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INVESTIGATING THE EFFECT OF ELECTRONIC HUMAN RESOURCE MANAGEMENT ON THE GOVERNMENTAL ORGANIZATIONS' PERFORMANCE (CASE STUDY: THE POLICE OF TEHRAN PROVINCE)

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ABSTRACT

In this study regarding the importance of E-government in line with the service development and the performance of governmental organizations, we studied the effect of electronic human resource management as one of the main and vital variables in governmental organizations on the performance of governmental organizations. In this regard due to the available electronic human resources in Tehran Provincial Police, we investigated the effect of this variable on police performance. The method of current study is a descriptive, scrolling and correlation type. To investigate the research variables we used two questionnaires with 33 items and the electronic human resource management questionnaire and the police performance evaluation questionnaire were distributed among 200 experts in General Staff and Islamic Republic Police Organization and 400 citizens, respectively. The research hypothesis was investigated after confirming the validity and the stability of the questionnaire using Pearson Correlation ND Structural Equation Modeling. The results obtained from investigating the main hypothesis of the research showed that electronic human resource management has a meaningful and positive effect on police performance. This relationship at the significant level of 95%

confidence is about 65%. The entire claimed hypothesis by the researcher also is positive and meaningful.

KEYWORDS: Electronic human resource management, governmental organization performance evaluation, Islamic Republic Police.

1. INTRODUCTION

The main motivator for human resource management reforms comes from providing a better government in which we suggest that the relevant department change its direction toward a strategic approach that based on this research, this change of direction and strategic approach is done through new governmental services. New government services are the factor of some challenges in the field of applying some of traditional human resource management principles (Pollitt and Boukaert, 2017). New governmental services consider the government as the market-oriented company that behaves citizens like customers (Dehardt and Denhardt, 2018). The challenge is that we need to go toward democratic processes in relation with citizens more than before to get closer to this goal. In this regard, we should design and apply a system of human resource management that provides a Participatory State Context as a strategic tool (Patra, 2017). Today, information technology has spread to all parts of the organization, and even the most important source of the organization, that is, human resources have not been affected by this impact. Information technology has led organizations to have a comprehensive vision of their resources, especially human resources (Propa et al., 2018). Using this system, you can add more staffing powers and provide them with the full information they need to do the job or work of the organization in the best way. On the other hand, the expansion of the activities and duties of managers in the field of human resource management and the continuous interaction between these activities and the need for coordinated planning in attracting, the effective maintenance and utilization of human resources as the most important strategic resource for each organization, the creation of an appropriate information system, and the up-dating of the system's information in large organizations is essential. Many organizations in the Americas and Europe have benefited from their latest findings and introduced the electronic human resource system. The feature of this system is its flexibility in various organizations, and many organizations have devoted a variety of research in this field and have helped to increase the effectiveness of HRM by upgrading human resources systems (Ghanbari et al., 1395). More than three decades have passed since the emergence of new state-owned management and more attention has been

paid to the performance management system of government agencies. In these thirty years, the performance management system of government agencies has become more complex, more comprehensive, and more precise (Hawkeye, 2017). However, more complex, wider, and more detailed studies of the functioning of this evaluation system by the researchers show that there are still many weaknesses in the system (Coagenson et al., 2016). Also, the survey of citizens' satisfaction with the performance of government agencies over the past thirty years did not indicate a significant increase in the performance of government agencies (Brachi et al., 2017). Continuous improvement in the performance of organizations creates a massive combined force that can support the growth and development agenda and create opportunities for organizational excellence. Governments, organizations and institutions are putting forward efforts on this issue. Without continuous knowledge of the extent to which progress is being made and the achievement of goals, and without identifying the challenges facing the organization and gaining feedback, and being aware of the extent to which policies are being implemented and identifying those areas that require serious improvement, continuous improvement will not be possible. All of these cannot be measured and evaluated. Therefore, this research studies the impact of one of the key variables in governmental management, namely HRM, but with an electronic approach to the performance of government agencies. The main question of this research is whether the effectiveness of electronic human resource management has improved the performance of government agencies (case study of the present research: Tehran police force)? If this is the case, then electronic HR management can be developed in government agencies and military organizations, and through this development, the government's operational successes are also enhanced. In this study, the main theories and models of the main two main variables of the research, namely, electronic human resource management, as well as the management of the performance of government agencies are mentioned. Then previous researches and the initial model and research hypotheses are explained. The research methodology is presented below. Afterwards, the findings of the research are presented at the end of the discussion and conclusions about the results.

