"The Impact of Digital Transformation at the General Personnel Council on Institutional Performance Efficiency in Palestine: A Case Study of Ministries and Non-Ministerial Institutions"

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Abstract :

The study investigates how digital transformation at the General Personnel Council (GPC) impacts institutional performance efficiency in Palestine, focusing on ministries and non-ministerial institutions. It developed a study model, tested hypotheses using Smart PLS software, and analyzed data from 596 accepted questionnaires out of 878 employees in 85 institutions. Findings showed a high positive relationship (56%) between digital transformation at the GPC and digital HR practices, a medium positive relationship (54%) between digital transformation at the GPC and institutional performance efficiency, and a weak positive relationship (23%) between digital HR practices and institutional performance efficiency.

Keywords: Digital transformation, digital human resource management practices, institutional performance efficiency, human resource management

Jel Classification CodesO15, O33,M15.

introduction:

All countries compete to adopt news and updates in the twenty first century with rapid changes in all different fields, which can facilitate the ways of life and changing the traditional patterns. The current life circumstances have embossed many challenges that required rapid confrontation with high effectiveness and efficiency through following new approaches and directions enabling these institutions to keep pace with their effective performance and the developed progress. (Al-Sharif, 2018, pp. 604-605).

The field of education is considered one of the most important aspects on which nations and societies are built and through which countries and civilizations are developed. In light of the technological developments and the appearance of the modern means, devices and techniques, all life fields and aspects are affected which in its turn influenced the societies in general and the ministerial and non-ministerial institutions specifically. These institutions are considered the infrastructure and the basic component to provide services for citizens. These institutions must adopt the modern developments one of these technological shifts is digital transfer and using digital means and devices which forced GPC to adopt and make changes and modifications in skills and capacities of its human resources and provided services too in addition to structures, techniques and processes which GPC performs in a suitable manner for the rabid developments and adapting with the fast variable and changing work environment. Digital human resources practices may constitute the basic milch towards improving its performance and enhancing its effectiveness and keeping pace with the developments specially in the field of services. All that require integration and cohesion between technology and human resources. In this field, the role of digital human resources practices accentuates as a fundamental factor in facilitation and resiliency of moving towards the digital transfer process (Abu Sharkh, 2023, P.1) (Mahdi,2022, P.2)

Also, the digital transfer process affects institutions' performance efficiency through improving integrated processes, reducing costs and fostering the speed of decision making by using the advanced data analysis for big data. (Abid,2022, P.2-3)

The research Problem:

There are many research and studies about digital transfer and human resources practices in the traditional concept and manner but there are few studies which include digital transfer, digital human resources practices and institutions' performance efficiency. Through seeking to complete the available knowledge for the modern concepts as digital human resources practices, institutions' performance efficiency and digital transfer and their impact on institutions' performance efficiency and recognize the relations among them, we reach the question which is considered the research problem which the study tries to answer. This question is the following:

What is the impact of digital transfer in General Personnel Council on performance efficiency of ministries and non-ministerial institutions in Palestine: a study case of ministries and non-ministerial institutions?

The study form:
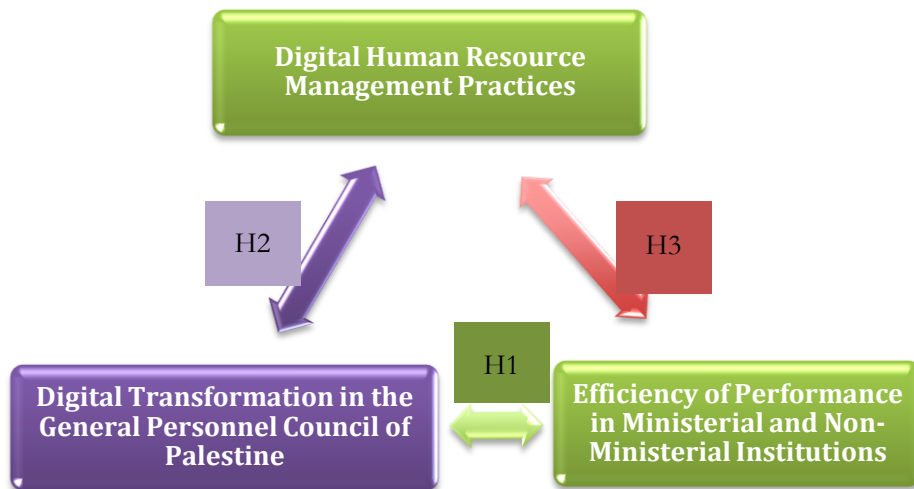
The two researchers design based on previous studies.

Importance of the study
The scientific importance:
The study acquires its importance when the two researchers use a scientific approach which enriches the scientific knowledge in the field of recognizing the impact of digital transfer in GPC on institutions' performance efficiency in Palestine: a study case ministries and non-ministerial institutions. The two researchers like this study

to provide a scientific addition which helps the two researchers in the academia in public administration specially there is a great lack in linking the two variables together.

