

THE IMPACT OF ELECTRONIC - MANAGEMENT IN RE-ENGINEERING

ADMINISTRATIVE PROCESSES

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ABSTRACT

There is no doubt that what the world faces of information revolution made administrative leaders in front problem of how to accommodate this increasing size of information and raise efficient performance in organization and to defiance those challenges we need for Electronic management. This study aims to show the impact of E- Management in re-engineering administrative. The study sample consisted of a group of workers in Iraqi offices- in wasit, which used electronic management in conducting transaction with other department governorate or with dealers from the province with those services According to questionnaire which were distributed to (100) of them to test the hypothesis accredited in the study and determine the effect of the relationship use the (Multiple Regression linear) and the level of moral (0.05.0.01). The results of the analysis proved to accept most of the hypotheses and concluded with a group of conclusion and recommendations that contributed to the successful application of E-Management and face its disadvantages.

KEYWORDS: Electronic - Management in Re-Engineering

INTRODUCTION

After the emergence of the Internet many terms were introduced such as e-management and e-government and e-commerce, e-education and other concepts. It seems that the improvement of the organizations performance will not be without e- management revolution but this requires reconsideration of the organizations structure, as the organizations face the problem of not coping with rapid data in modern technology and its inability to interact and deal with modern data in the field of information technology and the exchange of such information and there is no longer an option for those organizations but to walk in the path of development and change in the current administrative systems and rebuild its procedures and processes through the application of e- management and know the success factors of these procedure and processes electronically the research goals to know the vision of the research community to the impact of e-management in the reorganizing and re-engineering their administrative work. To achieve its goals the research, is divided into four topics the first section includes: research methodology and the seconds section include: the theoretical framework of the research. The third section: take the results of the study field. The fourth section include the most important conclusion and necessary recommendations that can contribute to strengthening the theoretical propositions of E- management and re-engineering and increase awareness of the importance to keep a pace with technological development and the future of the management in Iraqi organizations.

THE FIRST TOPIC

First: The Research Problem

The organizations face the risk of not coping with rapid changes in modern technology and their inability to

interact and deal with modern age data in the field of information technology and the exchange of information and there is no longer any option for those organizations except their going in the path of evolution and change making in management and re-engineering system by knowing the factors of the success of management and the processes electronically and apply them effectively and efficiently. In the light of the forgoing, the question below may clarify the problem of the research: What is the impact of E-Management in the business process re-engineering?

Second: Importance of Research

- Highlighting the E-Management and the importance of implementation and specially with increasing the demand for the provision of services electronically.
- Highlighting the concept of management process re-engineering and the importance of its application.
- The development and change in the current performance of the service agencies from paper to electronic.
- Application of innovations management on the state service sector to improve its services.

Third: Research Goals: The research seeks to achieve the goals derived:

- Awareness and education of the concept of electronic management.
- Recognize the work systems used in the provision of electronic service.
- Knowledge of the research community vision of the impact of E-Management in the reorganizing re-engineering their administrative work.
- The drafting of the knowledge framework of the impact of electronic management in the re-engineering administrative processes.

Forth: A- The Research Diagram And Assumptions: In order to search the nature of the relationship between research variables there should be a diagram showing the possibility of measuring the impact of electronic management in re-engineering administration processes which is shown by the following form:

Form (1)

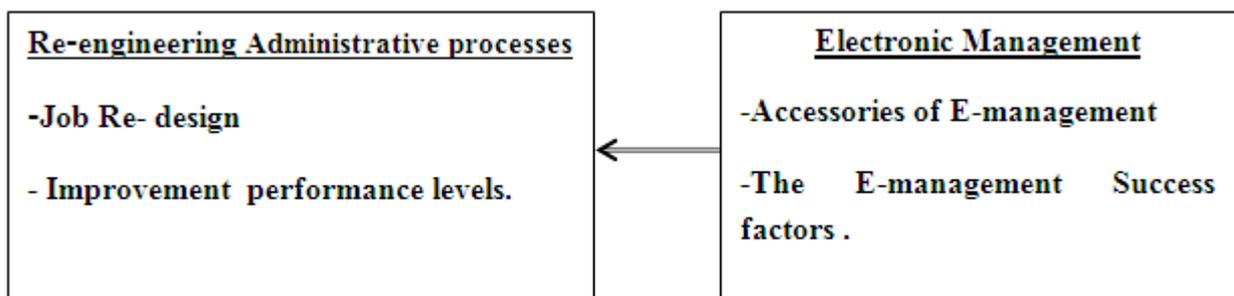


Figure 1: This form is Designed by Researcher

- **The Research Hypotheses:**

To achieve the goals of research hypothesis the following hypotheses are formulated:

"There is moral effect of significance for electronic management in re-engineering Administrative processes, from which hypotheses sub follows":

- **The first sub hypotheses:** There is moral effect of significance for electronic management requirements in the Job re- design.
- **The second sub hypothesis:** There is moral effect of success factors for electronic management requirements in the Job re-design.
- **The third sub hypotheses:** There is moral effect for electronic management requirements to improve the performance levels.
- **The fourth sub hypothesis:** There is moral effect of success factor for electronic management to improve the performance levels.