2. RESEARCH LITERATURE

2-1. Human Resource Management

The term "electronic human resource management" was first used in the 1990s, which means that human resource management transactions are using the Internet (Panayotopoulou et al., 2016). This concept includes important areas of human resource management such as:

electronics attraction, electronics selection, e-learning and electronic compensation (Lin, 2018). Increasing and improving administrative efficiency and the use of various dimensions of technology to HR managers allows them to use fewer staff and play a more valuable role in their organization. The rapid evolution of electronic human resource service delivery systems has resulted in more and more informative and accessible formats for staff and managers, and they can take advantage of this information in line with the organization's resources (Patra, 2017). e-HRM is actually a supporter of human resources management, using advanced technologies and with many desires. E-HRM is a relatively new term for IT support from human resource management, especially using Web technology. The management of electronic human resources can be limited, Administrative support (executive) defines the tasks of human resources using Internet technology (Noparatayaporn et al., 2017). In short, the definitions of electronic human resource management can be seen in Table 1.

Definition	Source
The management of electronic human resources involves any kind of technology that distributes human resource services.	Leggh Hall and Mooritz (2007)
E-HRM is a way to implement strategies and policies and actions in organizations through the deliberate support of Web-based channels. This term has a broad meaning and includes things such as applying, applying, or realizing something. Therefore, electronic human resource management is a concept of human resource management practices.	Roel et al (2009)
Considering the implications of the evolution of electronic human resource management, they defined it as: E-HRM can be defined with limited administrative support for human resource tasks using Internet technology.	Vermont and Velden (2011)
He expanded the definition of electronic human resource management within a network structure as a central issue. He described the management of human resources in the design, implementation and application of information technology for networking and supporting at least two individual or collective actors in order to share human resources activities.	Stromer (2015)

2-1-1 The traditional pattern of government affairs

Today, government agencies are under pressure in all governments to make fundamental changes to the way things are done. Since the need for reform in the public sector is targeted at all aspects of the performance of this sector, it is therefore necessary first to reengineer the traditional pattern of state administration and then the need for changes in the human resources management system of the public sector, the description Given (Peasants and

Mercy, 1395). Re-engineering the state and rebuilding it is one of the best tools for solving public sector problems. This succeeds in removing widespread frustration with bureaucracy and the bureaucratic government, and responds to the people's will to implement new initiatives that will stop the government from plaguing the problems. The traditional pattern of state affairs, which has been the most consistent and successful management theory in the public sector, is being replaced (Sorkkali Moradi et al., 1396). There are many reasons for this replacement, as shown in Figure 1. In the era of change, where the changes involve a comprehensive shift in the role of community management and the relationship between government and citizens, the traditional pattern of government affairs has replaced its new state-owned management (Sorkkali Moradi et al., 1396). However, even if modern governance is not a well-established pattern, even if some of the changes are better than other changes, there is no way back to the traditional model of administration that was dominant in most of the twentieth century (Sangseenil, 2017).
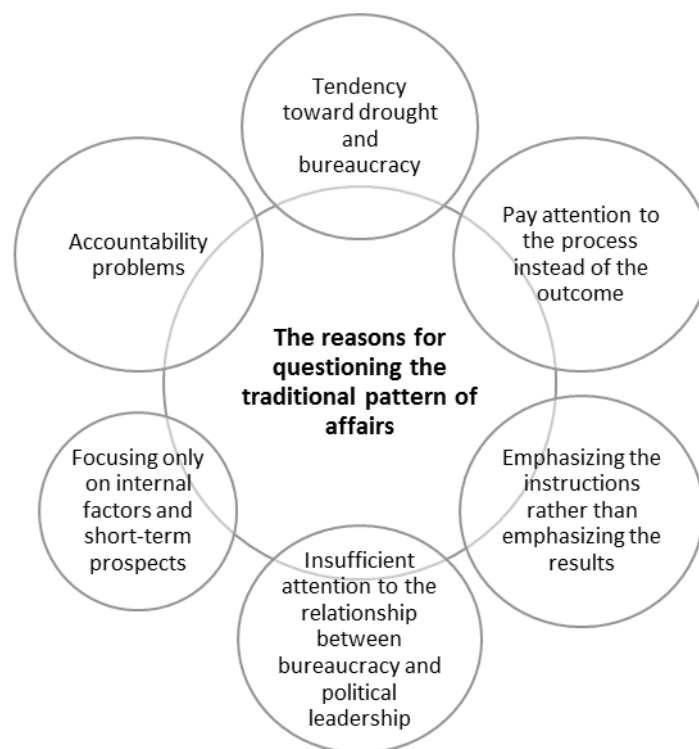
Figure 1: Under-question of the traditional pattern of affairs (Sangseenil, 2017).