The professional importance:

It is represented through targeting all the ministerial and non-ministerial institutions in the public sector which are 85 institutions whin setting the administrative developing and improving plans which reflects on fostering the institutional performance and the professional satisfaction effectively. It also reflects trust, integrity and transparency principles in the administrative transactions. It also contributes in organizational restructuring for the state institutions in a way that guarantees the suitable distribution for the human resources and their exploitation.

The study objectives:

1- Identify the digital transformation level in GPC in the State of Palestine.
2- Identify the digital human resources practices in GPC in the State of Palestine.
3- Identify the relationship between digital human resources practices and achieving ministerial and non-ministerial institutions' performance efficiency in the State of Palestine.
4- Identify the relationship of the mediating variable (digital human resources practices) between digital transfer in GPC and achieving performance efficiency of ministerial and non-ministerial institutions in the State of Palestine.

Study Boundaries: study boundaries are represented in spatial and temporal ones.

Spatial boundaries: the study was conducted on all State of Palestine's ministerial and non-ministerial institutions.

The temporal boundaries: the study was conducted in the period from December 2023 to May 2024.

The study approach: the descriptive analytical method was used in this study since it is suitable for the study's nature which requires collecting, classification, analyzing and explaining data to extract implications and reach results. This approach is the only method which is able to include describing the study's problem

quantitative and qualitative. It is also the method which can examine the phenomenon as it is.

Study sample and society: the study community consists of human resources employees in the ministerial and non-ministerial institutions in the State of Palestine who are 878 from different professional categories this sample is selected intentionally.

The study mechanism: The two researchers use in their study two research mechanisms to collect data which are questionnaires and interviews. The two researchers use these two mechanisms since they are suitable for the study's community and are considered the easier and faster in data collection. In addition, the researchers were not able to use any other mechanisms. For these reasons the researchers use these tools. The questionnaire was designed to include four axes their variables are selected depending on many previous studies:

(Mai et al. 2023)(Mikalef et al., 2023)(Chouaibi et al., 2022) ,(Mikalef & Gupta, 2021)**(**(Nicolás-Agustín et al., 2022)((AlNuaimi et al., 2022)((Hameed et al., 2020),

In addition to use of specialized to release the questionnaire in its final version, the first axes is consists of the personal information for the individual of the study sample (job title, age categories, gender, years of experience in the public sector, educational qualifications and participating in training courses). The second axes are phrases measure the independent, dependent and mediate variables respectively. The second axes include 5 phrases about the digital transfer in GPC as an independent variable. The second axes also includes 7 phrases about the digital human resources practices as a mediate variable. The second axes includes 11 phrases about performance efficiency of the ministerial and non-ministerial institutions as a dependent variable. Smart Please software for processing the collected data.

digital transfer:

Difinition of digital transfer:

1- The definition of "digital transfer" points to inclusion of digital technology process in all organizations and institutions work activities. Where this cultural change

requires the institutions to be able to change and obtain all change, challenges and innovation factors continually to be updated in this technical field. Digital transfer is related to methods of processing activities through making radical changes in work mechanisms, forms, administrative radical processes and ways of providing services. Digital transfer could be a strategic target to adapt with technological advancement. Where it intervenes with institution's work generally starting from appointment reaching to motivation. (Mohammad walghabiri, 2,2020)

2- Digital transfer also represents using the new digital techniques such as social media, smart phones mobile phones' applications and electronic platforms to improve the basic processes in the institutions. It also achieves the increase in the efficiency and effectiveness of work activities, enhance the communication with the other interested parties and provide innovative and flexible solutions for challenges, obstacles and new opportunities which institutions face. (Al Mansoori et al., 2021:19)

3- Through studying (AYDIN), 3 majore definitions were identified for digital transfere. These definitions include different aspects which are : organizational, technological and social aspects. The digital organizational aspect includes improving and changing the current processes to be smart activities. The technological aspect includes using invintions, technologies and innovations to accomplish big improvements in services quality and effeciency. The social aspect includes networks, platforms and new mithods which contrebutes in interaction and communication. (65(AYDIN, 2020,

digital transfer requirements to improve governmental services:

- Using modern technical means in providing governmental services needs high costs at the beginning in modernizing the required infrastructure including communications network, devices, rehabilitation and training.

- preparing a comprehensive and gradual awareness program appropriate to all administrative levels to reduce the repercussions of some governmental employees and officials' lack of response in using technology in providing governmental services.

- availability of information systems, qualified staff an organizational and institutional preparations in the government in addition to qualified human resources to manage processes and equipment.
- transferring to digital government requires a radical change in organizing. It must start with the high administration.
- Providing suitable legislation to organize the electronic transaction. Ashathli2019, and Abdunabi,(73:2008)

GPC's results in using digital transfer in State of Palestine :

