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ALTINBAŞ UNIVERSITY

Electrical and Computer Engineering

OBSTACLES OF THE E-MANAGEMENT IN IRAQ

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Master Thesis

Supervisor

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OBSTACLES OF THE E-MANAGEMENT IN IRAQ

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Zahraa Dawood Salman Al-Gburi

DEDICATION

First, I would like to thank Allah Almighty for the power of mind, health, strength, guidance, knowledge and skills to complete this study.

This thesis is wholeheartedly dedicated to my parents. There is no words to describe what you mean to me, there is nothing that I can repay for what you have done to me. I will continue to do my best to achieve your expectations.

And lastly, I dedicated this to the family, relatives and friends who have been encouraging me during this study.

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ABSTRACT

OBSTACLES OF THE E-MANAGEMENT IN IRAQ

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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 survey was 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, Iraq“,”

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1. 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 solution and short comes to problems in information technology systems and offering an effective service. “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-administration.

1.1 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.

1.2 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.

1.3 BACKGROUND OF IRAQ

Iraq is in Western Asia. It is bordered from the South by Saudi, North by Turkey, East by Iran, West by Syria, Southeast by Kuwait, and Southwest by Jordan. Iraq has 18 provinces and the capital is Baghdad and it is the largest one. The geographic of Iraq is showed in figure 1.1



Figure 1.1: The map of Iraq

Iraq country is contained from very diverse ethnic groups. Also, it has many religions followed by its citizens. Islam is the major religion in Iraq, two official languages has been used in Iraq: Arabic and Kurdish, Other languages also include Turkmen, Syria and Armenian [3]. The population of the country is 37,976,697, based on the latest United Nations estimates.

1.4 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 tends to hire many people who are qualified enough and have experience in information technology field.

1.5 ACTORS IN IMPLEMENTING E-GOVERNANCE: CHALLENGES AND POSSIBLE SOLUTIONS

In this part, the major limitations of executing the e-governance are pointed out. Basically, the points of concern which differs from those of modern countries towards implementing electronic governance illustrated here. Where in modern nations, there are several accelerators that ultimately mobilizes the procedure of executing the e-governance. For instants, the modern nations have flexibility in spending of a great annual budget in implementing e-governance, which is not possible in developing and modern nations. The developed nations also have a great opportunity, well communications infrastructure, available technology, greater literacy rate, skilled work force, a good project management, equitable man-machine ratio, of effective policy making and so forth. The developed nations are generally perceived to be too routine, unresponsive and unaccountable also possess a several of ill-cultures in governmental processes. Surprisingly, these developing nations are situated in disaster-prone areas of the entire world that may make the situations worse.

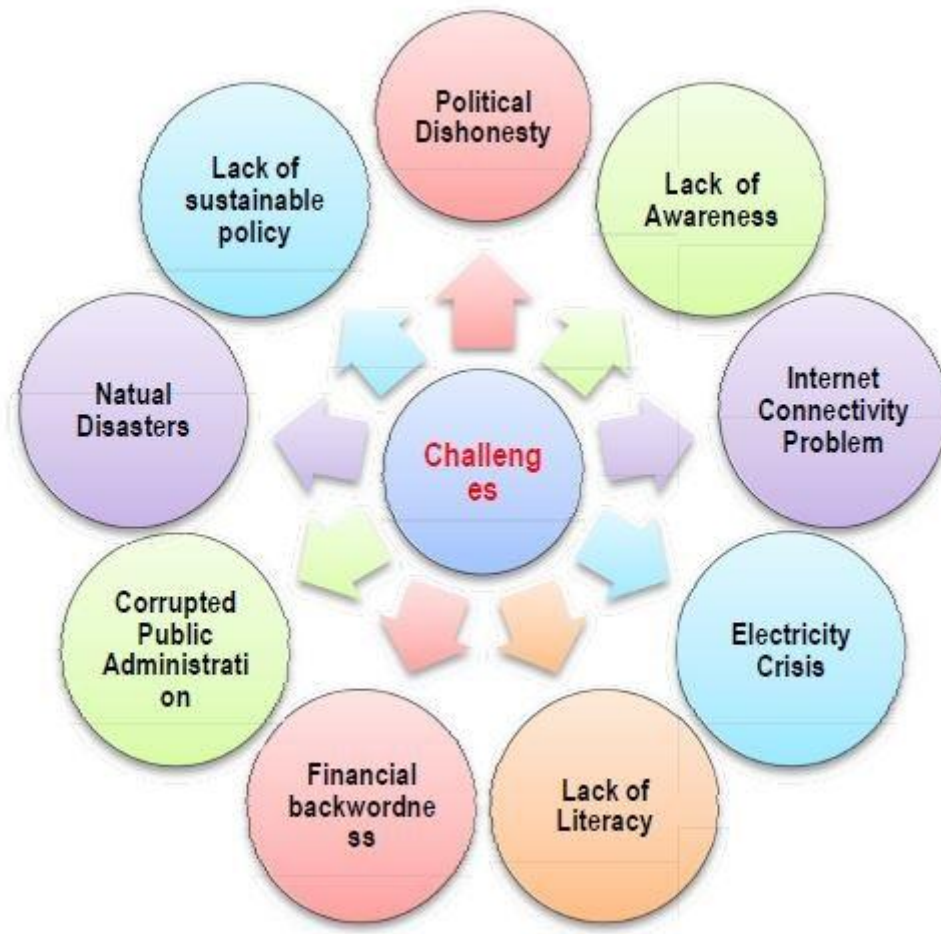


Figure 1.2: Challenges in implementing e-Governance in Iraq

1.5.1 Inadequate ICT infrastructure

The shortage of proper infrastructure is the major challenge in implementing e-governance. The execution of e-governance is suffering greatly Because of inadequate ICT infrastructure. The arrangement of infrastructure for individuals is not usual, in such a poor nation, so the best solution will be community-based infrastructure.

1.5.2 Unwillingness of Government Officials

One of the major challenges in execution e-governance that government officials are unwillingness to adopt e-governance. In most cases officials are not rationally very strong and confident enough to adopt technology in their routine works. Therefore, they try to avoid integrating governmental process in electronic means. Inefficient Officials may be a big point of barrier in execution e-governance. Therefore, these officials can be given appropriate training to motivate them towards adopting ICT. To make these officials much more enthusiastic, Incentives may be offered.

1.5.3 Power shortage

Power Shortage is another obstruction to overall socio-economic evolution as well as a big challenge in implementing e- governance in Iraq. Arranging proper infrastructure is highly suffered, because a big part of Iraq is still far from electricity coverage. To overcome this problem, renewable energy is a good solution like solar systems. But like these replacements, also have some problems. In solar systems, the initial cost of installing is a dilemma to take up it in practice. The nations should emphasize on the demand of implementing long term power-plants and cost effective and finding other sources of power production (renewable energy) and facilitating attaining them.

1.5.4 Inefficient Planning

The shortage of effective planning in Iraq is one of the big important problems in implementing e-governance. The bureaucracy normally utilizes the opportunity of undertaking different policies they think the best, without any experts analysis because they do not all have ICT experts. This type of the planning especially while integrating the individual units, Creates anomalies cases. Since the implementation of the electronic systems of some agencies is complicated, due to the absence of effective technical planning, thus implementation is suffering. We may wait a long time for all government service agencies to digitalization complete. For example, although of the success of the

National ID card project, using it was not very satisfactory, because of the absence of good planning

In order to have effective planning, IT experts must involve them in the planning affairs with policy makers and the bureaucrats.

1.5.5 Lack of Awareness

It is important for citizens to be aware of the importance of e-government. The more the percentage of the illiterate, the less the awareness of the people. It is not mandatory to get high academic occupations to be a significant awareness of the basic concepts enough. It is normal to be no awareness of this segment of people. The Absence of a government plan to effectively inform citizens about their steps in implementing the electronic government is one of the reasons.

1.5.6 Lack of Central Powerful ICT Wing

One of the major challenges in e-implementation Governance is the lack of a strong and effective ICT wing. So far, there is no independent ICT pavilion dedicated to planning the e-governance framework in Iraq. Due of the absence of all institutions and the implementation of other departments, so their systems are based on their own data. After all initial implementation step, when we implement the complete unit and move towards the integration of interconnected systems to provide greater support to citizens, a hugging embrace may arise and may even require rearrangement of the overall system. For example, even after succeeded completion of the national identification project, other government agencies do not receive any support. The ICT policy also suffers from the absence of a separate ICT pavilion.

1.5.7 Lower Literacy Rate

One of the major challenges in e-government implementation in Iraq is a low literacy rate. This impasse is the main point difference in the implementation of e-government developing countries with developed countries. While for an advanced country with a greater literacy rate, it's enough to have a standard framework that is easily executable (mostly based on Internet and the text), a developing country's approach to reaching their citizens must be different (mostly based on verbal communication). Moreover, because a large proportion of people are unable to request and receive electronic services themselves, it is necessary to have intermediaries to fill the masses with electronic services. This mediator also raises some questions in terms of transparency and security. As previously defined, the authentication procedure also becomes a complex task because of the inability to use text-based credentials because of illiteracy and therefore, the biometric authentication procedures are necessary to be modified.

1.5.8 Problems With standardization In Iraq

The implementation of e-government suffers a lot because of there is no standard program to interact with Iraqi text. Given that, for a long time, people used to use this software that does not conform to the standard of software engineering even at the lowest level, it has become impossible at all to take any additional steps with the Iraqi documents we have. The main reason for the significant number of Internet searchable documents on the Internet is the absence of such standardization. For the effective implementation of e-governance in Iraq, must be sure to use Unicode text for the Iraqi. For the countries that cannot buy monopolistic software because of their heavy expenditure and cannot also provide high licensing fees, Open Source Software (OSS) support is considered a windfall. As an added benefit, the adoption of OSS in the implementation of e-governance also reduces monopoly dependence on proprietary software developers. Moreover, it expands the scope of use internal skills and flexible support of local developers to promote OSS at very low cost. However, with OSS development there are many challenges including technical skills required and customer support, optimal version upgrade, cost of ownership and

Absence of accountability. This kind of problems could depress the whole work of e-governance software growth worse

1.5.9 Absence of Effective Legal Framework

Applying e-governance also requires a coherent and effective legal framework. Although there is an initial legal framework for ICTs, it is required to review this for the secured but faster adaptation of ICTs to governance. In the case of legal support, it must be considered that with donor "recipes", the digital divide may not be acute.