2-1-2. Modern systems of human resources management of the public sector

The Organization for Economic Cooperation and Development (EECI) claims that a path that most countries can take to improve the production and distribution of public goods and services is adding government agencies to performance through improved human resource

management, including training and attracting talent and paying for The basis of performance is the involvement of more employees in decision making and management, Use of information technology, receiving feedback from the client and emphasizing the quality of services (Ghanbari et al., 1395). With the adoption of the first to fifth-country development laws, a new chapter in policy-making and decision-making for economic and social development began. With a slight reflection on these policies, especially in the strategy of transforming the public sector, the streaks of the new state-management movement are clearly in the form of policies such as privatization, the reduction of government and the shift in human resource adjustment, the injection of management principles Government commerce and outsourcing of public services to executive agencies. Developments such as deconstruction, market research, citizen's special rights, along with the creation of next-generation firms in the public service sector, and lexical influence such as miniaturization, re-engineering, decentralization, outsourcing and privatization in manpower management, manifestation of modern state governance (Panayotopoulou et al., 2017). In general, the three relatively new key events, in general, questioned the survival and efficiency of traditional human resource management and human resource management from the private sector: the first event of the 1964 Citizens Rights Act was to support equal employment opportunities. The traditional recruitment system undermines traditional performance evaluation techniques. The second event, helping to better shape the human resource management environment in the public sector, the 1978 rehabilitation law was the basis for questioning bureaucratic structures and processes, but the third event, one of the main assumptions of this research, was the modern state service (West et al, 2016), which is described in detail below. It will be dealt with.

2-1-3. New government services

Given the traditional pseudo-paradigm of affairs as the thesis and paradigm of modern government management as an antithesis, Synthesis suggests a syntax called the pseudo-paradigm of modern state service based on democratic citizenship, organizational philanthropy, discourse theory, and society Civil society is at the forefront of public interest (Torabi et al., 1394). In fact, in this pseudo-paradigm, government executives must take a citizen-centered approach and replace hierarchical attitudes with partnerships. With these two strategies, they will be able to play their true role in the future (Maran et al., 2018). The reform of the new state-owned services has many aspects, one of which was the development of a large society in which it encouraged greater participation and respect for the voice of the

citizenship community, in order to facilitate the goal of improving the quality of service provision (Latan et al, 2018).

2-1-4. Accountability in modern government services

The issue of accountability has always been taken into consideration in the private sector and attempts have been made to create the appropriate structures and methods for realizing this, but in the public sector, the issue of accountability becomes of paramount importance, because here the issue of interests and interests is raised (Sorkkali Moradi et al., 1396). Orkila has considered political accountability, bureaucratic accountability, and personal accountability as traditional accountability forms. This is while the common discourse is a new type of accountability that can be linked to new governance structures such as new state-owned services. The common discourse emphasizes the importance of public debate, openness and transparency. Debates and debates over the axis of this type of accountability can be linked to changing conditions for policy responsiveness and governance. The relationship between administration and civil society largely depends on the openness of the decision-making process, the transparency of information and the public's access to information (Nargesian, 2011). Table 2 shows different forms of responsiveness in traditional government management, modern government management, and modern government services.

Table 2: Changing the concept of accountability in the light of changing patterns of governance (Nargesian, 2011).

Office template	Substrate	Accountability mechanism	atributies	Types of Accountability
Traditional government management	Bureaucracy	Rules, Procedures, Settings, Supervision and Custody	Hierarchical, legal	Bureaucratic
New government management	Market	Self-regulatory competition	Crowd or customer oriented	Function
New government management	Public domain	Public debate, discourse, transparency, access to information	Interactive, discourse-oriented, revealing, general	Common discourse

2-1-5. Browse existing conceptual models

The review of models reveals two categories of model in the public sector: 1. Traditional models focusing on HRM in the central organization are personnel, dictates the rules and procedures that seem to work to achieve justice and equity (Shahbaz, 2018).

Private models or outsourcing, which, according to researchers, have been the most effective models in the field of human resource management in the public sector (Ghanbari et al., 1395). Table 3 shows the differences between traditional and imported models from the private sector with the model corresponding to the assumptions of the public sector.

