OBSTACLES OF THE E-MANAGEMENT IN IRAQ

ZAHRAA DAWOOD SALMAN[1], OSAMA IBRAHEM ASHOOR[2], Assoc.Prof.Oğuz Bayat[3]

[1]Electrical and Computer Engineering & Altinbaş University, Iraq
[2]Computer Engineering & Cankaya University, Iraq
[3]Electrical and Computer Engineering & Altinbaş University, Turkey
[1] zahraaaljburi@gmail.com; [2] superstar8335@gmail.com; [3] oguz.bayat@Altinbas.edu.tr

Abstract— In this document we have shown the obstacles that Iraqi governmental institutions faced to apply the electronic management. We have covered the most issues in this study that related works has been published by the literature review and meeting with some professionals in this field of study we designed our questions. We conducted this research in Baghdad city because the key informative were in Baghdad and because it is the capital of the Iraq. The surveys were distributed among governmental employees through the internet. We found a number of issues and real challenges that institutions have, most of them were organizational and technical issues.

Keywords— e-management, e-administration, e-government

I. INTRODUCTION

Most of the governments try to supply the effective ways and methods to give services to their citizens. One of these ways is applying e-government. E-government make a new solutions and short comes to problems in information technology systems and offering an effective services. "The real point of [e-government] is to grow the man-made limits of time and place by applying data innovation to accomplish the enlightening progress of the administration staff, to empower individuals to recover data from various sources and appreciate the service"[1]. In other words, At the end of the day, applying e-government for urban communities and towns that confront and have numerous challenges with health care, unemployment and education. All of this can serve both citizens (rich and poor) and government [2].

In Iraq after 2003, start working to rebuild the country in all life sides, especially in information technology. Depending e-government for a country like Iraq is so difficult for a lot of reasons because there is no security (computer hacking and terrorist attacks), the lack of updating some databases, lack of human resources, lack of suitable devices, lack of efficiency in using the computer programs , lack of the employees in the aspect of management information systems and lack of finances. For that reason, implement a project such as e-government is not easy because the environment in Iraq is not appropriate. Some organizations have experience in working with the critical situation in Iraq, Iraq is seeking for help from that organizations. In June 2004, the UN provide financial and technical help to build an e-government in Iraq . Using of computer in life being important, because of the need for new easy and effective solution for issues. Public services around the world have realized the importance of making their services more efficient and available. Some countries have an issues in the rising and developments because of they are following the same methodologies that have been followed before for other countries to implement an e-government project and that can be unsuccessful because of the differences in between the countries in the terms of infrastructure of the institutions. Some of the issues that can cause problems include: cultural, financial, political, environmental situations, and involve ICT

infrastructure and ICT literacy. For this reason, this thesis aims to determine the obstacles that institutions face to apply the e-management .

II. PROBLEM STATEMENT

The Iraqi government faces many challenges in terms of e-management:

- The lack of updating some databases.
- The lack of suitable devices.
- The lack of good skills in using the computer programs especially Excel, SPSS and Access.
- The lack of the employee in the field of information technology.

III. SIGNIFICANCE OF THE STUDY

1) This study may contribute in the application of e-management in Iraqi government institutions.

2) This study can reveal the e-management obstacles in Iraq.

3) The study may be beneficial for the managers of the governmental institutions in Iraq.

4) This study may be beneficial to the decision makers and the development policies of the Iraqi

government.

IV. E-MANAGEMENT

The E-Business is considered a comprehensive, easy, unique, flexible and safe mode to perform the business in distinct way by unifying and simplifying the systems and procedures which control the operational business.
The E-management is a concept, system, functional configuration and activities that depends in its operation on internet networks to achieve predetermined objectives . The Iraqi government established the e-management in some institutions, ministries and offices. To implementing this project they faced many security, economic and political challenges. Many employees from different departments took courses to be able to work with e-management technology . Also, the government is tend to hire many people who are qualified enough and have experience in information technology field.