- First: digital employment system: in 2017 recruitment process was advertised electronically for the first time for educational jobs in the Ministry of Education and Higher Education through the employment system. The number of applicants who built their curriculum Viti and apply for the educational jobs without going to the Ministry of Education and Higher Education's directorates 43747 by two weeks. Talking about 2023, the number of accounts 280 thousands of Participants (GPC's report,2016-2017)
- Second: bank of questions: bank of questions was formed consisting of seventy housands questions in all areas. This comes as a fruit of a lot of meetings with all governmental ministerial and non-ministerial institutions of which there are 85. (interview with the deputy assistant for the supportive units,2024)
- Third: the mobile application "Wazifati": the application gained the first rank in the competition which is organized by the Ministry of Telecommunications and Information Technology for smart applications in 2017. Where GPC is considered one of the pioneers in developing these applications at all governmental departments level. This application is also a role model. (interview with director General of Information Technology Department,2024)
- Fourth: GPC's Electronic portal »www.gpc.pna.ps» civil servants can reach their data and follow-up their transactions in GPC. Were civil servants' data and documents daily. Furthermore, Human resources officials in the governmental departments of following their employees' data and transactions in GPC, getting, and processing these documents as reports and statistics based on their professional needs. (deputy assistant for the supportive units,2024)
- Fifth: The Electronic Exam is an electronic governmental system by which efficient exams are prepared in a way that guarantees data integrity, transparency and security. Then, the applicants set for the exams electronically and get their results directly through the system. This system provides many reports which can help in developing the evaluation process for the applicants. GPC launched the electronic exams system in the beginning of 2017 where

electronic exams were held for all the vacancies for 2017 in a total of ninety-six sessions 6174 applicants. The system also was used for evaluating the applicants on some of 2016's vacancies in a total of forty-four sessions and 2393 applicants. In 2021, The number of applicants for the electronic exam for advertisements for new jobs is 18637 in a total of 176 sessions. (GPC's report,2017)

- Sexth: The electronic archive system in 2013 contains fifteen million documents (interview with Director General of Information Technology,2024)
- Seventh: Job planning GPC gained in 2023 the Arab governmental excellency award in job planning field from the Arab Institution for Administrative Development and United Arab Emirates' government. This was an international competition including 15 categories distributed to individuals and institutions. The Electronic job classification table has become the engine and the control for all the administrative processes on the human resources from (recruitment and appointment to promotion, guiding, training, performance appraisal and other issues up to the civil servants' retirement) increasing the institutions' performance efficiency where 90% of the jobs become (based on specialization) and 10% are supportive jobs for the new vacancies for 2021. Controlling salaries' bell for example for 2020 the estimated cost for the new jobs is about 17 million$ while the estimated cost of the retired civil servants is 31 million$. This means that the reduction is fourteen million. Also, the employment was stopped in 2022 because of the financial blockade imposed by countries around the world. (interview with chairman of GPC,2024)
- Eighth: Mawarid system ,this system is considered as a change in basic assumptions in GPC towards digital transfer. Through this system, GPC was the first of governmental and privet institutions are its transactions are electronic. This is a qualitative leap where in this year 2023, GPC covers more than sixty-five electronic services without the need of using papers. (General director of Information Technology)

definition of digital human resources practices: is using technology and software programs in human resources management's processes starting from planning, employment, training, evaluation, managing communication processes among the employees and enhancing performance efficiently and effectively (Alqtami and Khattab, 2022, pages 24-43)

The concept of digital human resources management:

Difenitions of Digitization Digitalization Digital Transformation are considered

verry similar and overlapping terms and many researchers use them as synonyms as the same meaning through but recently, researchers notice that many researchers conduct conceptual studies to compare among these definitions' meanings.

Where (Oxford,2019 (indicates that Digitization is the process of changing analog data to a digital format (0.1) but researchers Brennen and Kreiss, 2016 define it as a physical process for transforming analog data and information streams into binary digital signals. This means that digitization is a related process to changing a variable content from analog data as papers, records, images, videos, and texts to a digital format using binary digits or the binary systems by using the two digits (0.1). This system enables computers to read and identify these data. For example, if a person enters a paper document through scanners and saves it as a PDF format in a computer, this is considered digitization for that document. Regarding digitalization, the same dictionary identifies it as the process of depending on or the increased use for digital technology and computers by different industrial organizations, fields governments and countries. (savic,2020:29) when finishing changing a paper document into a PDF format in a computer and then uploading this digital document on a web page to be available and accessible every time and place, this process is considered digitalization done by the institution.

 Regarding the definition of digital human resources management, the formulated definitions by researchers are different because the perspectives are different and the depended upon approaches for the studies are different. Where (Ergen, affects01) defines it as globalization and the current technological developments' result which affect human resources management, jobs, and special activities. This leads to the increase of use of information and replanning the procedures related to this management and changing it into digital. But (vardarlier,2020:242) indicates that it is using computer systems, interactive electronic media, and communication network in performing human resources processes for fast and not cost reaching accurate human resources in a specific time and place. While (Maria,2020: 7) mentions that it is changing human resources management through using modern techniques to be digital and depending on data. The researchers (Mia&Faisal,2020:18) define it as changing processes and activities related to human resources and services to digital using mobile devices to guarantee the employees participants and commitments to the institution.