Table 3: Comparison of models from eight factors (Shahbaz, 2018).

duty	Traditional models	Models of privatization or outsourcing	A model based on the assumptions of modern government services
Provision of services	Centralized	Contractual	Collaborative (Queue managers and HR manager)
Oriented Goals	Based on rules and policies	Based on the effectiveness of contracting	Goals of human resources management, organization and society
The pattern of communication	Up- down (From staff managers to queue managers)	In the form of reports and contract control	How many directions? (Personnel managers, queue managers and people)
Feedback feature	Official and unofficial complaints from queue managers	-	Ongoing (Personnel managers, organizational managers, employees and people)
The basis of value	Deserves	Performance and values of the private sector	Meeting the goals of the individual, organization and people
The role of public sector human resources director	Merit	Contract negotiator and executor	Corporate Consultant and Civil Rights Advisor
The role of education	Director of Government Personnel (Limited to Primary Duties)	Negotiating skills and contracting	Human Resources Management, Governmental Management

2-2. Performance of government agencies

The speed of changes in existing societies and the changing expectations and demands of people from governments in the present age, on the one hand, and the need for efficient and

effective use of limited resources on the other, has led to optimal management and meeting the needs of societies, It's inevitable from governments. One of the most important systems that governments use to ensure the effectiveness of their performance and each of their executive agencies is the performance evaluation system (Anvari Rostami et al., 1395). All organizations, whether governmental or private, need effective performance management systems for development, growth and sustainability in a competitive environment that can measure the effectiveness and effectiveness of their organization, process and manpower programs. Efficient organizations do not suffice to collect and analyze data, but use these data to improve the organization and realize the missions and strategies of the organization. In other words, instead of evaluating performance, they manage performance. After the 80s, when a new government administration was introduced, Principles for the management of the performance of government agencies were raised by these principles of efficiency, effectiveness, and accountability of government agencies (Novati et al., 2017). "If we were able to measure what we talk about and to express in terms of numbers, we can claim that we know about the subject under discussion," says English physicist Lord Kleven of the need for measurement. Otherwise our knowledge and knowledge will be incomplete and will never reach puberty "(Sorkkali Moradi et al., 1396).

Also, experts and researchers believe that performance evaluation is a major issue in all organizational analyzes, and organizational thinking that does not include evaluating and measuring performance is difficult. Evaluation and measurement of performance will lead to system intelligence and to motivate individuals for the desired behavior and is the main component of organizational policy development (Maran et al., 2018).

2-3. Background research

2-3-1. Internal studies

Samavati and Rescue (2009) reviewed the performance evaluation system of NAJA staff from the managers' point of view. This paper aims to evaluate the performance evaluation system of NAJA staff from the viewpoint of managers. To this end, using theories related to employee performance evaluation, desirable indicators have been compared and compared with the performance indicators of employees in NAJA, which are currently in use at the end, functional proposals are presented to improve the performance evaluation.

Imani-Pour et al. (2012) in a research on the role of e-HRM on organizational innovation, found that electronic payment and reward-based remuneration based on performance,

performance management, and training management have the greatest impact on encouraging staff to innovate.

Doaghoyan (1393), in his article, aims at understanding the interactions of the police and the people and seeks to elaborate the pattern and rebuild the interaction of the NAJA with the community. In this paper, it can be seen that the social interaction tools of the police with the people include four cases: 1) exchange interaction (110 police and the general monitoring center); 2) power interplay (reward system and system of violence); 3) discursive interaction (Mass media); (4) social interaction (human relationships).

Pourasdie et al. (2014) examined the impact of police performance assessment on increasing the sense of community safety of mountain climbers. The results of this study showed that there is a significant correlation between police actions in the mountain level and the safety of mountain climbers, the presence of mountain climbers in the mountains and the reduction of the presence of criminals in the mountain range.

Ghanbari et al. (1395) investigated the role of electronic human resource management on organizational effectiveness in the education organization of Golestan province. The purpose of this study was to investigate the role of electronic human resource management on organizational effectiveness in Golestan province educational organization.

Dehganan and rahmati (1395) in their study examined the factors affecting the success of electronic human resource management. In this research, the main goal is to identify and prove the relationship between the effective factors and the success of electronic human resource management systems. In this regard, the researcher has categorized them into four groups of technological, organizational, behavioral and environmental factors by studying relevant literature and aggregating the characteristics.

2-3-2. Foreign studies

Raji and Weshladeh (2013) assessed the citizens' satisfaction with Belgian local police services based on six pillars, and compared the police force of six major cities in Belgium. The axes presented in this article are: 1. Social activities and support; To handle citizens' requests; 3. Police interventions and measures; 4. Assistance to victims of accidents; 5. Local police investigations and investigations to detect crimes; 6. Strive to maintain public order.

Madan and Nala (2018) examined the citizens' satisfaction with Indian police based on four indicators of procedural justice, police performance, professionalism and integrity. The results of their studies show that older people are more satisfied with the police. There was also a positive and significant relationship between citizens' satisfaction and procedural justice, police performance, professionalism, and integrity.