V. THE BENEFITS OF ELECTRONIC MANAGEMENT AND THE IMPORTANCE OF ITS APPLICATION

1) Shorten the execution time of the various administrative transaction
2) Simplifying the procedures within the organizations, reducing their cost and providing more quality service
3) Accuracy and objectivity in the various achievements within the organization
4) Facilitate communication procedures between the different departments of the institution with other institutions inside and outside the country
5) The use of electronic management correctly reduces the use of paper significantly, which affects positively "on the work of the institution
6) Less usage of papers solve the problem of keeping and documenting transactions, which leads to need less Places of storage where they are utilized in other thing.
7) Flexibility in the work of the employee so that the employee has easy access to the intranet of any place to stay and work at the time and place they want.
8) Ease of teleconferencing between geographically dispersed administrations
9) Easy and fast access to generalizations and administrative transactions for employees, customers and auditors
10) Improve the effectiveness of decision-making by providing information and data to those who want it
11) The ability to apply qualitative and quantitative development in the field of application of information technologies and systems and the accompanying emergence of what can be called continuous information revolution.

VI. RESEARCH OBJECTIVES

This thesis aims to point out on some obstacles of applying e-management in some Iraqi institutions , ministries and offices . The research is based on a descriptive approach to find appropriate solutions to overcome these obstacles in this research. The study aims to identify the obstacles which face the application of e-management in the Iraq institutions by determine the importance of applying e-management and determine the factors which affect the application of e-management in Iraq.

VII. METHODOLGY

The study used a questionnaire to get responses of Iraqi Governmental institutions. The questionnaire consisted of 33questions divided into five groups; Each question had three options Agree, Disagree and Somewhat agree, questions related to employees, managers, Governmental departments and decision makers. The questionnaire was subject to the content validity and reliability procedures. Four experts were asked as referees to assess the validity of the questionnaire, and thus 5 items of the questionnaire were rephrased. Using Cronbach's alpha, the content validity was shown to be 82%.

The sample of the study consisted of 248 employee staff members randomly selected through online form using Google sheets technology from various Governmental institutions in Bagdad city. The results of the study are limited to the employees viewpoints at the Iraqi Governmental institutions. The researchers used percentages, averages, and standard deviations determining the results of the study.

A. Population Of The Study

The subject and the main area of the research were local authorities in Bagdad and local communities which are serviced by these authorities. The research includes the subjects: (1) Local authorities in Bagdad in which research was conducted on three stages: (Stage I) - online survey regarding the state of local e-administration; (Stage II) - direct interview with the representatives of the local authorities. (Stage III) – analysis of the results .

B. Data Collection

The model was elaborated on the basis of the used secondary and primary information sources by using the following research methods: CAWI technique *(Computer Assisted Web Interviews)*, survey technique, was used among local communities which was drawn on the basis of random sample; direct interview, applied in order to identify problems connected with the development of local administration. The data collected from the primary and secondary sourced was used to create the model of improving local e-administration

C. Reliability And Validity

The questionnaire that was used in the present study was rigorously tested for its content and construction validity. A draft of the final questionnaire was shown to two officials and three academics, in order to test whether it met all theoretical and practical requirements.

D. The Design Of The Questionary

We designed the questions based on our literature review and we interviewed some experts employee in Iraqi Governmental institutions , and specially The Iraqi Computer and Informatics institution in Baghdad city . We met one of the employee who has about 13 years expert in the field of e-government and he works in the Department of Systems and Applications. We have noted many issues and obstacles for applying the e-administration.

E. Barriers In e-Administration Development

Implementing any model in the field of e-governments may face obstacles which may include; organizational barriers, legal, economic, political, technological or social. They may occur on different levels and staged and any influence slowing the whole process down. One of the most limits are lack of interoperability, lack of unified standards on municipalities' websites, customers' low knowledge on ICT use, The access to ICT technology or the willingness to handle the official matters online are believed to be the most crucial obstacles. The obstacle in implementing e-administration in municipalities may be unclear or the websites be not functional In order to remove this barrier, it is particularly necessary for offices to share services via one website especially designed for it.