1.5.10 Limited Connectivity High-cost, low-reliability

One of the biggest challenges in the applying of e-governance is the high cost and limited connectivity, In addition to hardware infrastructure. The general penetration of the Internet is very low. The high cost and the lack of the Internet availability reduces the internet usage.

1.5.11 Poverty

In the in developing countries, Poverty is basically the most defiance for applying electronic governance. In fact, most problems are stemmed from poverty. For instance, the infrastructural problem and all other tangible problems. Because of poverty, Individuals does not success to arrange the suitable infrastructure for themselves while the government also fails to do so.

1.5.12 Lack of Reliable Maintenance

Maintenance is the most important part of implementation of the e-government. It is so sad that, the database of the institutes, ministries, companies and agencies not updated from time to time. This negligence made the people are not preferred the electronic services.

1.6 THE BENEFITS OF ELECTRONIC MANAGEMENT AND THE IMPORTANCE OF ITS APPLICATION

- Shorten the execution time of the various administrative transaction
- Simplifying the procedures within the organizations, reducing their cost and providing more quality service
- Accuracy and objectivity in the various achievements within the organization
- Facilitate communication procedures between the different departments of the institution with other institutions inside and outside the country
- The use of electronic management correctly reduces the use of paper significantly, which affects positively "on the work of the institution
- Less usage of papers solves the problem of keeping and documenting transactions, which leads to need less Places of storage where they are utilized in other thing.
- 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.
- Ease of teleconferencing between geographically dispersed administrations
- Easy and fast access to generalizations and administrative transactions for employees, customers and auditors
- Improve the effectiveness of decision-making by providing information and data to those who want it
- 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.

1.7 THESIS 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.



2. LITRATURE REVIEW AND BACKGROUND THEORY

2.1 LITERATURE REVIEW

A- Emmanuel Okewu et al: They reported the application of the Component-based software engineering (CBSE) paradigm for the improvement of a college an Enterprise Resource Planning (ERP) explicitly an e-Administration System to computerize its complex operational and authoritative strategies for productivity and viability. The exploration gives a premise to observationally look at the benefits of Component-based software engineering and traditional development approaches. They said that we have to hindrance of insufficiencies of manual handling of reports through arranging gatherings in the college, and for that require, an innovation-based answer for college e-organization was developed, ERP system was developed by using CBSE approach. However, their scope of discussion in their research is restricted to the structure and improvement of the e-Meeting module of the e-Administration System. In their paper they said that the e-Administration system enhances the business work process and builds proficiency, announces the reliance on paper, uphold controls and computerizes email notices, gives easy to use and usable online interfaces, mastermind forms, facilitates reception of best business rehearses, and coordinates existing systems [4]

Therefore, the rising need for an adaptive technology in running the affairs of a university cannot be overemphasized. The methodology in their research was organized on three parts, first to reduce the administrative and operational inefficiencies associated with manual processing they used design and implement a tailor-made ERP using the CBSE life cycle, to gauge and look at programming advancement endeavors of conventional programming improvement approach and Component-based programming building (CBSE) approach, they utilized cost estimation systems. For this situation, Function Point Analysis and Constructive Cost Model. At last, to check guarantee of high pay-off of Component-based programming building (CBSE) versus customary improvement they Compare think about result with industry pay-off parameter. In their result they found out that ERP, e-Administration system, mitigates substantially the operational and administrative costs of running a university translating into efficient management of procedures and processes, also he claims that the e-Administration system has reduced cost and number of person-hours expended on operational and administrative procedures. [5]

B- Abood H, Al-Ani MSh et al: They conducted a research to find out the Obstacles of the usage of E-Learning in the Arab countries. They guarantee that the on the web, separation and e-learning in Arab nations are still underneath the worldwide standard. Their countries. He said that the Education at the college is sticking to standard examples of instructive frameworks in the Arab nations, and There are a different variables that lead to this result which may identify with the absence of human and material assets, foundation, the way of life, or fundamentally in light of the way this new development is still new around there of the world [6].

In their approach they utilized a survey. The survey comprised of 48 questions separated into four gatherings; questions identified with college offices and leaders, educators, understudies. The example of the examination comprised of 400 showing staff individuals from various Arab colleges. In their investigation said that the primary hindrances confronting the spread of e-learning in Arab nations are as per the following:

- The prerequisite for direct correspondence among instructors and understudies, which drives the educators to demand the conventional learning.
- The nonappearance of English Language and PC aptitudes for the two instructors and understudies, which implies that the greater part does not be able to adapt to e-learning.
- The absence of exact lawful system and innovative framework which does not help in spreading such sort of instruction.
- Other snags were identified with understudies, instructors, the board staff and chiefs that can be taken care of if these countries plan to genuinely use e-figuring out how to serve Arab society. [7]

C- Stamatios A. Theocharis et al: They analyzed the instance of Greek Public Administration by looking into the improvement of a back-office framework as far as customized benefit for government authorities. They additionally appear

Fundamental highlights and requirements that an incorporated framework must have so as to help a viable, productive and present day back-office. He said that the Networks of open organization and broadband systems have been made and government sites and e-administrative gateways have been

Created to make the picture of a modern and efficient open organization concentrated on the client - native or business. However, the issue that remaining parts identifies with the back-office part. Programming applications created are bad enough to considerably help the representative supporting the inside techniques. Existing frameworks are described by the accompanying:

- Independent programming applications don't bolster interoperability and norms that are created on a case by case premise and every so often cover.
- Delay in utilization of all-inclusive electronic marks.
- Main accentuation is being given to the improvement of databases, which results into similar information being put away in various PC frameworks.
- Procedures situated to the, supposed, printed version instead of electronic shape on reports.
- Insufficient improvement of data frameworks to help inquiry of authoritative data.

He guarantees that for this reason, it is important to contemplate every one of the procedures of an association and choose which ones can be either consolidated or disposed of or mechanized or enhanced, this should be possible by Business Process Reengineering. In their decision they said that under e-government, the general population are not engaged with inside help procedures of open organization, yet just in the filling of the application frame. The advancement of a solid back-office is a fundamental factor in accomplishing e-government. Vital strong factor is the rearrangements and mechanization of inside techniques followed openly organization just as the viable aiding of human resources. [8]

D- Prof. J. Meenakumari: He gives a procedure show and a specialized model for an innovation-based training framework. The procedure demonstrate center around the procedures developing an innovation-based instruction framework. He guarantees that innovation has encouraged e-organization which includes the compelling utilization of electronic media in the field of organization. The innovation shows for working e-organization in higher instructive establishments is likewise examined together with an overview report defending that innovation-based learning and innovation-based organization are not accessible in totality.

E-organization, an improvement organization framework, utilizes modernized frameworks/computerization for undertaking the board and organization.

In his determination he said that an innovation-based learning model empowers educators to spread required data in a quick and successful way, improves foundation of connections among establishments and encourages information sharing and skill expansion. [9]

E- Ryan Yonata et al: They have built up an administration data framework for outflows stock in Indonesia. As an e-organization framework, expects to encourage the way toward gathering and overseeing local emanations stock information which likewise giving information and data to general society.

This framework gives information and data to people in general and is pictured by discharge delineate/outlines, and examination measurement. The framework is tried utilizing three techniques: utilitarian testing, convenience testing utilizing framework ease of use scale, and perception testing. Considering the test outcome, the framework is now satisfied practical prerequisites, ease of use angles with a SUS score of 75 and satisfied ease of use and client encounter objective, and the representation is reasonable for the clients. In their decision, they said that Indonesian government can utilize the framework highlights to gather, oversee, and manage discharges stock information in all locale. What's more, nationals of Indonesia and other invested individuals are additionally ready to get to the information with an increasingly justifiable arrangement through visualization [10].

F- Hossan et al: Have discussed simple parts influencing accomplishment and disillusionment in executing electronic organization. They guided an investigation concerning the impression of e-

government movement of Bangladesh among government specialists. Using the organization outlines internet undertaking as the purpose of intermingling, they have cleared up the association between the cares, effect of care creation on the motivating force towards the e-government exercises of Bangladesh government specialists. They have recognized inside political need, when all is said in done vision and system, transcendence of administrative issues and individual situation, strong change the officials, convincing errand the board, abilities among the experts incorporate with this endeavor and adequate imaginative establishment. [11]

G- Habib and Faisal: Have introduced the example of overcoming adversity of visa office computerization towards having paperless office as the initial step to advanced Bangladesh. In this exact short paper, creators have pointed a few fundamental difficulties in advanced Bangladesh development like nonappearance of focal database for subjects containing all data, inappropriate learning of data innovation among various classes of clients, wasteful use of the current IT assets, absence of between departmental collaboration among different divisions of government, updating the association chart of the

Government division, frightful obstacle in achieving information passage of existing archives and so forth. This paper absences of giving an arrangement or suggestion with respect to these issues raised. [12]

H- Azad et al: Proposes to have explicit Government Enterprise Architecture (GEA) to build up their e-Governance applications. They additionally recommend embracing adjusted Federal Enterprise Architecture (FEA) comprising of five reference models including Business, Performance, Data and Information, Application Capabilities and Technology and Standards as GEA for Bangladesh. The idea is by all accounts promising; anyway, any unmistakable idea on the components of GEA has not been talked about in the paper which makes the general design incomplete. [13]

Rahman has given a knowledge to neighborhood government and its association with ICT. Creator has displayed status and capability of e-administration in examination with conventional

administration alongside working systems by breaking down the equivalent for six nations including Bangladesh, India, Republic of Korea, Pakistan, Singapore and Sri Lanka. A five-level nearby government authoritative structure has likewise been displayed in [14].