Salgado Carvalho and Fidelis (2018) focused their attention on citizens' complaints from government agencies, saying that public complaints from environmental government agencies are a good source of information on the performance of government agencies.

2-4. Primary model and research hypotheses

The theoretical framework of this research is based on two models. First, the framework of the Human Resources Management Model for Electronics, explained by Ganbari et al. (1395). Also, the model of performance appraisal in police force is based on the Rogie and Vershled model (2013) of the police performance evaluation, which has 6 components. The components presented in this article are: 1. Social activities and support; 2. Addressing citizens' requests; Police interventions and measures; 4. assistance to victims of accidents; 5. local police investigations and investigations to detect crimes; 6. efforts to maintain public order. According to the two main models of Figures 3 and 4, the original model of this study is illustrated by combining the two models in Fig. 5.
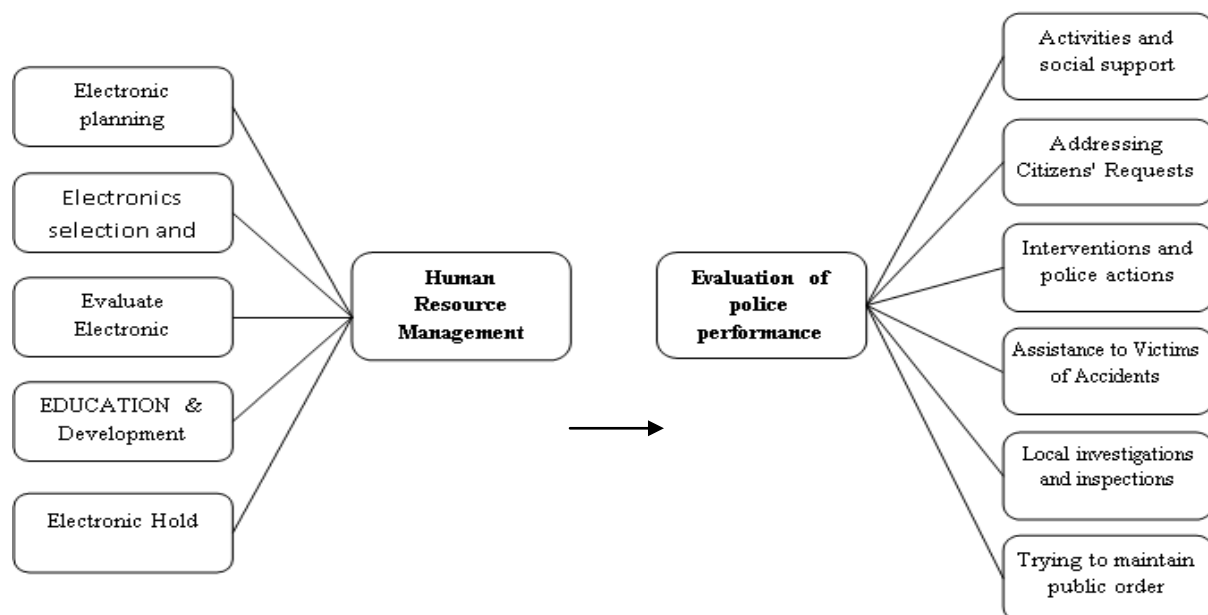
Figure 5: Primary research model based on Ganbari et al. (1395) and Raji and Vershlade (2013).

Based on the original research model, the main hypotheses of the research are explained as follows

1. Electronic planning strengthens the performance evaluation of government agencies (police forces of Tehran province).

2. Selection and recruitment of electronics will strengthen the evaluation of the performance of government agencies (Tehran Provincial Police).

3. Evaluating the performance of the electronics will strengthen the performance evaluation of government agencies (Tehran's police force).

4. Electronic education and development will strengthen the evaluation of the performance of government agencies (Tehran's police force).

5. Electronic retention will strengthen the performance evaluation of government agencies (police forces in Tehran province).

6. The management of electronic human resources will strengthen the activities and support of the Tehran Police.

7. The management of electronic human resources will strengthen Tehran's police interventions and actions.

8. The management of electronic human resources will strengthen the consideration of requests by citizens of Tehran.

9. The management of electronic human resources will strengthen the relief efforts of the victims of the events in Tehran.