(Fabbri&Scapolan,2019:245) indicates that interknit appearance leads to the increase of connectivity between information technology and human resources management. Where available, technological, advanced solutions, appearance of techniques and digital communication means lead to easily transform objects and information to digital data that facilitates data collection process, fast gaining of these data, and continuous communication. This leads to support human resources management tasks and activities. (Bissola& Imperatori,2019:51)

The importance of digital human resources management:

The interest of applying digital human resources management has increased in the different shapes and fields of organizations because of the big significance of this digital form when it is applied correctly. This form's significance evident in many points as (Mazurchenko& Marik,2019:74-75)

a. facilitating human resources management's tasks and functions, implementing them with less effort and fostering the employees' feeling that management is done in transparency and justice while dealing with the employees.

b. reducing the specific time dedicated to execute tasks by eliminating the routine tasks as saving records, employees payrolls attendance records and other activities, accomplish them digitally through digital tools and means and the capability of saving data and restoring them and reducing the possible mistakes traditionally.

d. increasing human resources efficiency and effectiveness, this helps the institution to keep a comprehensive vision and suitable decision making.

e. the ability to store a huge amount of data by digital database management systems and keeping the privacy of these information.

f. it helps in achieving competitive advantages through improving the quality of the provided services and executing these tasks with less costs and efforts.

g. enabling the institution of facing lack of employees if it exists. Where the employees' role is limited to geographical locations or achieving the tasks in the institution by using the digital tools and means and accomplishing the default societies where the employees can do their tasks remotely.

The two researchers think that the importance of digital human resources management evident clearly when (Covid-19 virus) appeared at the end of 2014=9 and it spreads in2020 all over the world. Where teleworking was required or employees have to do their tasks in their homes to avoid infection with the virus and

stop its spread.

the dimension of digital human resources management in the following:

a. The digital employment: the developed institutions and governments use the digital techniques and artificial intelligence in publishing and advertising job vacancies, receiving the applicants' curriculum vita and as\answering the questions and explanations related to job application as fast as possible through the digital automatic answer machines (Yawalkar,2019:22) where these digital forms and questionnaire are uploaded on the digital platforms. So the applicant could download that application and fill in all his/her required information, qualifications experiences and skills that he/she has and all other fields in these digital applications and submit them to the institutions. (Eshan $ biony,2018:207)

b. The digital selection: with technology appearance which has another opinion and continuous development leads to new methods in the selection process. This selection is done depending on digital tools and means in executing activities and procedures which are related to the selection process as conducting interviews and exams using video programs, internet, scheduling the process for the applicants, social media, digital chatting programs and analyzing their CVs. (paramita,2020:15)

c. The digital performance appraisal: is the process of collecting, analyzing and preparing the required reports to evaluate the employees performance in the institution. Using the modern digital technology is considered with a high significance for the organization and its human resources. Since this process is characterized as transparent, trust, justice, fairness and production accurate evaluation.

 Those in charge of human resources can continuously follow the appraisal stages every time and place thus being able to insure the correct workflow, achieving the highest results and correcting errors wherever they occur and as quickly as possible. (Vardarlier, 2020: 253-254)

d. Digital training and development: after the technological evolution, the appearance of digital electronic tools and devices, the web sites that affect all life aspects and the spread of using them in human resources departments (Eshan & Binoy,2018:207) accessing information has been changed and new channels appear which facilitate getting different types of information. Many organizations and governments started using the modern techniques in their work aspects as employees training. This leads to the elimination of many costs. (Omran & Anan,2018:456)

e. The digital management of compensation: compensation system means using digital electronic tools and multimedia to collect, process and analyze information and data which are related to wages and rewards that the employees receive with the possibility of accessing these information every time and place. (Malkawi,2018:149) digital techniques and means make processing the huge amounts of data which are related to the institution and its employees extremely fast and process. (Zehir,karaboga&basar,2020:273) this enables the institution of making wright decisions and in a suitable time through the availability of complete and accurate information about the jobs and their descriptions, measurement tools, the wage structures and how to plan for these jobs.

f. The digital learning: in light of digital and electronic development and emerging many tools and available digital means to the individuals, the employee becomes representing the executive manager in the career path, can adopt the self-leadership approach, being more effective through looking for the available contents in the learning platforms on the different web sites and developing his/her abilities, skills and capacities. The organization also has a role in enhancing its employees learning through guiding its human resources to the required skills and capacities in the institution, providing learning opportunities through work, providing tools that contain videos and learning solutions available every time and place and the employees can review and get benefits from these tools continuously. (Thite,2019:13) this means that the implementation of digital learning not only restricted to learning, but also includes the world of work. The institutions began seeking to guide and motivate its employees to the digital learning thus improving their quality and productivity.

The institutions' efficient performance:

Performance is seen as a product of the interaction process between the behavior and the accomplishment. (Al-Anzi, Al-Otaibi, Al-Qafari, and Al-Otaibi,2022, P.7) performance is defined as the organizations' ability of sustainability to achieve the balance between contributors and employees satisfaction. The performance is pointed to as a group of outcomes which organizations seek to achieve (Sultan and Asshi, 2021 P.1370) job performance is considered one of the important subjects. Since it

helps in making decisions of transferring and promoting of employees through what the employee provides of possibilities and abilities in work. It also helps the institution to enhance the employees' levels by investing of what they have of latent abilities. It also increases the employees interest in their performance in their work since it is directly connected to what is provided of encouraging incentives and impetuses. This also contributes in discovering the employees weaknesses points and specifying their training points. since this specification is used in evaluating training' effectiveness inside the institution (Addali,2022,page 28). Regarding the efficient performance, it is defined as an effective system in the institutions by which integration is achieved between all individuals' efforts to reach quality and efficiency to provide services with less costs and accomplishing customers satisfaction. It is defined procedurally as the administrative process which depends on communication, information technology planning, controlling, guidance and the electronic archiving for the institution's resources to accomplish the highest possible efficiency using the less possible cist. (Al-Anzi al-otaibi, Al-Qaffari, and Al-Otaibi, 2022, Page 6). Performance efficiency is indicated as a concept connecting the performance and its achievement's level through performance appraisal to specify the efficiency which contributes in work accomplishment. Thus, performance appraisal is considered one of the control tools and performance competency indicates the desired required level to be achieved in the performance in a way guarantees accomplishing the productive activities and processes effectively. Hence, the performance efficiency is called the process of economic rationalization of what is done of processes inside the institutions. This is also called exploiting the productive energies inside the institution and guiding the resources to achieve maximum returns with less costs. (Al-Blooshi,2016,0age 24) (Qabsoon, 2014,page 181) insures that the concept of efficient performance depends on awareness degree in using the available resources in the institution to achieve the maximum returns. In addition to satisfying the employees' desires and needs which reflects on raising their moral which enhances their motivation work. This leads us to two indicators to measure which are availability of human, financial and physical resources in addition to information and the ways of using these resources to achieve the desired objectives.

Results analysis:

The study field framework:

The study population and sample: the study sample consists of human resources employees in the ministerial and non-ministerial institutions in the State of Palestine which are 878 from different administrative levels. This is a targeted sample. 737 questionnaires were returned and the valid ones for the study is 596 questionnaires subjected to statistical analysis.

The analysis is divided using the advanced statistical analysis program Smart-PLS4 into two main parts which are:

1. **Measurement Model analysis**: is the part of the structural model deals with the study validities and indicators. Where it specifies the relations between the viewed variables (indicators or questions) and the non-viewed variables (the latent). It also describes the viewed variables validity and stability.

     Measurement model is divided into two parts which are:

     - Convergent validity.
     - Discriminant validity.

2. **Structural Model analysis** :is the structural model which clarifies the causal relations which exist in the study variables. It clarifies the nature of the relationships between the dependent and non-dependent factors. It also shows the percentage of effect and the interpretation factors for all the independent factors in the dependent ones. Through the structural model's results, the results of the study hypotheses and the value of the relationships (positive or negative) can be clarified and indicated.

Based on the basic stages of the statistical analysis by Smart-PLS4, the data will be analyzed in two phases to make sure that the collected data passed the standards of the measurement model and then the structural model's evaluation to reach to Study hypotheses and accomplishing the study objectives.

Measurement Model analysis:

a.Factor Loading:

Factor loading in the study form can be estimated through testing questions' (paragraphs) loading for all the dimensions. To verify the convention validity of the study form, the validity of the form by measuring factor loading. Where the results

in table 4 indicate the questions' factor loading (questions) for all the study factors.

Table 1 factor loading Results of all the questions for all the study model's dimensions

Factor loading	Question	Code	Table 1: Dimension
0.828	In my institution, we aum to digitalize what is capable for digitalization.	DT1	Digital transformation
0.801	Through digital transformation, we collected a huge amount of data related to the institution's work through multiple resources.	DT2	
0.880	In my institution, we aim to establish a more strong link using the digital techniques for the administrative procedures (inside the institution and the others).	DT3	
0.876	In my institution, we aim to effectively enhance the digital interface for the users.	DT4	
0.809	In my institution, we aim to adopt applying information exchange electronically.	DT5	
0.735	Employees selection is done within a job description that meet the institution's vision and values.	DHR1	Digital human resources management
0.869	In my institution, there is an interest to create a healthy work environment through a suitable leadership.	DHR2	
0.755	In my institution, there is a committee that nominates scholarships and rewards based on subjective criteria linked to digital performance appraisal.	DHR3	
0.748	In my institution, we can implement the tilework's policies.	DHR4	
0.856	In my institution, employees participate in taking strategic decisions each within his/her specialization.	DHR5	
0.866	In my institution, there is a care of taking strategic decisions related to the work interest including technology.	DHR6	
0.841	In my institution, there is a care for group working by using technology.	DHR7	

0.818	Through applying digital transformation we were able to reduce the operating costs.	OP1	
0.899	Through applying digital transformation we were able to improve the speed in which we develop new solutions for cervices receivers.	OP10	
0.859	Through applying digital transformation, we were able to improve the reliability of relying on information technology systems.	OP11	
0.848	Through applying digital transformation we were able to increase the efficiency.	OP2	Institutions' efficient performance
0.879	Through applying digital transformation we were able to generate more new knowledge.	OP3	
0.895	Through applying digital transformation we were able to increase our services' quality.	OP4	
0.882	Through applying digital transformation we were able to increase the level of innovation's outcomes.	OP5	
0.895	Through applying digital transformation we were able to improve our speed of response to the applications.	OP6	
0.894	Through applying digital transformation we were able to expand the receivers of our services.	OP7	
0.868	Through applying digital transformation we were able to increase the flexibility which we perform the different tasks of our work.	OP8	
0.857	Through applying digital transformation we were able to reduce the tasks crisis (task overhang).	OP9	