I-Mahbubul Alam et al: Creators have talked about difficulties of executing electronic administration as difficulties of G2C (ignorance, destitution, frail ICT foundation, low dimensions of tele-thickness, constrained web get to), difficulties of G2G e-government (insufficient ICT framework inside the legislature, deficient access to ICT by government authorities, attention to government authorities about ICT, non-worthiness of it frameworks, absence of satisfactory preparing programs, absence of ICT experts, lacking human asset limit, no legitimate controlling ICT specialist for actualizing e-administration) and gives explicit suggestions including extension of chances for preparing, instruction and information sharing for individuals living in country and remote zones through separation getting the hang of; characterizing ICT guide and needs to push forward of usage of e-administration ventures and all the more critically, making ICT foundation individuals increasingly occupied with e-administration execution process and furthermore making them in charge of choosing about ICT related issues.[15]

A few commendable occurrences have been displayed in executing electronic administration like UYAP SMS data framework (Turkey), Reti Amiche (Italy), ServiceOntario (Canada) and a few others.

The SMS legal data framework, created by the IT Department of the Ministry of Justice of Turkey consequently illuminates every related gathering who have cases under the steady gaze of the Turkish courts by short message benefit (SMS) regarding any legitimate occasion, information or declaration identified with their cases.

Therefore, parties are never again expected to go to the courts to gather this data improves generally e-openness. The SMS benefit does not supplant official notices, as it just plans to give progressive essential information. [16]

Openings and difficulties of electronic administration in creating nations have been engaged in [14].

V. Ndou presents a point by point diagram of e-administration and related phrasings with near investigation of e-administration status in examination with created nations. The chances of electronic administration have likewise been researched in [17] which incorporates, Cost decrease and productivity increases, Quality of administration conveyance to organizations, straightforwardness, anticorruption, responsibility accomplishment, increment in the limit of government achieve, system and network creation to Improve the nature of basic leadership and advance utilization of ICT in different areas of the general public. Dissecting various contextual investigations (which does exclude any from Bangladesh), **V. Ndou** additionally makes sense of several difficulties in executing governance. A diagram on the present e-administration circumstances, advances and existing obstructions in the Asia-Pacific district has been pointed in by Wescott. [18]

He has likewise introduced various suggestions regarding adapting to difficulties, while augmenting the advantages of e-administration [19].

The study aims to identify the obstacles to the application of electronic administration in the management of human resources, and identify the main mechanisms proposed to overcome obstacles, and adopted the study on the curriculum And the use of the questionnaire as a data collection tool 311 individuals "were selected in the random stratified form of HR managers and staff The main findings of the study are administrative constraints: lack of training courses for resource staff Human resources in the field of electronic administration, and the presence of financial constraints Minia: weak financial allocations For research and advocacy in the field of information technologies, and the presence of human obstacles: the highest confidence level Employees in all electronic transactions, and the presence of technical obstacles Minia: lack of evidence Which is described in the electronic administration application.[20]

J- Agnieszka Agata Tomaszewicz. Presents the results of enhanced scientific research in the area of impact of local e-administration solutions on service efficiency among citizens which result in proposal of the model of local e-administration development. The Population of the study were local authorities in West Pomeranian Voivodeship (urban, including city with powiat rights, urban-rural and rural) and local communities which are serviced by these authorities. The Data collection CAWI technique (Computer Assisted Web Interviews), survey technique, was used among local communities which was drawn based on random sample. 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. In his conclusion, he said that the local e-administration has potential to enable, in a considerable manner, contributing to improved service provided for local communities. In conclusion, essential factors which condition the success of implementing the model of local e-administration are as following: 1. noticing the need for changes by local authorities and their engagement in the process of implementing solutions within the scope of local e-administration on every stage. 2. Accepting efficiency, effectiveness, Openness and usability as basic results' measures of implementing the model of e-administration development. 3. Implementing standardization and interoperability as basic factors responsible of work efficiency. 4. Reliable valuation of the project costs and guarantee in financing it. 5. Obtaining proper IT skills by employees and social communities. 6. Using the tele informatic technology. 7. Participation of local communities and their approval for new tools implemented in municipal administration. 8. Coordination, cooperation, monitoring and evaluation. 9. Constant Adjustment to changing needs of the environment. [21]

Within the research conducted for the needs of eGovernment Readiness Index, five e-administration models were found [9]:

1. Centralized- where the information and public services system is organized around the main national portal and presented information are highly unified;
2. decentralized- based on the individual sites, created separately for institutions, initiatives and programs in which collective public platforms play only referential function and presented information are not standardized;
3. network- in which systemic character is obtained by the number and kind of links between websites;

4. e-participation oriented- in which the base constitutes the tools enabling citizens' engagement in creating the administrative processes and making decisions.
5. e-services oriented- in which computerization of the processes like back-office and front-office are treated as the most important factor in creating e-administration systems.

K- S. A. Ahsan Rajon et al: They focus on different methodologies of actualizing electronic administration in creating nations and investigate the components identified with the difficulties and openings in executing electronic administration. They expect to point the conceivable arrangements in taking care of the hindrances to execute electronic administration. The supporting structure for coordinating the general financial exercises under the data and correspondence innovation system is likewise passed on in this paper. The main contributions of their research are Right off the bat, we explore the explicit difficulties and openings while in transit to build up e-administration in creating nations like Bangladesh. We have additionally thought about the current plans and have broken down their viability from the financial and techno-infrastructure purpose of see.

Furthermore, it proposes a total structure for actualizing e-administration. It is the oddity of this paper, it takes the general components of electronic administration into account while past investigates (to be best of our discoveries), principally centers around explicit issues or factors of e-governance. Thirdly, this paper leads an overview with an intend to find the arrangements of the overall difficulties in actualizing electronic administration and examinations the review reactions to reach to explicit result. Fourthly, though the majority of the current looks into propose structure for actualizing electronic administration either by adjusting the current assets or by proposing to re-encourage the framework, it is our significant commitment that, we propose a reasonable, plausible and compelling system for actualizing e-administration by guaranteeing most extreme usage of existing framework and in addition giving a parallel inception of the re-designing procedure. Also, this paper raises a few of concerns which are to some degree exceptional to Bangladesh and subsequently, those issues were not made sense of by generally looks into. In their conclusion they said that as inferring the system for actualizing electronic administration. The general investigation on the convenience and adequacy to build up e- Government, e-Administration and e-Democracy as e-Governance has been extravagantly given here. Future works might be committed to expand

the issues like cataclysmic event time electronic administration system, e-business and internet business reinforcing angles alongside the center electronic administration structure. [22]



3. METHODOLOGY

The study used a questionnaire to get responses of Iraqi Governmental institutions. The questionnaire consisted of 33 questions 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 employee's viewpoints at the Iraqi Governmental institutions. The researchers used percentages, averages, and standard deviations determining the results of the study.

3.1 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.

3.2 DATA COLLECTION

The model was elaborated based on 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

3.3 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.

3.4 THE DESIGN OF THE QUESTIONS

We designed the questions based on our literature review in chapter two and we interviewed some expert's employee in Iraqi Governmental institutions, and specially The Iraqi Computer and Informatics institution in Baghdad city. We met one of the employees 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.

3.4.1 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.

3.4.2 Conditions for E-Administration 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 administrative 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. Ziemia 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 tele informatic infrastructure in public institution, availability of free software [23], [24], [25].

3.4.3 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's 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?

3.4.4 Part Two the Organizational Obstacles

1. Do you think there is a lack of legislation to implement the electronic administration in your institution?

- Agree
- Somewhat Agree
- Disagree

2. Do you think there is a weakness in government support for e-governance policy in your institution?

- Agree
- Somewhat Agree
- Disagree

3. Do you think there is a lack of proper planning for the transition to electronic management?

- Agree
- Somewhat Agree
- Disagree

4. Do you think that there is a lack of vision in the future to implement electronic administration in your institution?

- Agree
- Somewhat Agree
- Disagree

5. Do you think there is a lack of proper planning for the transition to electronic management??

- Agree
- Somewhat Agree
- Disagree

6. There is a lack of awareness in the administration and its staff of the importance of applying electronic management?

- Agree
- Somewhat Agree
- Disagree

7. Routine administrative procedures in the department delay the transition towards electronic management?

- Agree
- Somewhat Agree
- Disagree

8. Lack of interest by decision makers in the department in supporting electronic administration?

- Agree
- Somewhat Agree
- Disagree

9. Employees must be made aware of the shift towards electronic management?

- Agree
- Somewhat Agree
- Disagree

3.4.5 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?

- Agree
- Somewhat Agree
- Disagree

2. The weakness of the integration of departments of the institution and their compatibility with the techniques of the application of electronic management?

- Agree
- Somewhat Agree
- Disagree

3. Lack of adequate computer hardware available in the department?

- Agree
- Somewhat Agree
- Disagree

4. Lack of accurate and integrated databases?

- Agree
- Somewhat Agree
- Disagree

5. There is lack of software in Arabic language that suit to the administrative work in the department?

- Agree
- Somewhat Agree
- Disagree

6. The weakness of the electronic link between the administration and its departments?

- Agree
- Somewhat Agree
- Disagree

7. There is no communications infrastructure in the institution and its departments?

- Agree
- Somewhat Agree
- Disagree

8. Lack of caring and maintenance of computer programs in the institution?

- Agree
- Somewhat Agree
- Disagree

3.4.6 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?

- Agree
- Somewhat Agree
- Disagree

2. The administration's fear of increasing administrative functions when applying electronic administration?

- Agree
- Somewhat Agree
- Disagree

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?