Fifth: Data Collection Methods:

- The Theoretical Side: To obtain data and information the research adopted the available foreign and Arab sources and the internet which related to the subject of research.
- The practical side: A questionnaire was designed in a form that serves the goal of the research which includes (23) question distributed on research variables using (Likert) measurement to answer the questionnaire (affix I) .
- Statistical Analysis : For the purpose of extracting final results and analysis and test research hypotheses (Multiple Regression Analysis) is used to determine the effect of several variables of electronic management for one variable or group of variables.

Sixth: Society and the Research Sample:

To achieve the goals of the research a group of Wasit Province was selected as an arena to test the effect of Electronic Management on Management Process re-engineering through notifying the opinion of a sample of the electronic services user. The following offices are chosen:

Table 1: Recipient Constituencies of Electronic Services in Wasit Province

No	Province Department	Electronic Services	Number of Member of the Sample
1-	Office of wasit province.	E-communication with the offices of the governorate. Electronic wasit gate. Report mail project Smart Devices Application. Tracking Vehicle System.	25
2-	Wasit traffic-police Directorate	Electronic driving license	10
3-	Wasit Travel and Nationality Directorate	E- Passports	10
4-	Wasit University-	Mail-communication with other department	20
5-	Technical institute / Kut	Mail- communication with other offices.	5
6-	Wasit Educational, directorate	Mail- communication with other offices.	15
7-	Wasit Health directorate	Mail- communication with other departments	10
8-	Wasit Agriculture Directorate	Mail-communication with other departments	5

The research sample was determined from employee who works in governorate (100) persons to answer the questioner. The table below shows the set of the sample numbers:

Table 2: The Research Sample Distribution by Age, Location, Academic Achievement and Service

	Number	Number of People	Percentage
Age	30 -21	55	% 55
	40-31	38	% 38
	50-41	7	% 7
	Total	100	% 100
School Studying	B.SC	56	% 56
	Technical diploma	28	% 28
	Preparatory school	16	% 16
	Total	100	% 100
Length of Service	5-15	50	%50
	25-16	35	% 35
	35-26	15	% 15
	Total	100	% 100

Reliability Test

Test – Retest: Prior to the adoption as final form the questionnaire was distributed to the sample of (15) person of the respondents. The research sample has been selected deliberately. The answers show that there are relatively obvious in questionnaire paragraph as there were not in so many queries. After (3) days the form was distributed on the same people and the extraction of the correlation coefficient (Pearson) between answer was %89. This degree has given the questionnaire full stability and fitness for all data formula on the subject of research.

TEST – Gronbach- Al-alpha Test: to determine the degree of uniformity and consistency between questionnaire paragraphs and how they put it on the subject of research (Gronbach Alpha) Coefficient was adopted for its variables and it was as follows:

Table 3

Axis	Number of Question	Gronbach Alpha
The first axis : Application of E-Management requirements .	4	0.84
The second axis: success factors of E-management	8	0.87
The third axis : job redesign	5	0.88
The fourth axis: The improvement of performance levels.	6	0.85

THE SECOND TOPIC

Electronic-Management

- **Electronic- Management Concept:** It is the product of technological revolution in the performance levels of Government agencies and raise their efficiency and enhance their effectiveness in achieving the goals [1]. It can be defined as the ability of organization to use the electronic devices to supply services and exchange information by the internet between them and the people and business organizations efficiently and effectively at the lowest cost and fastest time or is the process of providing information to businesses agencies and customers who are able to communicate electronically and transfer all paper processes to electronic processes by using modern communication devices [2]. After the occurrence of the E-management the world found himself in front of a new revolution which will gives new and developed devices that need making great changes to organize the work and develop new relationship between the customers and the organization [3].

- **Goals of E-management:** The strategic goal for E-management is to simplify and enhance the administrative service for all interested parties: governments, people, businesses, organization, using technology, formation and communication help in linking the three parties (4). It can also distinguish between the goals of the internal operation of an organization and the goals which are based on the internal operations which are hidden to customers; it is to facilitate speed and transparency. The external objectives of E - management are oriented for: investigation foreign community needs and its expectations by simplifying interaction and dealing with E-services [5]. We see that we can identify these goals of targets E-management in the following: Create additional channels of communication between customers and Business organization and the other community organization from one side and government on the other side.
- To provide information for customers inside and outside the country.
- Marketing services and products locally and abroad.
- Attract investment through the existing investment opportunities.
- Reduce the cost of work and information and the accompanying multiple procedures.
- Simplify the processing and management procedures.
- Expand the use of information technology
- **E-management Patterns:** The E-management take different patterns consistent with the nature of the work in the institution in order to achieve its goals, these patterns are following [6].
 - **The Electronic Government:** It means the management of public affairs by E-equipment to achieve Social and political and Business goal and get rid of the routine with high level of transparency it can be exemplified in performing services electronic between the authorities of cost for such as, the relationship between the government and the government and relationship between government and the person and companies.
 - **Electric Trade:** It is the exchange of information and services by internet to achieve economic development and the payment can be achieved through alternative cards and the electronic trade is the first application of E- management.
 - **E-Health:** Provide consulting and serviced through internet to patient, the patient can follow- up medical tests and laboratory analyzes through local network hospital or also surgical operation can be done in one country and the advisory is in other state, you can also reduce wait times for patient .When the patient comes out of the doctor and go to pharmacy he finds the medicine mean as the doctor sends the prescription electronically to the pharmacist.
 - **E- Education:** Scientific lessons and written tests can be held electronically and discussion of scientific thesis by network .and it can take advantage of free of the free tutorials available on the internet.
 - **Electronic Publishing:** Through E-publishing we the breaking news and the economic and social news release on the other compositions and take advantage of the research programs.