The source: the two researchers preparation based on Smart PLS program

Through noticing table 1 and the figure, it is worthy to mention that the study tool includes 22 questions. When we examine the internal consistency – the factor loading, none of the questions was deleted because of their factor loading which is less than 0.50. this could affect the factor's stability so they should remain 22 questions to measure the standard form. (Hair Jr et al., 2021).

b.constructing validity, reliability, correlation and discriminant validity: the

selected form in this study contains three latent variables with a reflective standard form. We would like to find positive estimations among the latent and obvious variables. Table 5 clarifies Cronbach's alpha and the explained average variance., the average variance explained AVE, correlation and discriminant validity.

Table 2. Criteria for accepting convergent validity items

)AVE(explained average variance	Composite reliability	rho_A	Cronbach's alpha	
0.705	0.923	0.898	0.895	Digital transformation - General Personnel Council
0.761	0.972	0.969	0.969	Institutions' efficient performance
0.659	0.931	0.920	0.913	Digital human resources management's practices

source: Smart PLS program outcomes

noticing table (2) and the figure Eben Majee' adopts that AVE transactions are o=moral and acceptable statistically. This means that all values are bigger than 0.50 which indicates that each latent variable expresses more than a half of its variance indicators. For Majee' the CR trust transactions are (composite and moral) are acceptable statistically because they are more than 0.70. This means that the used standard form is trusted. In addition, all Alpha Cronbach's transactions are also moral and acceptable statistically because they almost all are more than 0.70. this is complies with the composite trust indicator.

c. Discriminant validity

1. Heterotrait-monotrait ratio (HTMT) – List:

Table 3: Correlation and discriminant validity

Heterotrait-monotrait ratio (HTMT)

0.745	**Institutions efficient performance <-> digital transformation –General Personnel Council**
0.713	**Digital human resources management' practices <->digital transformation –General Personnel Council**
0.620	**Digital human resources management' practices <->Institutions' efficient performance**

2. Fornell-Larcker criterion

Table 4: **Fornell-Larcker criterion**

Digital human resources management's practices	Institutions' efficient performance	Digital transformation	**Fornell-Larcker criterion**
		0.840	**Digital transformation – General Personnel Council**
	0.873	0.695	**Institutions' efficient performance**
0.812	0.587	0.650	**Digital human resources management's practices**

HTMT value is less than 0.85 the listed values or results in table (6) this confirms the discriminant validity (Henseler et al., 2015). After that, (Discriminant validity) was evaluated which is expressed in the current model through Fornel-Lacker criterium's value. Where table (2) expresses that the Sqrt for latent variables' AVE digital transformation, digital human resources management's practices and institutions' efficient performance are more than the accompanied latent correlations (LVC). This indicates the discriminant validity.

Structural Model evaluation

Through the previous measurement models we make sure that the process of structuring this study's model is reliable and valid. The next step in PLS-SEM is the

structural model's evaluation. Before moving to this step, it is important to examine the coloniality level in the structural model in accordance with PLS-SEM methodology. The coloniality appears in when tolerance's values from 0.20 or less and VIF variance inflation factor is 5 and more. Respectively..(Joseph, Tomas, Christian, & Marko, 2017, p. 164).

a. Collinearity Statistics (VIF)

Table 5: Table 5: multicollinearity Evaluation

Collinearity Statistics (VIF)	
(VIF)	**Dimensions**
2.73**1**	**Digital transformation–General Personnel Council <- institutions' efficient performance**
1.000	**Digital transformation–General Personnel Council <- digital human resources management's practices**
.732**1**	**Digital human resources management's practices**

Source: Smart PLS outcomes

Table 5 points that there is no multicollinearity problems. Where all VIF values are less than 5 (within permissible limits).

b. R^2 :R^2 : is a common measure by which the structural model is evaluated. This coefficient represents the collected effects for all the independent variables on the dependent variables.

Interpretation factor (The determination 's coefficient) it is considered the most common measure to evaluate the structural model which is also known as R^2 value. This factor represents a measure of predictive power It is also calculated as the squared correlation between actual and predictive values related to the structural model. depending on the measurement model in the following illustration number (4) sows the interpretation factor's results R^2 . where the results show that institutions' efficient performance and digital human resources management's practices are interpreted by the independent variable (digital transformation in General Personnel Council) as shown in the following table:

Table 6: R-square

R Square	
0.514	**Institutions' efficient performance**
0.423	**Digital human resources management's practices**

R² values for the comprehensive model here is average according to Chin (1998) . which indicates: recommended R2 values for endogenous latent variables based on : 0.67 (substantial), 0.33 (moderate), 0.19 (weak).