- Agree
- Somewhat Agree
- Disagree

4. The weakness of institution's staff in the usage of electronic communication techniques?

- Agree
- Somewhat Agree
- Disagree

5. Lack of specialized staff to work in the application of electronic administration in the department?

- Agree
- Somewhat Agree
- Disagree

6. Weak motivation for the employees of the department to use modern technologies?

- Agree
- Somewhat Agree
- Disagree

3.4.7 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?

- Agree
- Somewhat Agree
- Disagree

2. Weak budget of the department dedicated to the purchase of electronic techniques and software necessary for the implementation of electronic administration?

- Agree
- Somewhat Agree
- Disagree

3. Weak budget of the Department dedicated to the maintenance of electronic techniques and programs?

- Agree
- Somewhat Agree
- Disagree

4. Weak management in providing training courses on administrative programs and techniques for the department?

- Agree

- Somewhat Agree
- Disagree



4. RESULTS AND ANALYSIS

In this chapter 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 were collected from governmental employees who have different institutions and departments.

4.1 RESULTS

4.1.1 Part One the Qualification Of Responses.

A. The Qualification

The responses were about 56% had a bachelor's degree and 31% master's degree and 12.1% PhD degree. figure 4.1 show the results.

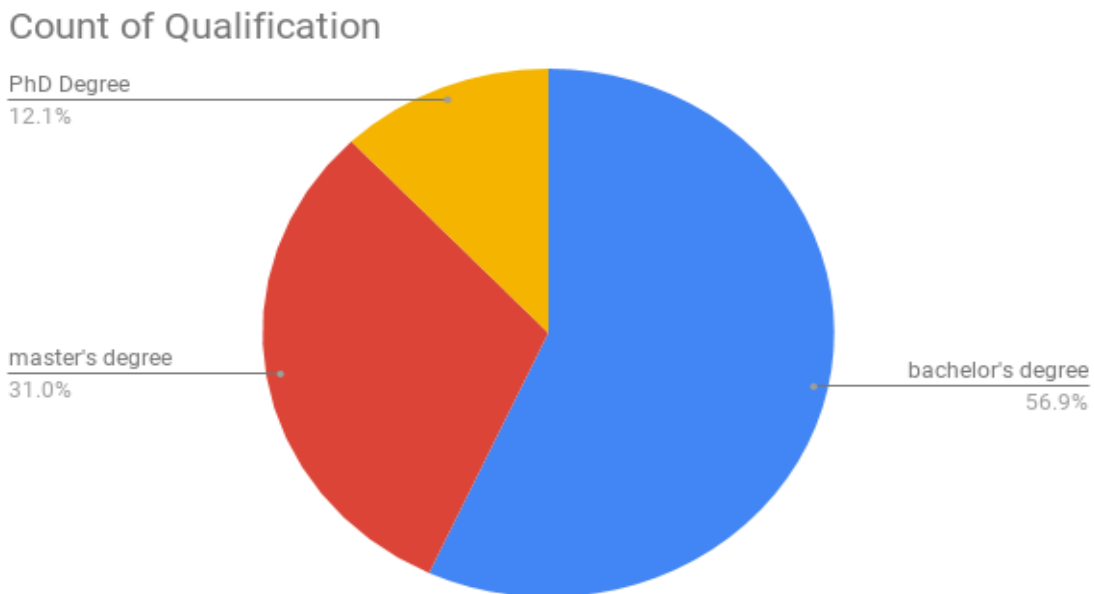


Figure 4.1: Result of responses qualification

B. Years of work

The results were among 2 years to 43 years of work in governmental sector. As we see in figure 4.2.

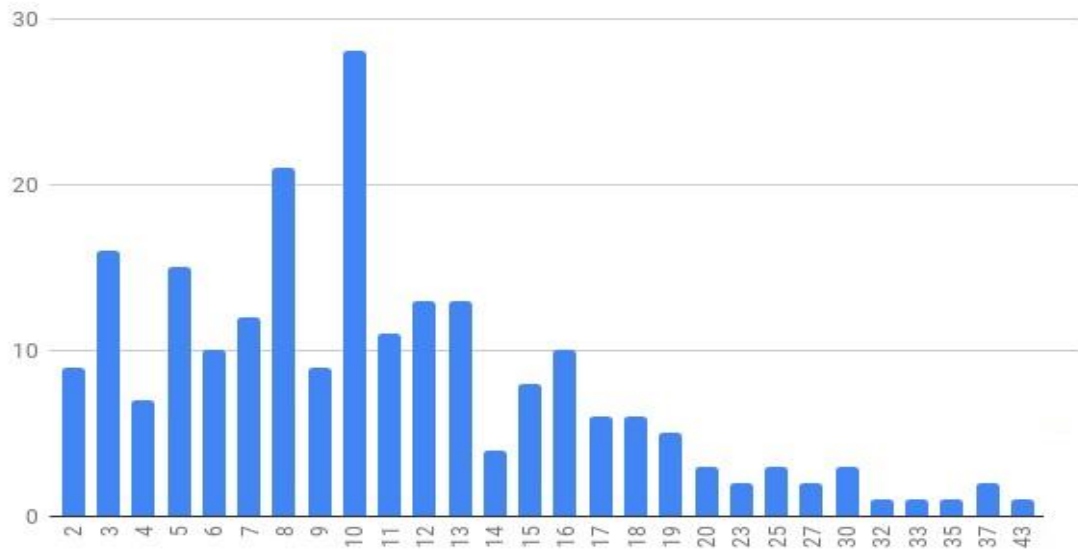


Figure 4.2: Years of responses' work

B. Governmental institution

The employee's 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.

C. Departments

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

D. Are there any applications for e-management in your institution?

As we see in figure 4.3, there is a high percentage say that there are no applications for e-administration in their institutions.



Figure 4.3: Applications of e-management

E. Areas of application for e-administration

In this field there was a different answer but most of them was about using the normal work of computers like printing and organize the papers and for archiving them. For the using of the database, they use it normally for saving employees' data and for students' data in the sector of education, also there was an electronic Library and smart boards. There were some systems for accounting and for employee's assessment. For institutions' news on their websites.

4.1.2 Part Two the Organizational Obstacles

A. The lack of necessary legislation to implement the electronic administration in the institution.

As we see in the figure 4.4 the responses were high agreement there is a lack in necessary legislation to implement the electronic administration.

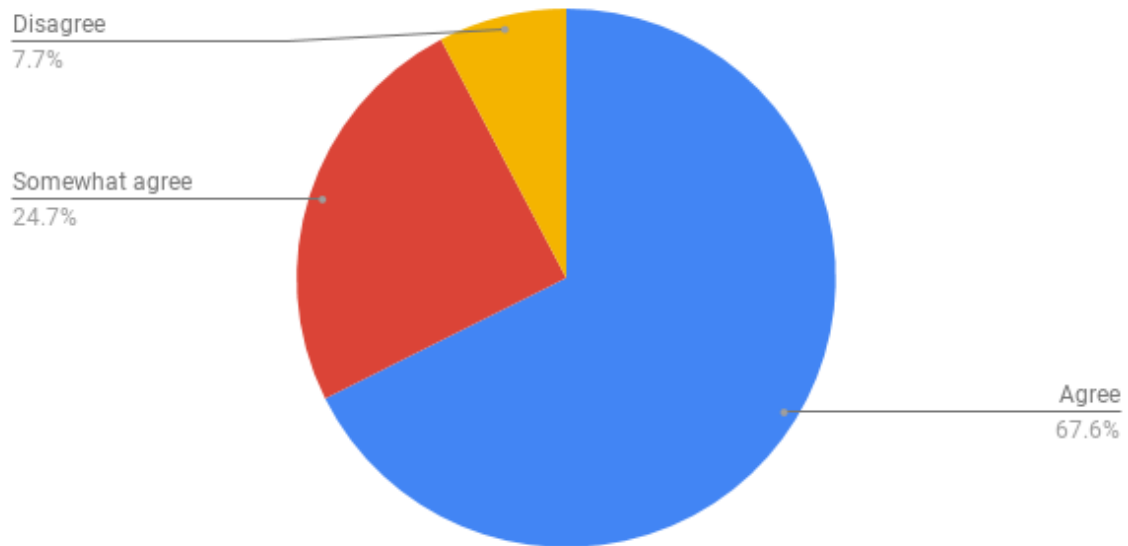


Figure 4.4: The lack of necessary legislation to implement the electronic administration

B. The weakness in government support for e-governance policy in the institutions .as we see in figure 4.5 there is a high percentage of agreement that there is a weakness in the government support for e-governance policy.

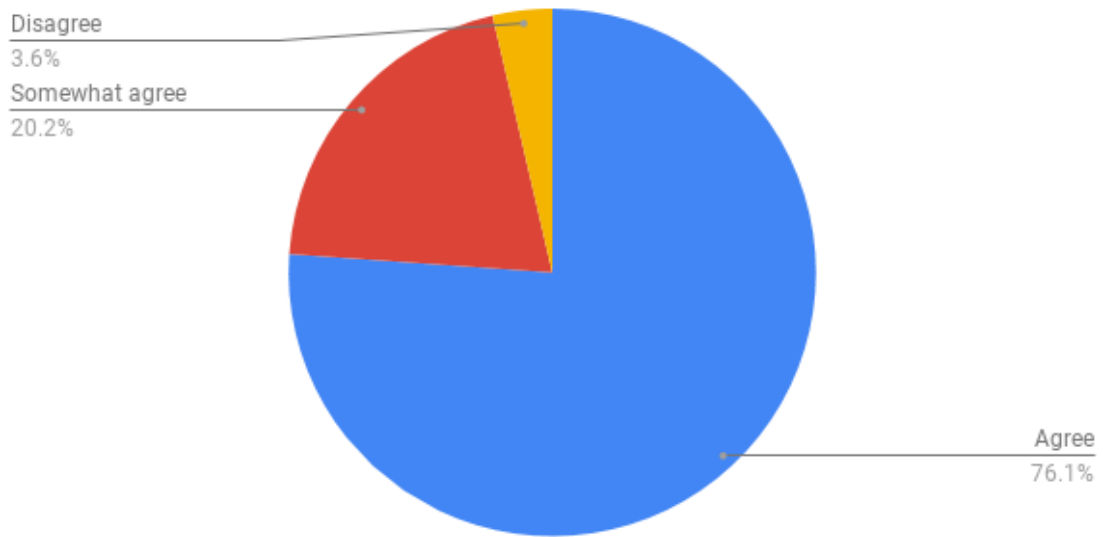


Figure 4.5: The weakness in government support for e-governance policy

C. The lack of proper planning for the transition to electronic administration, as we see in figure 4.6 about 78% of responses agree that there is a lack of proper planning to convert The traditional administration to electronic.