E-MANAGEMENT SUCCESS FACTORS

For Success E-Management Need To [7]

Clarity of Strategic vision to director of foundation and the understanding of the e-management concept for planning and implementation as it can be seen in some government departments and commercial companies large advertisements to clarify the vision

- Direct care and comprehensive senior for high management and get rid of improved and dependency in handling matters.
- The continuous developments of working rules and try to clarify them to the employees.
- Continuous updating of information technology.
- Achieving transparency base and the application of realism.
- Ensure information secure to beneficiaries.
- Learning from past experiences and not repeat the mistake.
- Positive cooperation between individuals and departments and leave the personal considerations.
- Training and securing all needs to all employers and create an administrative model based on information systems [8].
- **The Stage of the Shift Towards E-Management**
 - Conviction and support of senior management to convert all paperwork to electronic.
 - Training and qualification of staff: The employees is the important element to shift E-management and this requires training courses [9].
 - Documentation and development work Procedures: we must document all procedures and update the old ones in order, to be compatible with the intensity of work.
 - Provision of infrastructure to E-management, the infrastructure here means the perceivable side in the E-management by providing computers and link computer network and secure means of communication.
 - Start documenting old paper work electronically by (scanners) and classifyd them to refer to them .
 - Start programming the E-transactions reduce the loss of paper " the vacation leave" as a model request.
- **Dimension of E-Management**

Researchers agree that, there are presences of three basic dimensions, for E-management [10]:

- **Customer Dimension:** The customer wants to get rid of the restrictions which prevent him from arriving to services by using technology information as in getting a driver's license or pay water and electricity bills etc.
- **Business Dimension:** This dimension is represented by the management contribution in improving the work climate through reducing the work routine, simplifying the work procedures, lessening the transactions costs and enhancing the government relations with the people who depend on the government services.

- Country Dimension: The state can change the concept of customer through the quality of public service and the creation of new policies to meet the needs of the citizen as the E-administration mainly based on the concept of participation and interaction where that citizen has the right to the files from his own computer and get the treatment for the situations that he asks for.

Obstacles to Application E- Management: [11] Indicates

- **Management Obstacles**
 - Lack of coordination and planning at the senior management level to program management and determine the start time of application.
 - -The weakness of management care to evaluate and follow-up the application of E-management.
 - Lack of coordination between the agencies and other department.
 - The absence of legislation governing E-management.
- **Human Obstacles**
 - The limited number of skilled employers who can use computers and internet.
 - Lack of training for the modern technique program.
 - The weakness of the role of the physical and moral incentives to encourage workers.
- **Financial Obstacles**
 - Lack of financial sources for the provision computers and software
 - Lack of financial allocations to train workers
 - The high cost hardware maintenance service.

Second: Re-Engineering Administrative Processes

- **Concept:** Re-engineering administrative processes style appeared in the beginning of the nineties as a result of the difficult conditions experienced by the companies in the mid-eighties. (Hammer) defined it as anew start new from zero and give up all the old procedures of work and start new thinking in manufacturing products and providing services to customers [12]. (Evans) defined :Re-thinking the basic principles and (Business Process Re-engineering) to achieve substantial improvement and not marginal incremental in the crucial performance, , such as the cost, service, quality and speed [13].

(Bowmen) Confirms: the restructuring of the organization or the design includes re-work ,principles, ideas and relations between the workers so as to achieve the objectives of regulatory change [14]. It can be the careful attention in the gap by regulation among existing organization, with respect to production levels by working on the development and modernization of methods that helping to make a leap in performance during the short period of time [15]. Through definition it is clear to us that the concept of process re- engineering process is seen through four key elements:-

- Where re-engineering starts from zero to decide what we need to do and how.