F. Conditions For e-Adminration Development

 The success of realizing the model for e-administration development depends on the understanding and knowing the external conditions which may influence it. These conditions may enable it to reach the highest

stage of public e-services development, thus, constituting administrational offer for the users. Conditions which are particularly emphasized, include technically-technological, economic, politically-legal, social and organizational conditions. Besides presenting determinants specified in the model of e-administration development one shall also refer to the theory of critical success factors. as well noticed by E. Ziemba and T. Papaj, are these which are connected with finances, integration and interoperability of public e-services with various systems of public administration institutions, employees' IT skills and top-level management engagement, information safety or implementing innovative teleinformatic infrastructure in public institution, availability of free software [3],[4],[5].

VIII. THE QUESTIONARY

A. Part One The Qualification Of Responses

In this part we are trying to find out the qualification of employee to help us in the judgment, because knowledge of the employee is important to understand our questions .in this part we put three answers to choose, first BSc degree, master degree and PhD degree.

In this part we also asked about his Governmental institution and the department ,and the years of work, and general questions about his institution like if they have some applications and software for e-management in their institutions and the field or usage of these applications.

This part will be like this:

1. Qualification
   - BSc degree
   - Master degree
   - PhD degree

2. Years of work
3. What is your Governmental institution?
4. What is your Department ?
5. Is there any applications for e-management in your institution ?
6. What are Areas of application of e-administration in the department?

B. Part Two The Organizational Obstacles
1) Do you think there is a lack of legislation to implement the electronic   administration in your institution?
2) Do you think there is a weakness in government support for e-governance policy in your institution ?
3) Do you think there is a lack of proper planning for the transition to electronic management?
4) Do you think that there is a lack of vision in the future to implement electronic administration in your institution ?
5) Do you think there is a lack of proper planning for the transition to   electronic management??
6) There is a lack of awareness in the administration and its staff of the importance of applying electronic management?
7) Routine administrative procedures in the department delay the transition towards electronic management?
8) Lack of interest by decision makers in the department in supporting electronic administration?
9) Employees must be made aware of the shift towards electronic management?

C. Part Three The Technical Obstacles
1. Do you think there is a weakness in the level of infrastructure that required to implement electronic administration in the department?
2. The weakness of the integration of departments of the institution and their compatibility with the techniques of the application of electronic management?
3. Lack of adequate computer hardware available in the department?
4. Lack of accurate and integrated databases?
5. There is lack of software in Arabic language that suit to the administrative work in the department?
6. The weakness of the electronic link between the administration   and its departments?
7. There is no communications infrastructure in the institution and its departments?
8. Lack of caring and maintenance of computer programs in the institution?

D. Part Four The Human Obstacles
1) Do you think there is a weakness in the administration to convince in the usefulness of the application of electronic administration compared to traditional administration ?
2) The administration's fear of increasing administrative functions when applying electronic administration?
3) The fear of the department's employees from the application of electronic administration in terms of loss of information or failure of electronic devices?
4) The weakness of institution's staff in the usage of electronic communication techniques?
5) Lack of specialized staff to work in the application of electronic administration in the department?
6) Weak motivation for the employees of the department to use modern technologies?

E. Part Five The Financial Obstacles
1) Do you think there is a Weak financial support from the Authorities to implement electronic administration in the institution ?
2) Weak budget of the department dedicated to the purchase of electronic techniques and software necessary for the implementation of electronic administration?
3) Weak budget of the Department dedicated to the maintenance of electronic techniques and programs?
4) Weak management in providing training courses on administrative programs and techniques for the department?

IX. RESULTS AND ANALYSIS

In this part we will present the result that we have found in our survey. We used the percentage of each answers to show the results in sheets .we collected the information via online survey. The responses was collected from governmental employees who have different institutions and departments.

A. Part One The Qualification Of Responses.
1) The Qualification
The responses were about 56% had a Bachelor's degree and 31% master's degree and 12.1% PhD degree.

2) Years of work
The results were among 2 years to 43 years of work in governmental sector. As we see in figure 1.