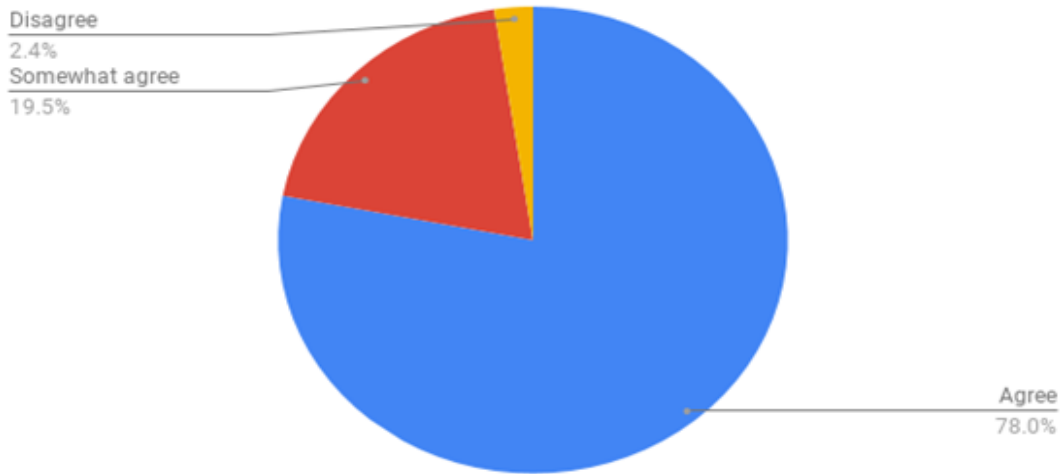


Figure 4.6: The lack of proper planning for the transition to electronic administration

D. The lack of awareness in the administration and its staff of the importance of applying electronic management in figure 4.7.

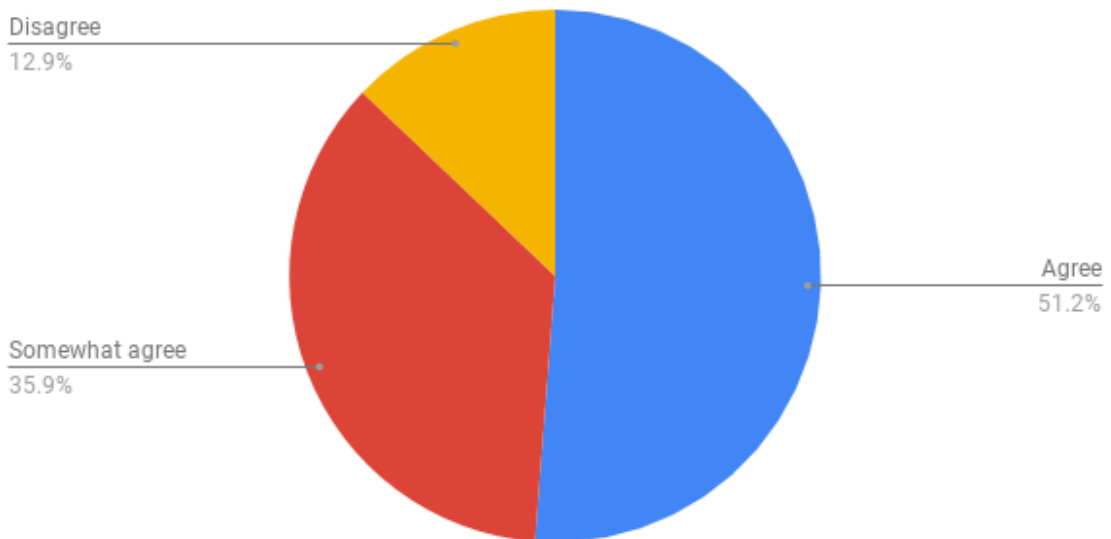


Figure 4.7: The lack of awareness in the administration and its staff of the importance of applying electronic management

E. Routine administrative procedures in the department delay the transition towards electronic management in figure 4.8.

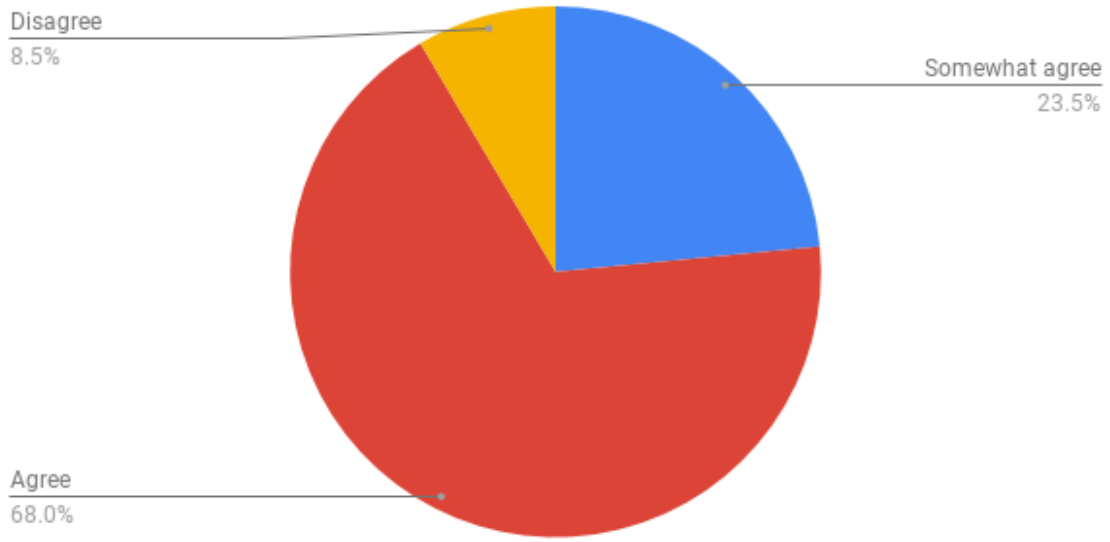


Figure 4.8: Routine administrative procedures in the department

F. Lack of interest by decision makers in the department in supporting electronic administration in figure 4.9.

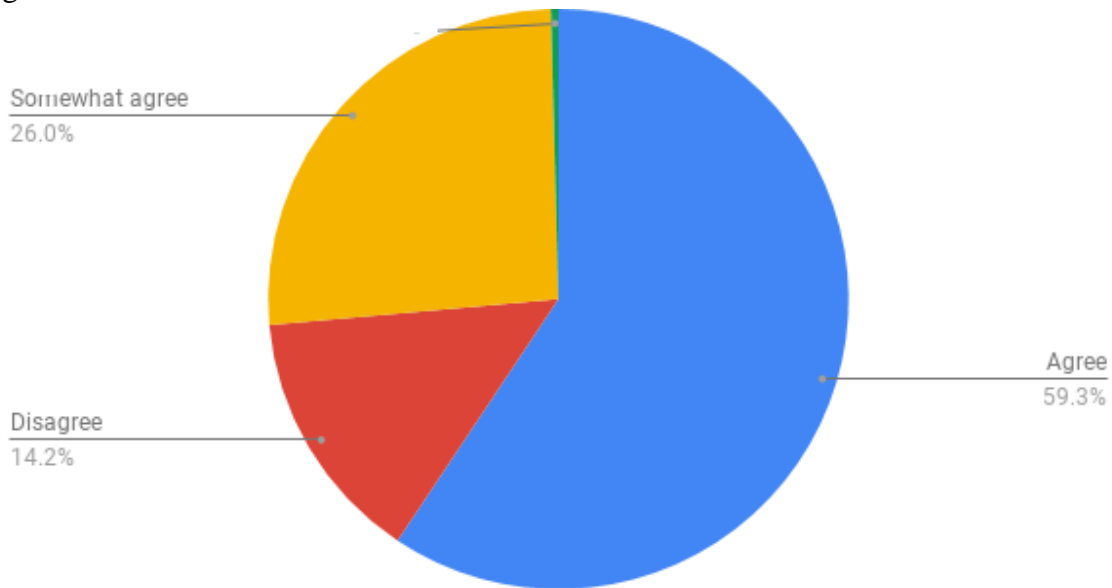


Figure 4.9: Lack of interest by decision makers in the department in supporting electronic administration

G. Employees must be made aware of the shift towards electronic management in figure 4.10.

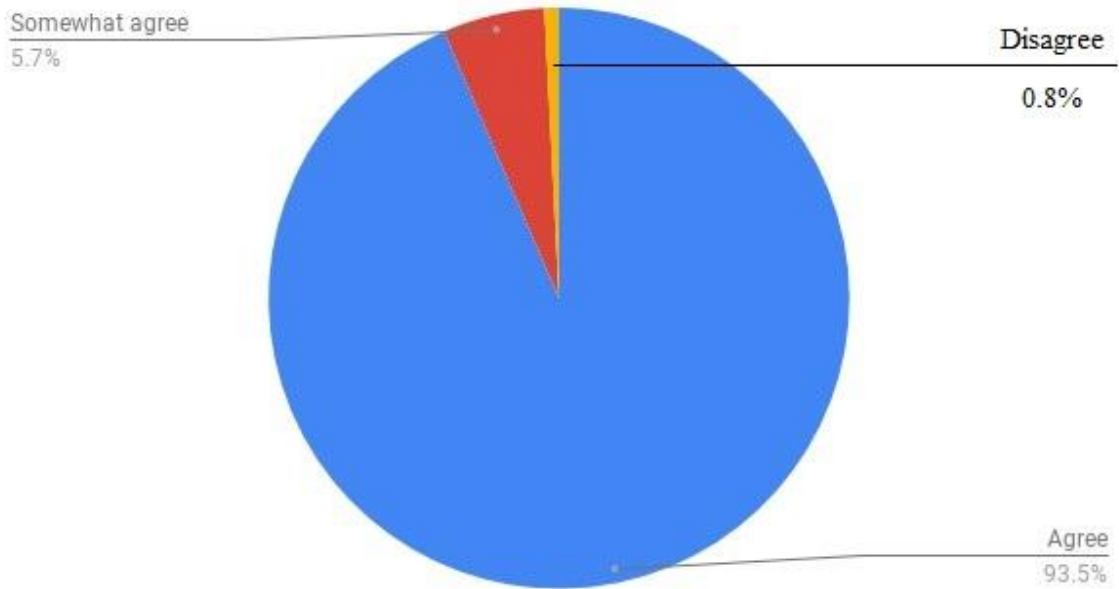


Figure 4.10: Employees must be made aware of the shift towards electronic management

4.1.3 Part Three the Technical Obstacles

A. The weakness in the level of infrastructure that required to implement electronic administration in the department in the figure 4.11.