- Roots – it means the change starts from the roots of work methods and not superficial changes and create modern methods to improve performance.
- Substantial: It means Re-engineering changes are not related to formalities it aims to make a change from the roots in methods and performance levels.
- Operations: - Range of activities that can accommodate one or more input to provide a valuable product for beneficiary. And through the research and view of the concept of re-engineering processes can be defined "administrative entrance is seeking to make improvements in the design of the basic processes to provide services or products and to reduce the cost and time, speed of achievement.
- **Re-engineering Administrative Processes Properties [16]**
 - Re- engineering processes starts from zero and it's a tool to rebuild from the roots.
 - And differ from the traditional methods of administrative development.
 - Focus on administrative processes and not on activities as it is in the case of the traditional management methods.
 - Concerned with the results and focus on internal and external customer needs.
 - Based on the restructuring work based on the process as a whole, unlike traditional theories which dived the work to a group of employees.
 - Characterized that it starts the misdoubt of the legality of the administrative process and the necessity of being survived without focusing on the correct steps unilaterally out of the whole process needs to change. and rebuild or cancel.
 - Focus on the redesign of the core labor systems, and do not bother to sections and units by traditional regulation.
 - Based on the criticism of oversight activities and review their massive conventional image , from the belief that the economic cost of the traditional approach out weight the value of the result .
 - Featuring the super ambitions projects. It is noted their concepts focus on the changing root phrases.
 - Relaying mainly on information technology in their projects.
- The Pillars of re-engineering process :The strategy of re-engineering processes in events change is based on making changes on a number of pillars are [17]:
 - Fresh thinking and abandon the current ideas and looking forward to what should be.
 - Operations re-design: the intention of this process range of activities addressing one entrance or a number of input to get a limited outputs they focus on the change in jobs and redistribution of resources and tasks or changes instructress or behavioral changes focused on management training and development program and re-distribution of resources or behavioral changes based on the development and training programs management.

- Innovation and renewal: other entrances focus on the amendment and partial improvement at the level of entities, re-engineering process includes leaving the present state and follow the new style creator it expected to make a wide and comprehensive leap.
- Adoption of technology and the organizing the process of applicants: The change adopted strategy of re-engineering depends on the use of modern equipment and development of new methods and provide new services to the costumer.
- Focus on information technology: By focusing on the development of conservation and recovery methods for better decision – making As well as the adoption of dense net works and formation of (Data Base) and active management of information.

The Importance of the Introductory of Re- Engineering Processes and Its Aims

The applying of re- engineering Process achieves many benefits make the organization more efficient and effective which has been referred to by [18]:

- Working Units turn from employing administration to teams operations through collecting specialized works which reduces the time & saves the costs & avoiding confusion and chaos in presenting the jobs
- The jobs turn from simple duties to complicated duties, the application of re-engineering processes leads to establish the cooperation value and interlacing the efforts of the working team collectively that leads to increase the coherence, correlation, the cooperation of the systems team and because of the same aims which is represented in increasing the level of working team performance to reduce the organizational conflict among the members of the team.
- The role of the employer turns from monitory job to an independence job through giving the workers more independency in implementing the job instead of a continuous monitors which helps the management organization to attract more workers who are able to establish rules and instructions by themselves and take the personal initiatives that leads to creativity and innovation . The practice of the job helps finding employers who are able to discover the requirements of the job by themselves & entrenched in the minds of the workers and increase the abilities to create fields of works that fitted for them and a continuous readiness to implement according to the requirements of the job.
- The focusing of performance standers and rewards turns from the activities to results: The organization that is adopt this concept should reconsider incentive, rewards systems and its increasing are connected with the increasing of the employment performance of the working team.
- The promotion standers turn from performance to the ability. The individuals of good abilities can be promoted to good jobs as a reward, this leads to create a spirit of competition between the workers which is reflected in their performance, and the quality of the goods and services presented.
- The managers have been turned from observer to advisors helping the workers feeling the problems, putting solutions to the organizational problems.
- Team organization turns from pyramidal to horizontal by giving the specialized individuals authorities in

performing the jobs which leads to cancel the pyramidal management levels and asking the help from what was known as flat administrative organization which works on staying the base of the organization fixed, and horizontal because the team practices their jobs with freedom and independency.

- The Officials turn from monitors to leaders, their aims are concentrating on traditional leadership ways, and the workers of the organization.
- **Success and Failure Factors of Re- Engineering Processes**

For the Success of the Re- Engineering Process, following factors should be founded [19]:

- The view of re-engineering process should have a common, wide, extended, re -view of re- engineering process through informing the purpose of changing, and the insurance of participation and the commitment of the workers.
- The individual should have not been supposed that the managers have the effectiveness, and administration councils are effective .The changing is a challenge according to the councils; the members need to be well-supplied with skills and new management process starts and ends in councils rooms.
- Put the desired normal based goals and choices that emerging from them by sooner participation of the suitable members of high administrators.
- Insure the implementing the of achievements through the re- view process as a therapeutic and a comprehensive process that all crew participate vigorously
- Knowledge how much resistance and supporting to re-engineering processes especially from those who have intersecting with their jobs because their benefits had been threatened if they follow the process.
- The crew's ability to do new roles in different ways and techniques
- The success requires active administration for essential change especially for the feeling of this management to the emotions, values, commitments, personal characters; they should have open –minded.
- Mutual confidence between management and changing teams
- Introductory sessions, courses have been settled to ensure the active participation of the workers in every stage, and workshop could be arranged to input necessary financing or process reviewing.