10. The management of electronic human resources will strengthen local investigations and inspections in Tehran.

11. The management of electronic human resources will strengthen the efforts to maintain Tehran's public order.

3. RESEARCH METHOD

The present research is applied in terms of purpose and descriptive in terms of method. This means that the researcher does not manipulate variables in the variables and describe the variables as they exist and analyze the collected data. It is also a survey method. A survey has been conducted by the researcher for distributing the questionnaire to collect the data needed to analyze the relationships. Field scrolling is done using a questionnaire designed to cover all dimensions needed to investigate research hypotheses. Questions were designed using various sources related to the research topic. The research questionnaires were distributed among the two groups. To evaluate the management of electronic human resources, the views

of all experts and employees of the General Staff of the Armed Forces and the Iranian Police Force in the province of Tehran were used. Due to lack of access by the researcher to the whole statistical society, sampling method is used. For this purpose, using the Cochran sampling method for limited communities, the number of sample members was estimated. According to the number of 400 experts and experts in these organizations (according to the statistics taken from the reference agencies), the sample number was determined according to the Cochran formula

$$n = \frac{Nz^2pq}{Nd^2 + z^2pq}$$

Considering the values of 0.5 for p, q and 1.96 for z, and also for 0.05 for D, the number of samples is 196, which was distributed to more than 200 questionnaires. The cluster sampling method was based on access to experts. Thus, 100 questionnaires were distributed to the General Staff and 100 questionnaires in the Tehran police force command. Citizens' opinions were also used to assess the performance of the police in Tehran. Given that citizens are considered as users of police services, they are better than any other organization to assess the performance of the police force. For this reason, considering the unlimited number of citizens in Tehran province, according to the Cochran formula for unlimited societies, a number of statistical samples were obtained

$$n = \frac{z^2pq}{d^2}$$

Considering the values of 0.5 for p, q and 1.96 for z, and also for 0.05 for D, the number of samples was 384, and 400 questionnaires were distributed for reliability. The simple sampling method was randomized and the researcher, along with 2 assistants in 1 week, distributed questionnaires in crowded places such as Valiasr Metro Station, Revolution and Freedom. The method of collecting information is a library. The theories and principles and literature study using research, articles, books, theses and research achievements of other domestic and foreign scholars whose works on valid scientific databases internally and externally has been approved, was used. Field data was also used to collect data. That is, using the questionnaire, the required data was collected from the designated statistical sample. The questionnaire is a tool for collecting data in this research. The 15 items were evaluated in a questionnaire to investigate the management of electronic human resources based on Ganbari et al. (1395). 18 items were also considered for performance evaluation

according to the study by Raji and Weshlade (2013). In order to confirm the validity and comprehensibility of the items, experts' opinions were used and some of the cases that were ambiguous were resolved. Also, in this research, the reliability of the questionnaire was calculated using Cronbach's alpha method and for the whole questionnaire it is higher than 0.7, it can be claimed that the questionnaire has enough reliability to trust the results.

Table 4: Research reliability coefficients.

Cronbach Alpha Results	Items
0/83	Human Resource Management
0/77	Evaluation of police performance
0/78	Total questionnaire

4. Research findings

4-1. Normal test data

The Kolmogorov-Smironov test was first used to check the normality of the data. According to the data of the Z-Kolmogorov-Smirnov test, the data obtained for the first and second questionnaires of the study have a normal distribution. That is, all data collected through two questionnaires have a normal distribution of data dispersion.

4-2. Correlation between variables: In order to investigate the relationship between two variables, Pearson correlation test was used. The results obtained from the software are presented below. This means that at first, the assumption of the correlation of variables is examined and after testing the structural equation modeling, the assumption of the effect of the independent variable on the dependent is examined

Table 5: Statistical analysis of Kolmogorov-Smirnov.

questionnaire	Number	Normal distribution parameters Average	Z-statistics of Kolmogorov-Smirnov	The standard deviation	The significance level	Test result
one	200	4/027	0/42	0/764	0/415	Data is normal
two	400	3/636	0/35	1/352	0/498	Data is normal

4-3. Structural Equation Modeling

After determining the relationship between the variables, using structural equation modeling, one-way relationship between variables and their dimensions was investigated. For fitting the

model, Structural Equation Modeling and LISREL software were used. In the table below, the symbols used in the model are presented for ease of model analysis.