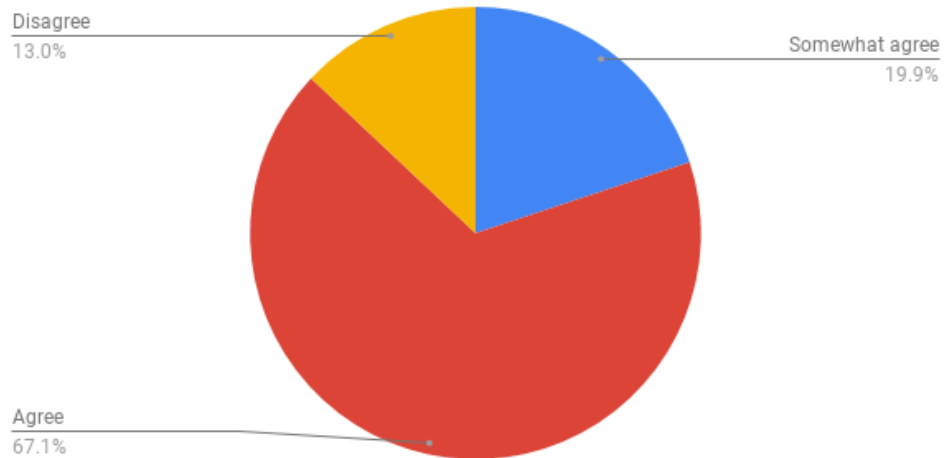


Figure 4.11: The weakness in the level of infrastructure that required to implement e - administration

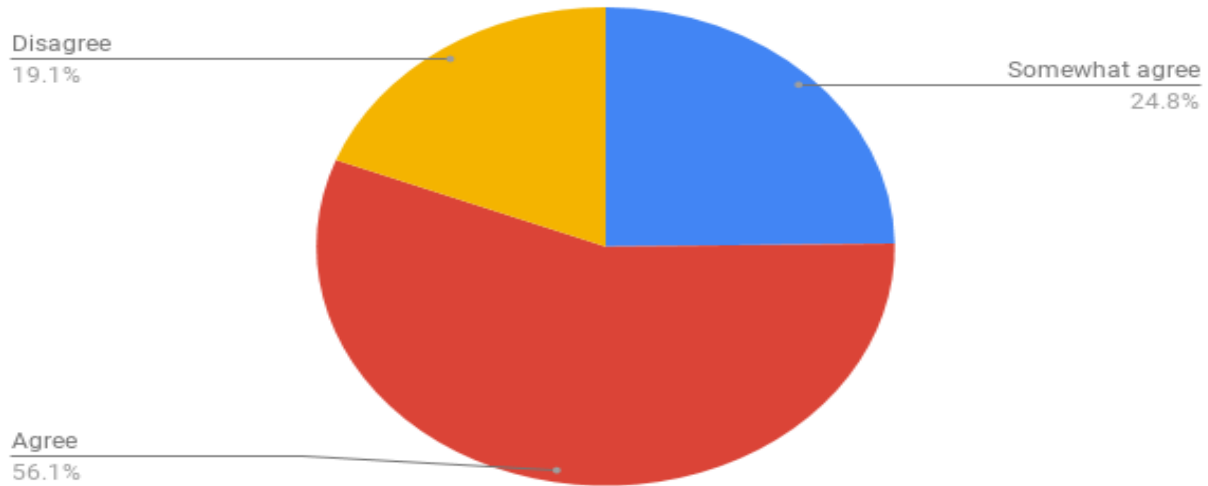


Figure 4.12: The weakness of the integration among departments of the institution and they are not compatible with the techniques of the applications of electronic

B. The weakness of the integration among departments of the institution and they are not compatible with the techniques of the applications of electronic administration .as we see in figure 12 there is about 56% of responses agree that with this issue.