THIRD CHAPTER

Analyzing Results of Field Research and Its Discussion

To determine the effect of electronic management in re-engineering administrative processes in many Iraqi officials – Wasit Governorate, (Sample Search) the field research answers the questions of the research according to the sequences, and ability of checking the hypotheses of the research or not, by using (Multiple Linear Regression), when there are many variables which can be certified on more than variable. The sample can be include more than one variable, by using the (Stat graph) the results can be founded:

First: The effect of electronic management in re-engineering administration Processes From the reality results, which appeared in (schedule 1,2) which included the effect of application of requirements of electronic administration in

process of re-engineering as mentioned below:

- The effect of application of requirements of electronic Process administration in Re-Design Jobs From (Table 1), the effect of relations of variables which belong to requirements application of electronic administration with certified variables of redesigned jobs, ranging between high value (0.54) less value (0.17) for relations of positive influence which has the moral sign that refuses the hypothesis of non –Influence under the common moral level (0.01,0.05), There is no moral relations that do not refuse the hypotheses of non-Influence.

BELOW THE ANALYZING OF THE RESULTS

- The variable of the management seeking to put plans that are suited with flow of information of electronically (X1) ,showed up moral influence in (4) of specials variables of re- design jobs that reach higher influence (0 .48) with moral level (0.03), it is variable that is management seeking to reduce the organizational structure through giving authorities to the specialists (Y2), this shows the concern of management to put plans which are suited with the flow of electronic information, and the effectiveness of re-design jobs.
- The variable the management putting organizational structure suits with presenting services electronically (X2), showed up the positive, moral influence with (3) of variables of re-design jobs that reach higher, positive, with variable seeking management to give the employers more independency through doing their works (Y4), which reaches (0.44) with moral level (0.03). This shows the concern of the management to put organizational structure contributing in performing the services electronically.
- The variable the management seeking to distribute the duties among employers in suitable way with electronic service (X3) showed up with (4) of variables of re-design jobs higher, positive ,moral influence (Y4) reaching (0.52) with moral level (0.05). This shows the concern of management to distribute duties among employers in suitable way according to electronic performances
- The variable the management seeking for controlling the deviation through continuous monitoring the implementation of electronic jobs (X4) with (4) of variables of re-design jobs showed up a higher positive ,moral variables with seeking of management to reduce the organizational structure through giving authorities to specialists (Y2) , it reaches (0.54) with moral level (0.05). This reflects keenness of management in drawing organizational structure that reduces deviations, mistakes.

The Outcome of analyzing results mentioned above, refers to the number of positive, moral influences of variable requirements of application of electronic management reaches (15), it represents the ratio (75%) from total (20) relation.

(This ensures the hypotheses of first –sub hypotheses which show: There is a relation of moral sign of requirements of electronic management in re-designs jobs).

Table 1

Hub	Dependent Variables	The Effect and Moral Level	Independent Variables and Electronic Management											
			Requirements of Electronic Management						Success Factors of Electronic Management					
			X1	X2	X3	X4	X5	X6	X7	X8	X9	X10	X11	X12
Re-Design Jobs	Y1	Effect	0.26	1.00	0.17	0.28	0.22	0.27	0.33	0.23	0.38	0.30	0.13	0.24
		Moral	0.02*	0.01*	0.05*	0.03*	0.01*	0.01*	0.05*	0.16	0.05*	0.05*	0.33	0.01*
	Y2	Effect	0.48	0.15	0.11	0.54	0.11	0.36	0.26	0.27	0.30	0.31	0.18	0.05
		Moral	0.03*	0.87	0.12	0.05*	0.21	0.05*	0.03*	0.02*	0.04*	0.04*	0.58	0.41
	Y3	Effect	0.16	0.14	0.39	0.44	0.35	0.25	0.31	0.40	0.28	0.40	0.26	0.36
		Moral	0.40	0.53	0.04*	0.01*	0.05*	0.02*	0.04*	0.05*	0.03*	0.05*	0.03*	0.05*
	Y4	Effect	0.31	0.44	0.52	0.24	0.06	0.25	0.31	0.25	0.15	0.13	0.28	0.22
		Moral	0.04*	0.03*	0.05*	0.05*	0.65	0.01*	0.02*	0.04*	0.87	0.78	0.03*	0.18
	Y5	Effect	0.28	0.25	0.26	0.27	0.27	0.22	0.23	0.31	0.26	0.27	0.25	0.01
		Moral	0.01*	0.01*	0.01*	0.28	0.01*	0.01*	0.32	0.02*	0.02*	0.22	0.03*	0.91

(The results of analyzing the effect of electronic management of Re-Designs Jobs)

Notice: - moral under moral level (0.01.0.05).