3) Governmental institution
The employees institutions were from different sectors, almost we have taken responses from all institutions, but the majority were from oil sector , health sector , education sector , passports sector ,..etc.

4) Departments
The departments were IT , Accounting, HR , Data entrance, safety, Procurement Executive, The Audit , Planning and Statistics, monitoring and controlling ..etc.

5) The applications for e-management in their institution

As we see in figure 2, there is a high percentage say that there is no applications for e-administration in their institutions
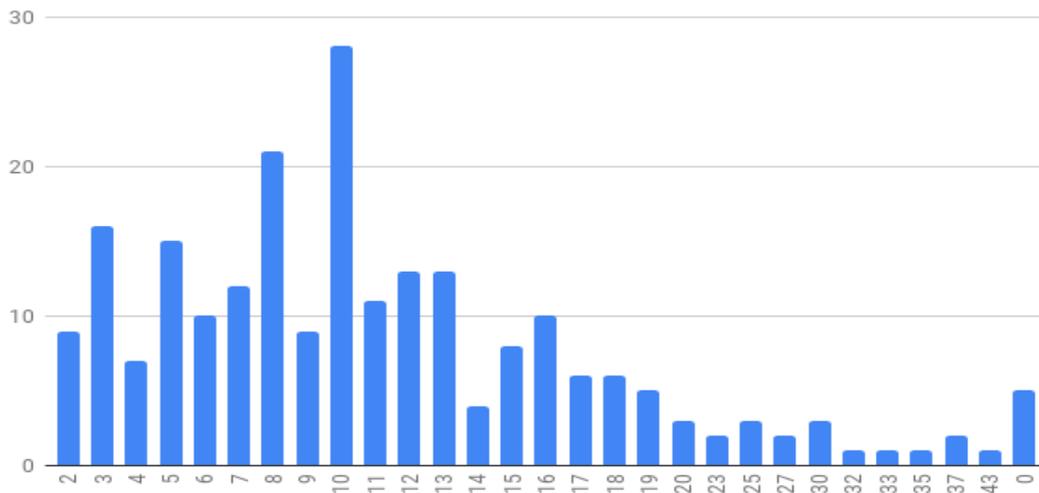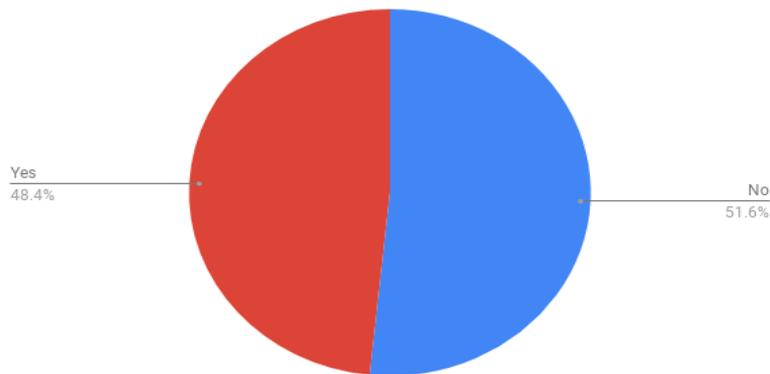
58

Figure 1 years of work

Figure 2 applications of e-management

The other parts of the questionary were with answers Agree, Disagree and somewhat Agree for that we create a table 1 to put the result with the percentages.

B.   Part two The Organizational Obstacles

Question number	Agree	Somewhat Agree	Disagree
1.	67.6%	24.7%	7.7%
2.	76.1%	20.2%	3.6%
3.	78%	19.6%	2.4%
4.	51.2%	35.9%	12.9%
5.	68%	23.5%	5.8%
6.	59.3%	26%	14.2%
7.	93.5%	5.7%	0.8%

C.   Part Three The Technical Obstacles

Question number	Agree	Somewhat Agree	Disagree
1.	67.1%	19.9%	13%
2.	56.1%	24.8%	19.1%
3.	43.3%	23.1%	33.6%