C. Lack of adequate computers hardware available in the department in figure 4.13

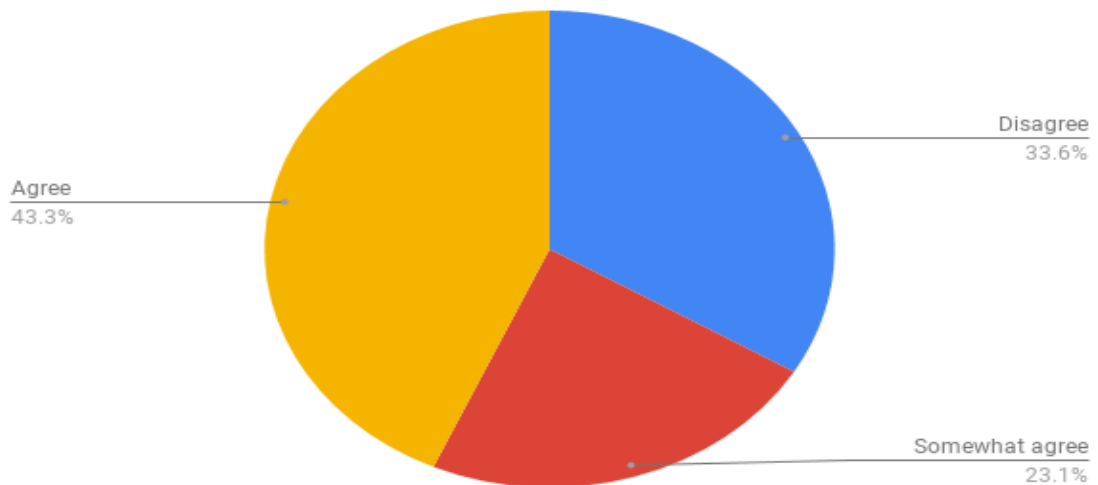


Figure 4.13: Lack of adequate computers hardware

D. Lack of accurate and integrated databases in figure 4.14

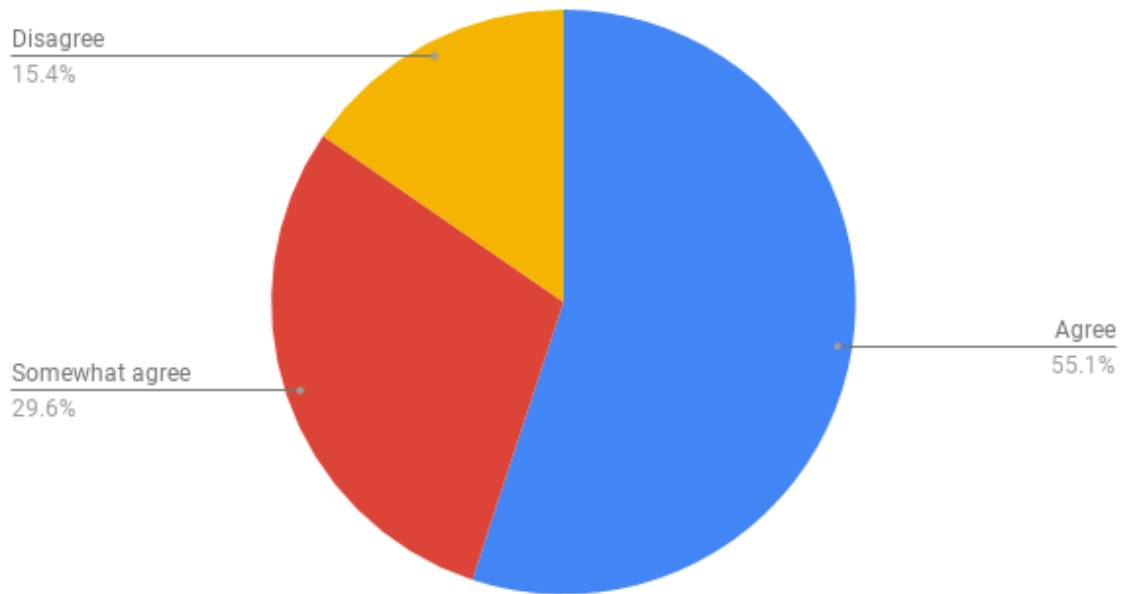


Figure 4.14: Lack of accurate and integrated database

E. The lack of software in Arabic language that suit to the administrative work in the department in figure 4.15

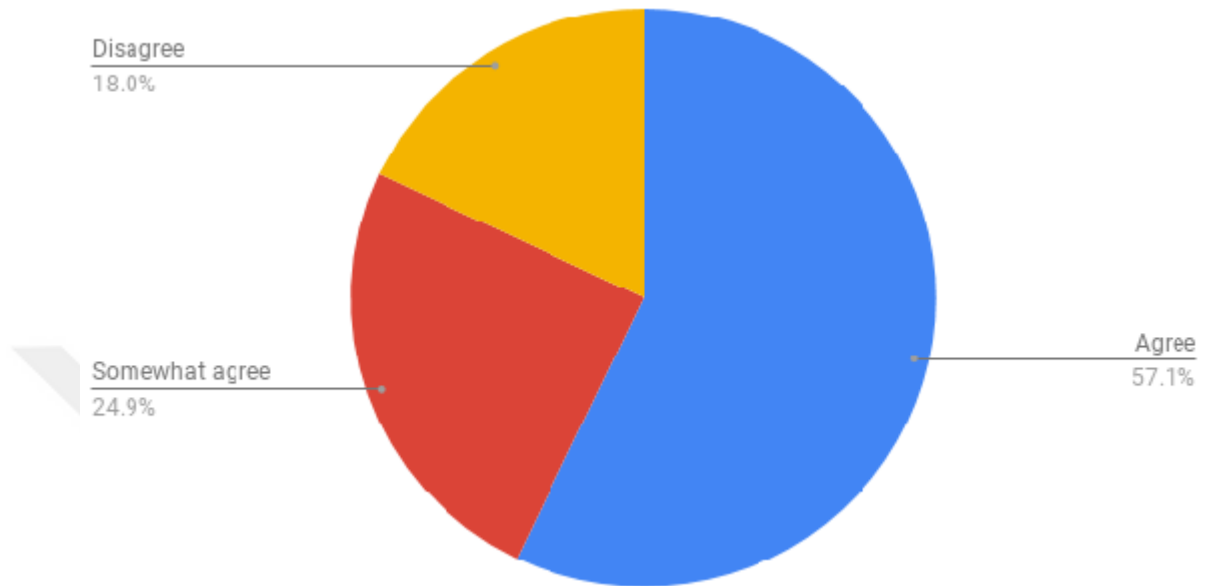


Figure 4.15: The lack of software in Arabic language

F. The weakness of the electronic link between the administration and its departments in figure 4.16

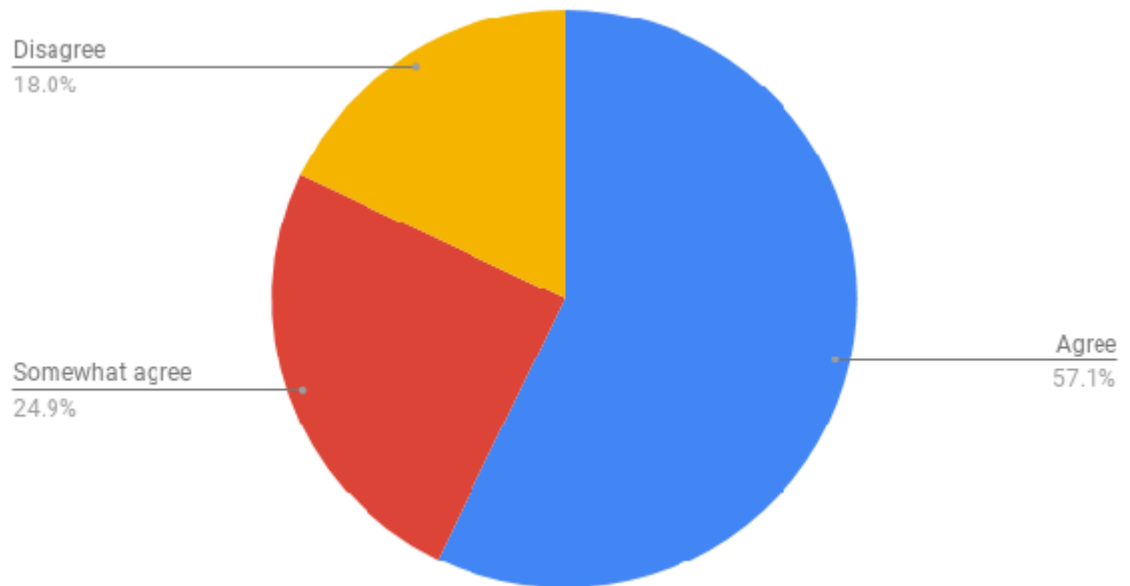
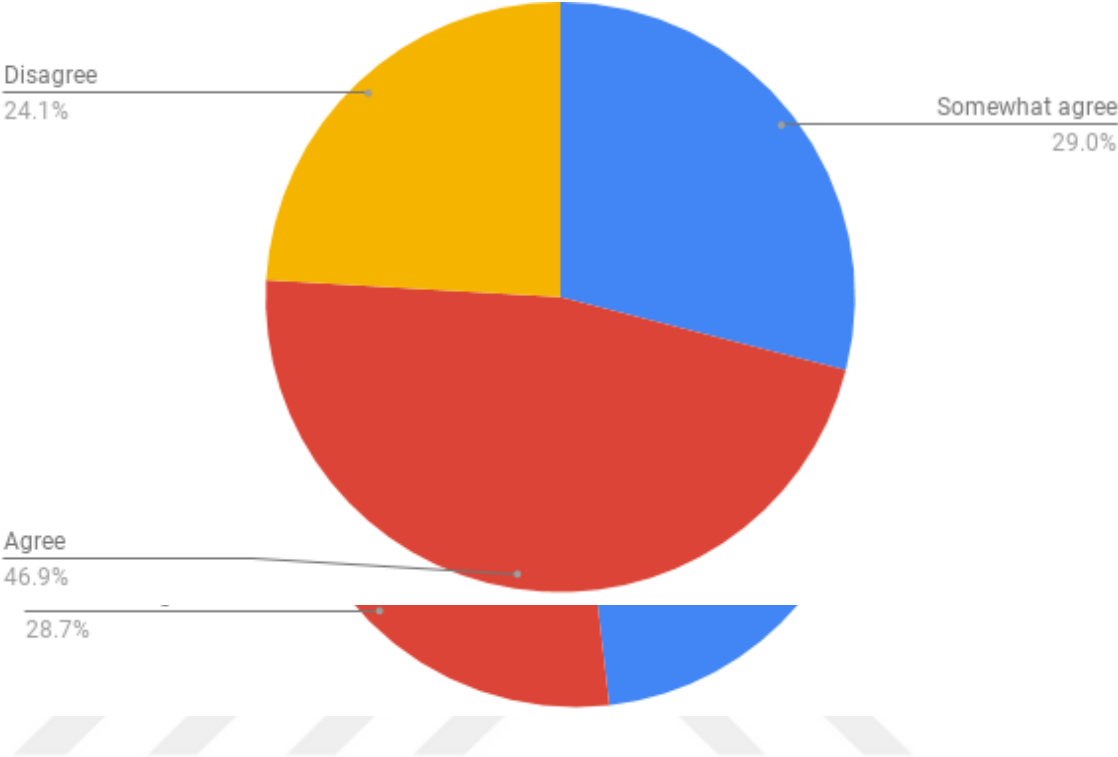


Figure 4.16: The weakness of the electronic link between the administration and its departments

G. There is no communications infrastructure in the institution and its departments in figure 4.17

Figure 4.17: There is no communications infrastructure in the institution and its departments

H.
Lack of
caring



and maintenance of computer programs in the institution

Figure 4.18: Lack of caring and maintenance of computer programs

4.1.4 Part Four the Human Obstacles

A. The weakness in the administration to convince in the usefulness of the application of electronic administration compared to traditional administration as we see in figure 4.19 there an argument about this point.

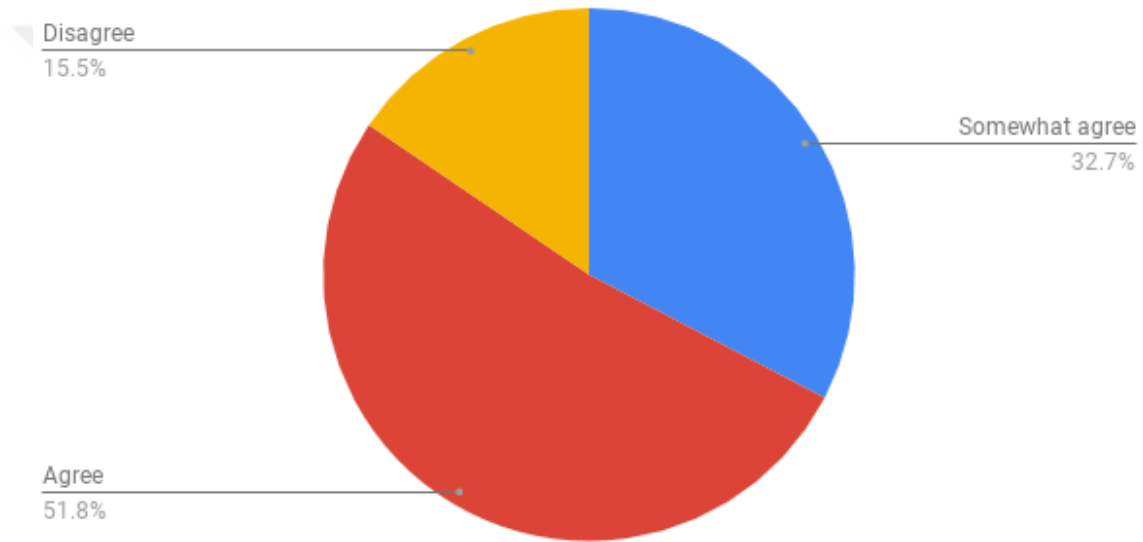


Figure 4.19: The weakness the administration to convince in the usefulness of the application of e-administration

B. The administration's fear of increasing administrative functions when applying electronic administration as we see in figure 4. 20 the increasing in the administrative tasks is not a major factor in the obstacles of e-administration.

