roles. (mayhew, 2018)

- Employee Satisfaction.

Personnel Relations Officer at the Human Resource Management Division assists the organization in achieving high standards of performance, spirits and satisfaction of the employees, by finding ways to enhance the relationship between the manager and the employees. (mayhew, 2018)

- Employment and onboarding.

HR personnel manage the recruitment process from a CV scan to scheduling interviews to equip new employees. It identifies the most effective ways to recruit applicants, including the assessment of which applicant tracking systems are best suited to the needs of the organization. (mayhew, 2018)

- Accountability issues.

Human resources staff reduces the Company's exposure and responsibility for allegations of unfair recruitment practices; identify and analyze and solve problems in the workplace. (mayhew, 2018)

5. Organization performance

Institutional performance is the sum of the outputs that the institution aims to achieve and refers to the means used to achieve those goals.

5.1 Organization performance concept:

Organizational performance includes three specific areas: financial performance such as profits, return on assets, return on investment; product market such as sales, market share; and shareholder return such as total contributor return, economic value added. (yip & others, 2009)

5.2 Roles of Performance Measurement

A weak measurement methodology can be a major factor contributing to thwarting the company's progress. on a nether hand, A well-designed performance management system, is a key factor contributing to enhanced management planning and management. In fact, it can be said that property management (PM) allows business management to excel by enhancing motivation, monitoring performance, and improving the 7 degrees of communication, problem diagnosis. (waggoner & Neely, 1999) In addition, PM can provide an effective approach to the study and definition of management strategy, as well as enabling the correct perception of the current and booming conditions that affect the company's progress. (Lebas, 1995)

6. The relationship between human resources management and performance:

Organizational performance has a significant impact on the behavior of the companies and their employees. One of the results of this effect the increase in the number and variety of technique and methods to accurately measure performance and the establishment of a gradually important research field for both companies and academics. (metzger, 2007)

Research has confirmed a relationship between strategic human resources management and business performance. Most studies and publications in human resources management have identified the concept in terms of individual practices, human resource management practices and policies that affect attitudes conducts and employee performance. It focuses on several important practices that positively impact organizational performance, such as HR planning, placement, selection, training, development, reparations, performance management, and employee relations. (klein, 2014)

Human resources management plays an important role in the management of institutional work, from the strategic planning of the image of the company and Completion of the development process and raising the value of the institution.

7. CONCLUSIONS

This paper aims to provide an overview of the concept of human resources management and institutional performance, strategic management, the most important strategies in the development of institutional performance, the relationship between human resources management practices and business development, some human resources management objectives such as reduce cost, increase the number of Customer, increased product quality, improved productivity, and The relation between human resource management and organizational performance. Human Resource Management has played an important role in enhancing the relationship and trust between employees and their institutions through training, polarization and motivation.

Human resources department improve the company net profit through knowing how to human capital effects on organizational success. Human resources professionals develop realistic compensation structures that determine the company's competitive wages with other companies in the region, in the same field or companies competing for employees with similar skills. Conduct wage and salary surveys to maintain compensation costs with the organization's current financial position and expected income.

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