4.	55.1%	29.6%	15.4%
5.	57.1%	24.9%	18%
6.	57.1%	24.9%	18%
7.	46.9%	29%	24.1%
8.	48.2%	28.7%	23.1%

D. Part Four The Human Obstacles

Question number	Agree	Somewhat Agree	Disagree
1.	51.8%	32.7%	15.5%
2.	40.4%	28.2%	31.4%
3.	40.2%	32.1%	27.6%
4.	48.4%	35.2%	16.4%
5.	49.6%	34.1%	16.3%
6.	60.2%	32.4%	7.4%

E. Part Five The Financial Obstacles

Question number	Agree	Somewhat Agree	Disagree
1.	61.4%	20.3%	17.9%
2.	48.6%	20.4%	31%
3.	45.5%	30.7%	23.8%
4.	55.7%	25.4%	18.9%

X. DISCUSSION

From the interview with some employees as key informative we can see that the framework in the private sector is limited and non-interlocking and the databases are very necessary to be accurate and it is built in the private sector from scratch based on the service that intended to be used. Also, the private sector employee will be more obliged to implement the instructions of the management and the enterprise plan and receive his wages based on that, and any shortfall will affect him and the work of the institution. At the same time, the administration is interested in developing and encouraging the distinguished employee as well as education and complete courses for electronic applications and safety procedures and accuracy and periodic maintenance for the infrastructure and the software and the hardware. For the governmental sector it's a disaster!!! , The infrastructure in terms of hardware devices and equipment and networks are inefficient and non-uniform standards, however, they are not considered as obstacle because it can be provided and the adoption of standards for the networks that Iraq has a country has the physical capacity to do so, but this point only need to standardize for example the Cisco networks . There is no supreme body representing the electronic administration in Iraq with a view to be heard and followed by the ministries where it is necessary to have such a body to standardize the development of the plan for transformation. Despite the existence of institutions and expertise that can play this role, such as the Iraqi Computer Authority (formerly the National Center for Computers), which was the first computer institution in the Middle East. The Ministry of Science and Technology as well as the University of Information and Communication Technology but all of these lack the authority and support to do that. Databases are scattered, disassembled, and not integrated in terms of data and structure and different types not only between the Ministry and the other and between the office and the other but in the same department and the same section find several types of databases have problems at the same time and the lack of integration. And this is a complex problem, because the database is one of the most important components of the infrastructure of electronic applications, especially electronic management is the integrity, accuracy and standardization of databases.

XI. CONCLUSION

 In this research we are trying to find out the obstacles for e-administration in Iraq. We chose Bagdad city as a specific area for the study. All our responses in this research were governmental employees and the experience of these employees are shown in the survey. We have shown the concept of e-government and all challenges and factors that may affect the success of the e-government. Then we made a literature review in this field of work

to get enough knowledge about issues and findings in the near past and based on that we design our survey. We used key informative methodology to validate the questions by employee who has a good knowledge in this issue. From the survey we can conclude that the obstacles of e-administration as following:

1) **The Organizational obstacles**: the lack of necessary legislation to implement the electronic administration in most of the institutions and lack of good planning to convert the traditional management to electronic one. In addition there is no support to the projects of e-administration by Iraqi government because of bad decision makers and lack of qualification to manage their positions and corruptions. There was a desire by employees to the transition the traditional management to electronic.

2) **The Technical obstacles:** the level of infrastructure that required to implement electronic administration was one of the major factor , and the integration among departments of the institution , they are not compatible with the techniques of the applications of electronic administration, Lack of adequate computers hardware available in the department, Lack of accurate and integrated databases and final the issue of language, there was lack of software in Arabic language to manage their tasks.

3) **The Human obstacles:** the main obstacles were by decision makers to convince of usefulness of electronic administration. and the fear of increasing administrative functions when applying electronic administration by employees , and the fear from losing the sensitive information because of the low quality of hardware devices .in addition a, Lack of specialized staff to work in the application of electronic administration.

4) **The Financial obstacles:** there was a weak financial support from the Authorities to implement electronic administration, and to maintain the devices and to buy the necessary applications and there was no training courses to use these applications.

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