**Table 6: Results of research hypotheses review.**

Result	The correlation coefficient Pearson	The significance level	The dependent variable	independent variable	Hypothesis
Reject zero assumption	0/697	0/000	Police performance	Human Resource Management	Main
Reject zero assumption	0/472	0/001	Police performance	Electronic planning	Subsidiary 1
Reject zero assumption	0/328	0/001	Police performance	Electronics selection and recruitment	Subclause 2
Reject zero assumption	0/798	0/001	Police performance	Evaluate Electronic Performance	Subclause 3
Reject zero assumption	0/518	0/001	Police performance	EDUCATION & Development	Subclause 4
Reject zero assumption	0/472	0/000	Police performance	Electronic Hold	Subclause 5
Reject zero assumption	0/411	0/000	Activities and social support	Human Resource Management	Subclause 6
Reject zero assumption	0/573	0/001	Addressing Citizens' Requests	Human Resource Management	Subclause 7
Reject zero assumption	0/436	0/001	Interventions and police actions	Human Resource Management	Subclause 8
Reject zero assumption	0/327	0/000	Assistance to Victims of Accidents	Human Resource Management	Subclause 9
Reject zero assumption	0/475	0/000	Interventions and police actions	Human Resource Management	Subclause 10
Reject zero assumption	0/326	0/000	Trying to maintain public order	Human Resource Management	Subclause 11

Table 7: Symbols used in the model.

نماد	The dependent variable	Symbol	independent variable
PP	Police performance	e-HRM	Human Resource Management
SS	Activities and social support	e-Pro	Electronic planning
CR	Addressing Citizens' Requests	e-Emp	Electronics selection and recruitment
PI	Interventions and police actions	e-Per	Evaluate Electronic Performance
He	Assistance to Victims of Accidents	e-Edu	EDUCATION & DEVELOPMENT
LR	Local investigations and inspections	e-Ke	Electronic Hold
PO	Trying to maintain public order		

With respect to the indicated symbols, a meaningful model of one-way relationships and then coefficients are presented.
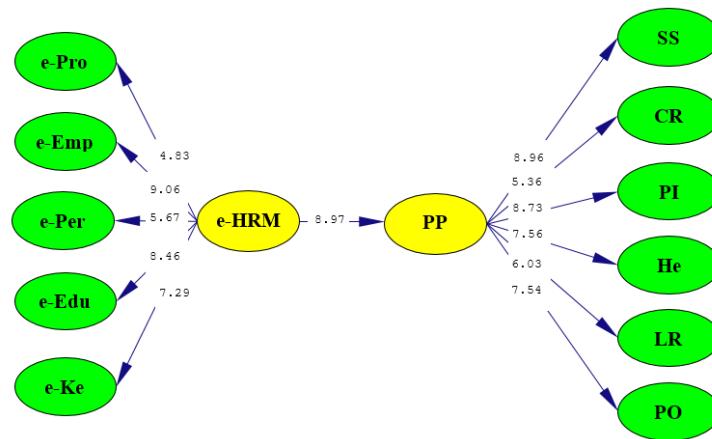
Figure 7: The values of standardized coefficients derived from modeling of structural equations for the conceptual modeling.

The results obtained in this figure show the regression coefficients of the variables on each other. The coefficients show that each variable has a different effect on other variables. After reviewing the model, the fitness indexes of the model have been investigated.

Table 8: Fitness fit indices for model.

IFI	NNFI	NFI	CFI	AGFI	GFI	RMSEA	Degree of freedom / kai double	Indicator
0/90	0/90	0/91	0/91	0/82	0/90	0/89	3/5	Calculated value
>0/90	>0/90	>0/90	>0/90	>0/80	>0/90	<0/1	<5	Acceptable level
Appropriate	Appropriate	Appropriate	Appropriate	Appropriate	Appropriate	Appropriate	Appropriate	Result

According to the results, it can be concluded that the relationship between the main variables of the problem, namely, the variable of electronic human resource management and the variable of the law enforcement performance of the Islamic Republic of Iran, is significant and direct. This means that with the increase of one unit in the management of electronic human resources, the performance of the Islamic Republic of Iran's law enforcement force will increase by 0.67, which is a significant and significant figure.

In Table 9, the research hypotheses are based on the structural equation model and the effect of the independent variable on the dependent variable is determined:

Table 9: Examination of research hypotheses.

Coefficient	T value	The dependent variable	independent variable	Hypothesis
0/67	8/98	Police performance	Human Resource Management	Main
0/47	4/83	Police performance	Electronic planning	Subsidiary 1
0/47	9/6	Police performance	Electronics selection and recruitment	Subsidiary 2
0/74	5/67	Police performance	Evaluate Electronic Performance	Subsidiary 3
0/38	8/46	Police performance	EDUCATION & DEVELOPMENT	Subsidiary 4
0/38	0/729	Police performance	Electronic Hold	Subsidiary 5
0/61	8/96	Activities and social support	Human Resource Management	Subsidiary 6
0/72	5/36	Addressing Citizens' Requests	Human Resource Management	Subsidiary 7
0/76	8/73	Interventions and police actions	Human Resource Management	Subsidiary 8
0/69	7/56	Assistance to Victims of Accidents	Human Resource Management	Subsidiary 9
0/68	6/03	Local investigations and inspections	Human Resource Management	Subsidiary 10
0/79	7/54	Trying to maintain public order	Human Resource Management	Subsidiary 11

In this way, the main hypotheses of the research were examined and it is clear that the relationship between the variables is positive and significant and all the hypotheses of the researcher are significant. Based on this, discussions and conclusions are presented.