It shows the interpretation factor's results. Where table 6 shows that the dependent variable (institutions' efficient performance) is interpreted in 51% by the independent factors (digital transformation- General Personnel Council). This means that the other 49% of the remain percentage of the interpretation for other factors which are not examined in the current study form. According to the applicable values for the interpretation factor R² 64% is considered as an average interpretation rate.

c. Prediction quality Q2

The prediction quality measurement Q2 predictions ability outside the study's sample or its prediction importance. When the path form appears in PLS program a predictive relationship, it predicts accurately the unused data in the form's estimation. In the structural model, Q2 values points less than 0 for a latent internal specific variable to the predictive relevance to the path model to structure a dependent one. The following table clarifies the study's quality results.

Table 7: predictive quality Q2

Dimension	Q²_square
Institutions' efficient performance	0.480
Digital human resources management's practices	0.420

The above table shoes that the predictive quality value is moral and statistically

acceptable because it is more than 0. This shows that the existent variables in the study form have the ability of prediction according to the used data.

d. Effect size (**F²**): f^2 which in its turn explains the ability of each independent variable (digital transformation- General Personnel Council) to interpret the dependent variable which is institutions' efficient performance as average. While the effect of digital transformation- General Personnel Council – digital human resources management's practices are high. While the effect of digital human resources management's practices on institutions' efficient performance is low according to (Cohen, 1988) who points that: f-square is effect size (>=0.02 is small; >= 0.15 is medium;>= 0.35 is large) (Cohen, 1988).

 We clarify this in the following table and figure.

Table 8: the effect of F²

The result	f-square	
Average	0.349	**Digital transformation – General Personnel Council- <institutions' efficient performance**
High	0.732	**Digital transformation – General Personnel Council- <digital human resources management's practices**
Low	0.065	**Digital human resources management's practices <- institutions' efficient performance**

 Source: Smart PLS outcomes

e. Hypotheses testing: after confirming interpretation factor, the effect, f^2 prediction quality Q2 Collinearity (VIF) the standard and the structural models in the figure 4, the hypotheses results were examined in the following table:

Table 12: Regression coefficients

Decision	P Values	T Statistics (|O/STDEV|)	Original Sample (O)	
Decision	P values	T statistics	Transactions	**Variables**
Acceptance	0.000	11.947	0.542	**Digital transformation – General Personnel Council <- institutions' efficient performance**
Acceptance	0.000	21.643	0.650	**Digital transformation – General Personnel Council <- digital human resources**

				management's practices
Acceptance	0.000	5.210	0.235	**Digital human resources management's practices <- institutions' efficient performance**
				Specific indirect effects
Acceptance	0.000	4.969	0.153	**Digital transformation – General Personnel Council <- digital human resources management's practices**

Source: Smart PLS outcomes

Regarding the first hypotheses H1: there is a statistically significant relationship ($0.05 \leq \alpha$) between (digital transformation diminution – General Personnel Council) and (institutions' efficient performance) from the point of view of all the ministerial and non-ministerial institutions in the State of Palestine.

The structural model analysis results show that there is a positive and moral correlation between the diminution of (digital transformation – General Personnel Council) and the diminution of (institutions efficient performance). Where the value of the correlation reaches 0.542 in a moral level of 0.5. this means that when enhancing the diminution of (digital transformation – General Personnel Council) for one degree, the diminution of (institutions' efficient performance will be improved in 54%. Following the t-value, we notice the meaning of this relation. Where this value was than 1.96. this value expresses the acceptance of the main hypotheses H1.

Regarding the second hypotheses H2 there is a statistically significant relationship at the level of ($0.05 \leq \alpha$) between the diminution of (digital transformation – General Personnel Council) and the diminution of (digital human resources management's practices) from the point of view of all the ministerial and non-ministerial institutions in the State of Palestine.

The structural model analysis results show that there is a meaningful and positive correlation between the diminution of (digital transformation – General Personnel Council) and the diminution of (human resources management's practices) where the correlation's value is 0.650 at the meaningful level of 0.5. This means that when enhancing the diminution of (digital transformation – General Personnel Council) for one degree, the diminution of (human resources management's practices) will be improved for 65%. Following t-value, we notice the meaning of this relationship. Where T value reached bigger than 1.96. this expresses the acceptance of the second

hypotheses H2.

Regarding the third hypotheses H3,there is a statistical significant relationship at the level of (0.05≤ α) between the dimension of (digital human resources management's practices) and the dimension of (institution's efficient performance) from the point of view of all ministerial and non-ministerial institutions at the State of Palestine.

The structural model analysis results show that there is a positive and meaningful correlation between the dimension of (digital human resources management's practices) and the dimension of (institutions' efficient performance). Where the value of the correlation is 0.235 at the meaningful level of 0.5. this means that when enhancing the dimension of (digital human resources management's practices) for one degree, the dimension of (institutions' efficient performance) for 23%. Following the t-value we notice the meaning of this relation. Where T value was bigger than 1.96. This value expresses the acceptance of the third hypotheses H3.

Regarding the fourth hypotheses H4, there is a statistical significant relationship[at the level of (0.05≤ between digital transformation – General Personnel Council -> the path of digital human resources management's practices -> institutions' efficient performance from the point of view of all ministerial and non- ministerial institutions at the State of Palestine.