B- The Effect of Success Factors of Electronic management of Re- Design Jobs: From Table 1, we notice that the effectiveness relations of variables of success factors of Electronic management of re-design jobs, ranging between high value (0.40) and less value (0.22) of positive, moral signs which refuses the ineffectiveness hypotheses under moral level (0.01,0.05) , and there are not moral relations which not refuses the ineffectiveness hypotheses. Below the analyzing of the results:-

- The variable concerning the management with training, improving the workers (X5) has a high moral influence with (3) of variables of re-design jobs reaching (0.35) with moral level (0.05) with variable seeking the management to form teams of specialized jobs (Y3) and never appeared with other variables. This refers to the role of training the workers team of specialized team jobs.
- The variable the management concern of a continuous modernization the technical information and communications (X6), showed up moral influence of (5) variables of re-design jobs, reaching higher influence with seeking the administration to reduce the organization structure (Y2), it reaches the effect (0.36) with moral level (0.05) . This emphasizes the contribution of technical information in reducing the organizational structure.
- The variable concerning of management in ensuring the secrecy of beneficial information(X7) with (4) of variables of re-design jobs, showed up a higher influence with management seeking continuously to integration the jobs (Y1), reaching (0.33) with moral level (0.05)
- The variable of seeking the management to change all paper dealings to electron cal dealings(X8) with (4) of variables of re-design jobs showed up higher influence with variable seeking the management to form teams for specialized jobs (Y3) reaching (0.40) with moral level (0.05) .This refers to the interest of the management to change the paper dealings to electron cal dealings.
- The variable the management has a clear view to convert to electronic management (X9) showed up with(4) of variables of re-designs jobs high influence with variable seeking the administration to integrate jobs(Y1) reaching

(0.38) with moral level (0.05) .This emphasizes orientation of the management to electronic jobs

- The variable of ability of the administration for providing the sufficient requirements for implementation the paper dealings(X10) with (3) of variables of re-design jobs showed up high influence with variable seeking the management for forming a team of penalized jobs(Y3) reaching (0.40) with level with moral level (0.05).
- The variable concerning the management to improve the procedure of implemented jobs electronically(X11) with(3) of variables of re-design jobs , showed up high influence with variables seeking the administration giving workers more independency through doing jobs(Y4) reaching (0. 28) with level(0.03).
- The variables the concerning the management of documentation the old paper information electronically (X12) with(2) of variables of re-design jobs showed up high positive , moral influence with seeking the management to form team of workers of one specializing(Y3) reaching. (0.36) with moral (0.05)

The outcome of analyzing results refers to the number of positive moral influences which belongs to the Success Factor of Electronic management in re- design jobs research (28) at ratio (58%) of total (48) relation. This ensures the sub second hypotheses (There is a relation influence of moral sign of electronically management Success Factors in re-design jobs)

Second: The effect of the application of the Electronic management in improvement the Performance Level:

- **The Effect of the Application of the Electronic Management Requirements in Improving the Performance Level**

The Table 2, we notice that the effect relations of variables of requirements application of the Electronically administration with the certified variables for improvement of the Performance, ranging between high value (0.54) and less value (0.05) of positive relation of moral sign that refuses the ineffectiveness hypotheses under the common moral relation (0.01,0.05) and there are no moral signs relations that did not refuses the ineffectiveness hypotheses.

Below Detailed Analyzing

- The variable of the administration concerning to put plans suited with flowing the Electronically Information (X1) showed up with (5) of variables of improvement the performance level a higher positive, moral influence with seeking the administration to create sprit competition among the employers (Y 10) reaching (0.30) with moral level (0.02), this refers to the concerns of administration to put plans suited with the flowing the Electronic information effects the performance levels.
- The variable of the administration putting in traditional organization structure suited with presented electronic services(X2) showed up a positive ,moral influence with (5) of variables of improvements the performance level reaching higher level with variables seeking the management to create and innovation(Y10) ,it reaches (0.30) with moral level (0.02), this ensures the concerns of management with creativity and innovation in presenting electronic services .
- The variables of the management putting organization structure suited with electronic services(X3) showed up a positive, moral influence with (4) of variables of improvements the performance level reaching high level with variables seeking the management to create spirit competition among the workers (Y10) it reaches (0.33) with

moral level (0.04) , this reflects the interest of administration to put organization structure of electronic services to create spirit competition .

- The variables of the administration interest to control on deviations through continuous monitoring on implemented the electronic jobs (X4) showed up a positive, moral influence with (4) of variables of improvements the performance level reaching high level with variables seeking the management to reduce the conflict among the workers(Y7) reaching (0.54) with moral level (0.05) , this ensures the interest of the management to reduce the conflict among the workers through continuous monitoring.

The outcomes of analyzing results refers to the number of positive moral influences of requirements of electronic administration in improvement the performance levels research (18) ,at the ratio (75%) from total(24) relations . This ensures the sub third hypotheses (There is a relation influence of moral sign of Electronic management requirements in improving the level of performance.