5. DISCUSSION AND CONCLUSION

5-1. Discuss

In this study, considering the importance of the government's e-government in developing service and performance of government agencies, the impact of human resource management on electronics as one of the key variables in governmental organizations on the performance of government agencies was studied. Having a powerful and efficient human resources is one of the most competitive tools of organizations, and fair and accurate examination of the individual's demands on the one hand, and the identification of creative and creative individuals to attract in the organization, on the other hand, the need for the use of electronic

tools in the selection and recruiting sectors is essential, it can improve performance and organizations must surely use it. Another point is that the systematization and systematization of processes such as training in today's organizations is a great step for adapting the organization's conditions to external organizational characteristics and the conditions governing society, and somehow predicts some of the future successes and failures of an organization. In the maintenance sector, the existence of a system of encouragement and rewards with clear and explicit criteria can enhance the incentive of employees to perform better and more appropriately the assigned tasks; on the other hand, as a result, the managers of the organization are using the sub-systems of human resources management and Such, with a timely and proper decision-making process, can create the best for their organization; that is, the effectiveness of electronic human resource management. In this regard, considering the existence of electronic human resources in the police force of Tehran province, the impact of this variable on the police performance was investigated. The results of the main hypothesis study showed that EHR management has a positive and significant effect on police performance. This relationship is at a significant level of 95% confidence, 67%. This means that by increasing the unit of human resource management, the police will increase the police performance by 0.67 units. The coefficient obtained is 0.67 and the mark is positive. This amount reflects the high impact of the variable of electronic human resource management in the formation and positive change of direction of the police. This means that with the increase of a unit of variable of electronic planning, the police performance is added to 0.47 units. The coefficient obtained is 0.47 and the sign is positive. This amount reflects the relative impact of electronic planning on the positive development and alignment of police performance. The results of the second hypothesis showed that electronics selection and recruitment have a positive and significant effect on police performance. This relationship is at a significant level of 95% confidence, 41%. This means that by increasing the unit of electronics selection and recruitment, the police performance is added to 0.41 units. The coefficient obtained is 0.41 and the mark is positive. This amount reflects the relative influence of electronics selection and recruitment in shaping and changing the direction of the police. Also, the results obtained from the third sub-hypothesis analysis showed that electronic performance evaluation has a positive and significant effect on police performance. This relationship is at a significant level of 95% confidence, 74%. This means that by increasing the unit of electronic performance evaluation, the police performance is increased by 0.74 units. The coefficient obtained is 0.74 and the mark is positive. This amount reflects the high impact of the variable of electronic performance assessment in the

formation and change of the positive direction of the police performance. The results obtained from the fourth hypothesis of the research showed that education and electronic development has a positive and significant effect on police performance. This relationship is at a significant level of 95% confidence, 38%. This means that with the increase of one unit of education and electronic development, the police performance is added as much as 0.38 units. The coefficient obtained is 0.38 and the mark is positive. This amount reflects the low impact of electronic retention on the formation and positive change of direction of the police.

5-2. Offers

According to the approved research hypotheses, suggestions are made to the officials of the General Staff of the Armed Forces and the deputy of the law enforcement forces of the Islamic Republic, in order to increase the organizational performance of this institution:

- Before implementing EHRs, consider an existing electronic organization's IT infrastructure and try to bridge this gap. Because one of the areas for the development of human resources management is electronics, electronic technology systems, and without this subsystem, we cannot expect the development of electronic human resource management.

- The existing information architecture in the field of information systems in the area of the systems is sufficiently clear so that all members of the organization can benefit from the benefits and benefits of the system.

- Words and vocabularies used in these systems can, if possible, be integrated into Persian so that people who are not familiar with English words can also benefit from the benefits of the system.

- Ability to update the systems with the updating of the knowledge required for staff in the field.

- Ensuring users and members of the organization and officials of the General Staff to maintain confidential information and data security. Due to the importance of the electronic human resources system and the existence of some data and information that may be categorized, the security of the system must be very high.

- Given the current disagreement of some managers and commanders in implementing these systems, before implementing the human resources management systems in the organization, try to get top management support in support of it.

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