The structural model analysis results show that there is a positive and meaningful correlations between the dimension of (digital transformation – General Personnel Council) and the dimension of (institutions' efficient performance) in the presence of a mediating variable (digital human resources management's practices. Where the correlation's value reached to 0.153 at the meaningful level if 0.5. This means that when enhancing the dimension of (digital transformation – General Personnel Council) for one degree, institutions efficient performance) at the presence of a mediating variable (digital human resources management's system for 15%. Following t-value, we notice the meaning of this relationship where t value was bigger than 1.96 this value expresses the acceptance of the fourth hypotheses H4.

Study's Measurement and structural model:

Structural model analysis: it is the internal model that clarifies the exist cause-effect relationships among the study's variables. It clarifies the relationship's

nature between the independent and independent factors. It also shows the Empact's percentage and the interpretation factor for all the independent factors in the dependent one. Through the structural model's results the study's hypotheses results, the relations values and their nature (positive or negative) could be clarified.

Figure 2: results of the structural and measurement models of the study
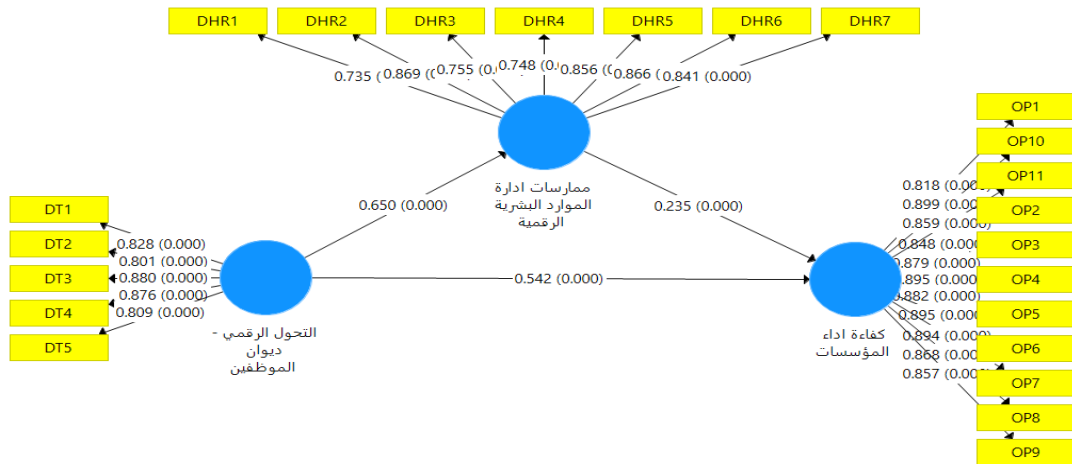
Results:

In order to understand the nature of mediation analysis, its types are discussed theoretically and formulate a practical model through our research represented in studying digital transformation's impact in General Personnel Council on institutions' efficient performance in Palestine: a study case of ministerial and non-ministerial institutions a mediator variable was inserted represented in digital human resources management's practices

Through that there is a variant degrees among the dimensions. Where there it is a positive sand high relationship between the digital transformation in General Personnel Council and the digital human resources management's practices with a percentage of (56%) there is a moderate positive relationship between digital transformation in General Personnel Council and institutions' efficient performance with a percentage of (54%) there is a weak relationship between digital human resources management's practices and the institutions' efficient performance with a

percentage of (23%). Where this study provides many recommendations the most important is: increasing awareness, knowledge and training which focus on the importance of digital transformation and its scientific applications in human resources management, providing financial allocations to support invasions of smart phones applications among the State of Palestine's employees and focusing on using digital transformation techniques in the ministerial and non-ministerial institutions in the State of Palestine to enhance the institutions' efficiency and accomplishing the desired objectives through the optimal exploitation of resources. This was done after using Bootstrapping. Methodology.

Through our study we can conclude that Bootstrapping (2004-2008 ,Preachers and Hayes) methodology

Is a strong tool to analyze mediation and the most effective according to PLS-SEM with SmartPLS. that is why we suggest this technique to analyze mediation for the researchers in the field of public administration specially in what is related to evaluation of measurement models and the structural model.

Recommendations:

1- Enhancing adopting digital human resources practices in GPC's activities which helps in improving the daily processes and increasing performance efficiency.
2- Developing special training programs in digital leadership which contributes in enhancing digital transformation in the institutions.
3- Activating the rewards system to promote creativity and innovation in the field of digital transformation in GPC which reflects that on the other ministerial and non-ministerial institutions in the State of Palestine.
4- Developing comprehensive strategies for digital transformation through a completed formulation for digital transformation taking into consideration all the administrative processes in human resources management to accomplish the desired objectives.
5- Continuous control and evaluation (feedback) for digital transformation in GPC to determine the extent of achieving goals and specify the fields which should be improved or modified.

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Interviews "General Personnel Council":

Time	Day	Month/year	Position	Number
8.30 AM	Tuesday	13 February/2024	His Excellency Chairman of GPC	
10 AM	Tuesday	13/February/2024	Deputy Assistant for Supportive Departments	
11.30 AM	Tuesday	13/February/2024	General Director of Information Technology	
1 PM	Tuesday	13/February/2024	Interview with Director General of Civil Service Affairs	