- **The Effect of Success Factors of Electronic Management in Improvement of the Performance Level**

From Table 2, the effect of relations of variables which belongs to Successes Factors of the application of electronic management with certified variables of improvement the performance level, ranging between high value (0.54) less value (0.5) for relations of Positive influence which has moral sign that refuses the hypothesis of non – influence under the common moral level (0.01, 0.05), There is no moral relations did not refuse the hypotheses of non influences, Below the analyzing results:-

- The variables of concerning the administration of training the workers and improving their abilities (X5) showed up with (2) of variables of improvement the performance level a positive, moral influence, it reaches high influence with seeking the management to create competition spirit among the employers (Y 10) reaching (0.33) with moral level (0.05), this refers to the concerns of management to train the workers to create competition sprit and creativity.
- The variable of the management concerning with modernization the technical information and communication means (X6) showed up a positive, moral influence with (4) of variables of improvements the performance level reaching higher level with variables seeking the management reduces the conflict among the workers (Y7), it reaches (0.36) with moral level (0.05), this ensures the modernization of technical information and communication to reduce the conflict among the workers.
- The variable of the administration concerning of secrecy of ensuring beneficiaries information(X7) showed up a positive ,moral influence with (4) of variables of improving the performance level reaching high level with variables seeking the management for innovation and creativity (Y9) reaches (0.33) with moral level (0.05).
- The variable of the administration concerning of changing the paper dealings to electronically (X8) showed up a positive, moral influence with (4) of variables of improvements the performance level reaching high level with variables seeking the administration for serving high quality service (Y8) reaching (0.40) with moral level (0.05).
- The variable of the management having clear view to convert to electronical management (X9) showed up a positive, moral influence with (3) of variables of improving the performance level reaching, high level with variables seeking the management to create spirit competition among the workers (Y10) reaches (0.38) with moral

level (0.05). This ensures the interest of management of creating competition spirit among the workers

- The variable of the management supplement the necessary requirements to implement the transactions electronic (X10) showed up a positive, moral influence with (4) of variables of improvements the performance level reaching high level with variables seeking the administration to present high quality servicing (Y8) reaching (0.40) with moral level (0.05), this ensures the implementing of the transaction electronically contributing in offering high quality services.
- The variable of the management concerning to develop the procedures of jobs and make them implemented electronically (X11) showed up a positive ,moral influence with (5) of variables of improvements the performance level reaches high level with seeking the to interact the efforts and penalizing the team works collectively (Y6) reaches (0. 38) with moral level (0.05).
- The variable of the management concerning to document the old papers electronically (X12) showed up a positive, moral influence with (4) of variables of improving the performance with seeking the interacting the efforts and penalizing the team works collectively (Y6) reaches high level (0.30) with moral level (0.01).

The outcomes of analyzing results refers to the number of positive moral influences of Success Factors of electronic Management in improving the performance levels reach (30) ,it represents the ratio(62%) from total(48) relations . This ensures the forth sub hypotheses (there is a relation influence of moral sign of Success Factors of electronic management in improving the performance levels.

Table 2

Hub	Dependant Variables	The Effect and Moral Level	Independent Variables and Electronic Management											
			Requirements of Electrionical Management						Success Factors of Electrionical Management					
			X1	X2	X3	X4	X5	X6	X7	X8	X9	X10	X11	X12
The Improvement of Performance Level	Y6	Effect	0.26	0.38	0.25	0.28	0.18	0.30	0.30	0.23	0.28	0.33	0.38	0.30
		Moral	0.05*	0.02*	0.05*	0.03*	0.21	0.04*	0.04*	0.16	0.01*	0.05*	0.05*	0.01*
	Y7	Effect	0.28	0.34	0.31	0.54	0.11	0.36	0.36	0.27	0.10	0.31	0.28	0.22
		Moral	0.03*	0.05*	0.02*	0.05*	0.21	0.05*	0.05*	0.02*	0.53	0.05*	0.01*	0.18
	Y8	Effect	0.16	0.14	0.30	0.44	0.05	0.05	0.31	0.40	0.20	0.40	0.26	0.24
		Moral	0.40	0.53	0.05*	0.01*	0.50	0.62	0.05*	0.05*	0.86	0.05*	0.03*	0.01*
	Y9	Effect	0.28	0.44	0.05	0.24	0.06	0.35	0.33	0.25	0.15	0.13	0.28	0.22
		Moral	0.02*	0.05*	0.62	0.05*	0.65	0.05*	0.02*	0.04*	0.87	0.78	0.03*	0.01*
	Y10	Effect	0.30	0.31	0.33	0.27	0.33	0.32	0.10	0.28	0.38	0.14	0.30	0.41
		Moral	0.02*	0.01*	0.04*	0.22	0.05*	0.02*	0.16	0.01*	0.05*	0.19	0.02*	0.27
	Y11	Effect	0.25	0.28	0.15	0.33	0.30	0.22	0.33	0.29	0.29	0.38	0.14	0.31
		Moral	0.04*	0.01*	0.87	0.41	0.02*	0.01*	0.24	0.22	0.01*	0.02*	0.53	0.01*

(The results of analyzing the effect of electronic management of Re-Designs Jobs) Notice: - moral under moral level (0.01.0.05).

THE FORTH CHAPTER

RESULTS AND RECOMMENDATIONS

Results

First: The changing to Electronic management became a strategically goal in most management and private sectors.

Second: The changing to Electronic Management helps costumers and business to find new chances in administration reforming and achieving success in administrative developments plans.

Third: The harmony of the jobs according to the requirements of customers, and improving the presenting services, avoiding the waste of time, squandering, concerning the necessary conditions that the organization of this century must accommodate with them.

Forth: The necessity of creating infrastructure for the success of the electronic management in the performance of jobs through supplying active communications systems to post data, information and its flowing to civil people, and organization.

Fifth: Electronic Management coincides with the inspiration of customers to deliver the services with less time and costs; it simplifies the procedures and increases the level of production and the re-engineering job process.

Sixth: The re-engineering operation preserves the stableness and continuity of administrative organizations in fronting the new challenges where the units of work change to teamwork , change jobs from simplified works to complicated works , and the responsibilities of the members of the same team instead of individual responsibilities , this resulted of re-engineering process

Seventh: The Result Showed the Following

- The application of electronic management requirements has the effect in re-design jobs according to the moral effect had been left by most clear variables of requirements of electronic management in dependable variables re-design jobs, this ensures the first sub hypotheses in Table 1.
- The success factors of electronic management has the effect in re-design jobs according to moral effect that most variables of the success factors of electronic management had been left with in dependable variables for re designs jobs, this reflects that the acceptance of second sub hypotheses Table1.
- The application of Electronic management requirements has effect in the improvements of performances levels , according to moral effect that most variables of the application of Electronic management requirements had been left with in dependable variables of the improvements of Performances levels, this reflects the acceptance of third -sub hypotheses Table 2 4 The success factors of electronic management has the effect of improvements of performances levels, according to moral influence that most variables of the success factors of electronic management in the improvements of performances levels, this reflects to acceptance of second hypotheses Table 2.

THE RECOMMENDATIONS

First: The necessity of inducing institutions, that are not starting supplying a application of electronic

management , where there are many and accelerated variables and the organizations need to face the challenges and issuing laws, to deduce the governmental institutions to build progress technology to help employers.

Second: - the change to electronic management requires adoption strategies enhancing the infrastructure of electronic management and be benefit from their application in improve the performance of the institutions.

Third: The importance of training working human staff on using the computers and internet to keep up with changing in this field.

Fourth: Public awareness is very important to manage the electronic management through conferences and seminars.

Fifth: Viewing the experience of neighboring countries in the application of E- management to get benefit of their experiences.

Sixth: Focusing on the security of the information by protecting the electronic sites against hackers and disuses especially the sites which want personal information of the customers.

Seventh: The institutions interest in re- engineering process by focusing on job re-engineering, improving the level of performance and working to make it suitable to E-management application and success.

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(Appendix 1)

Questionnaire

First: General data

1-The age: 2- Qualification:

3- Function: 4- Service time:

Second: Electronic Management:

A- The Requirements of the Electronic Management:

No Questions	Replies				
	Non Agree	Disagree	Agree to Some Extent	Agree	Very Agree
1-The management seeks to put plans suitable to the flow of the electronic information?					
2-The management puts the organizational untraditional structure suitable with presenting service electronically?					
3- The management seeks to distribute the duties to the workers suitable with the presenting the services?					
4-The management seeks to control the deflection through continues supervision to achieve the works electronically?					

B-The factors of the Electronic Management success:

No : Questions	Replies				
	Non Agree	Disagree	Agree to Some Extent	Agree	Very Agree
5- The management concerns of workers training and develops the abilities in using the computers?					
6-The management concerns of updating the informational techniques and communication systems?					
7- The management concerns of ensuring the secrecy of beneficiaries information?					
8- The management seeks to convert whole paper documents to electronic?					
9- The Management has clear view to change to electronic management?					
10-The Management supplies the necessary requirements to achieve the electronic documents?					
11-The Management concerns of developing the work procedures and achieve them electronically?					
12-The management concerns of the documentation of the old paper electronically to make ease of reference?					

Third - The re-engineering administrative processes:

A- Re-designs jobs:

No : Questions	Replies				
	Non Agree	Disagree	Agree to Some Extent	Agree	Very Agree
13- The management seeks to integrate jobs continuously?					
14-The management seeks to reduce organizational structure through giving powers to the specialists?					
15- The Management seeks to form teams for jobs per specialization?					
16-To The management seeks grant the workers more independency through doing their jobs?					
17-The management seeks to change the jobs from simple to complicated duties.?					

B- The improvement of the performances level:

18- The management seeks to interlace the efforts and put the teams under responsibilities collectively?					
19-The management seeks to reduce the conflict among the workers?					
20-The management seeks to present the qualified services?					
21-The management seeks to put the attention to innovation , creativity of the workers					
22-The management seeks to create spirit of competition among workers?					
23-The management seeks to reduce the costs and time?					