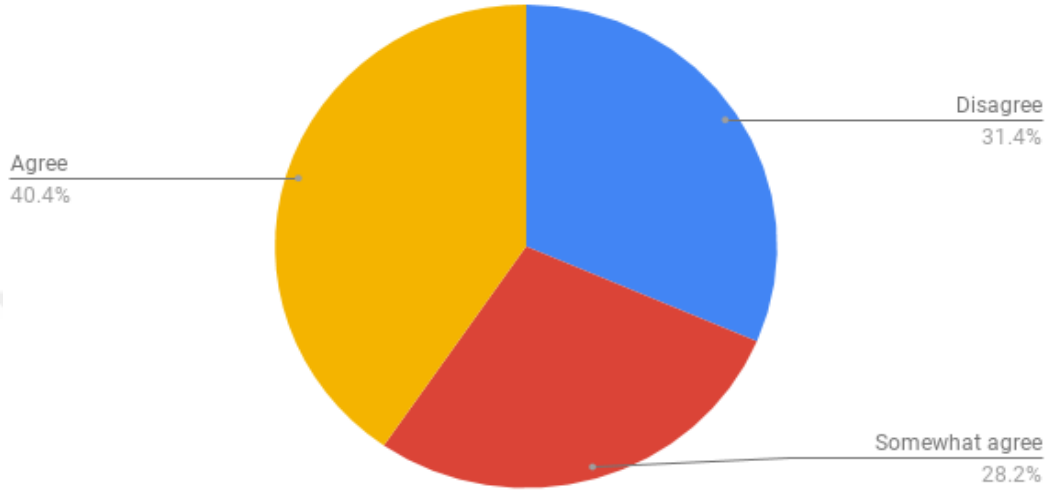


Figure 4.20: The administration's fear of increasing administrative functions

C. The fear of the department's employees from the application of electronic administration in terms of loss the information or failure of electronic devices as we see in figure 4.21 this is one of things that mean the quality of devices is not that good and is not trustable to keep sensitive information.

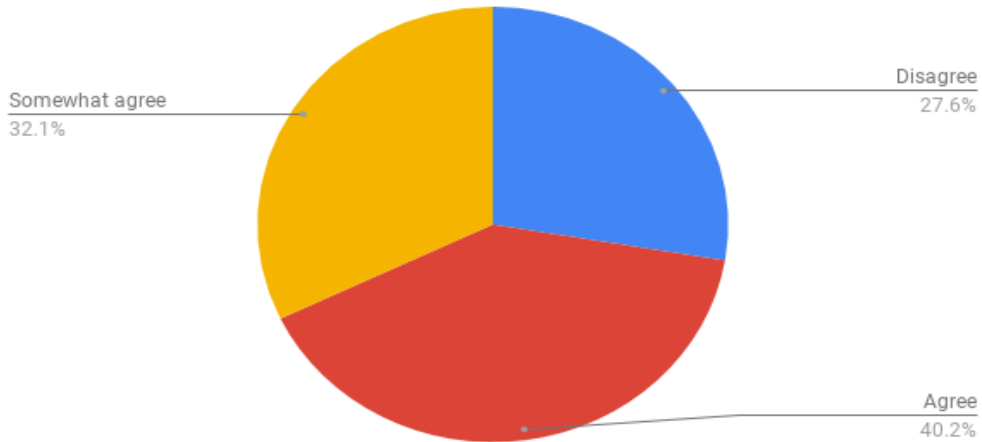


Figure 4. 21: The fear of the department's employees from the application of electronic administration in terms of loss the information or failure of electronic devices

The weakness of institution's staff in the usage of electronic communication techniques as we see in figure 4.22 this is one of the most important factor that affect the success of electronic management and that related to employees' lack of training and lack of knowledge.

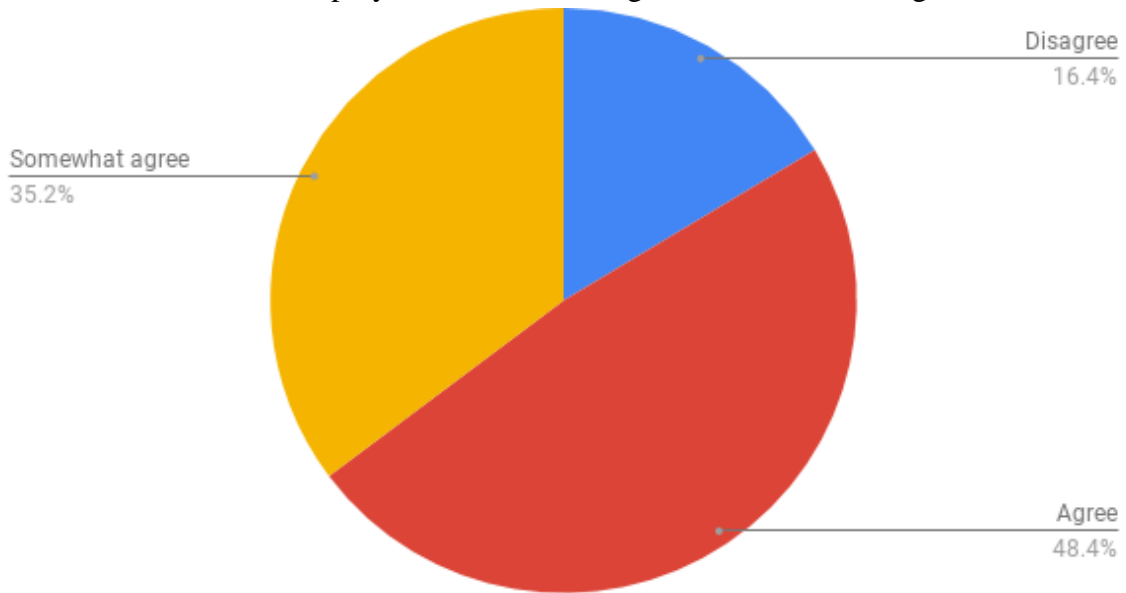


Figure 4.22: The weakness of institution's staff in the usage of electronic communication techniques

D. Lack of specialized staff to work in the application of electronic administration in the department as we see in figure 4.23

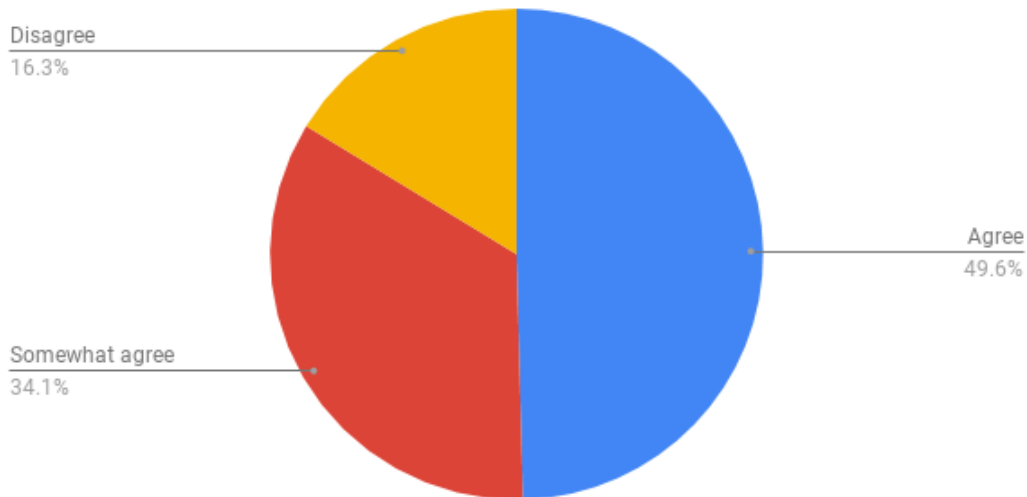


Figure 4. 23: Lack of specialized staff to work in the application of electronic administration

E. Weak motivation for the employees of the department to use modern technologies as we see in the figure 4. 24.

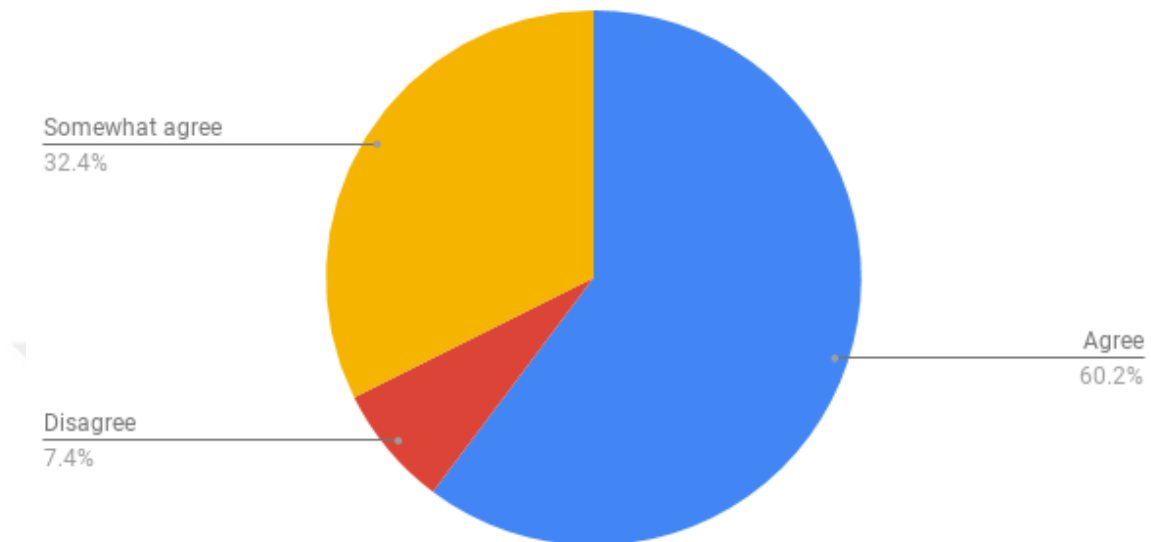


Figure 4. 24: There is lack of motivation to use modern technologies.

4.1.5 Part Five the Financial Obstacles

A. Weak financial support from the Authorities to implement electronic administration in the institution as we see in figure 4.25.

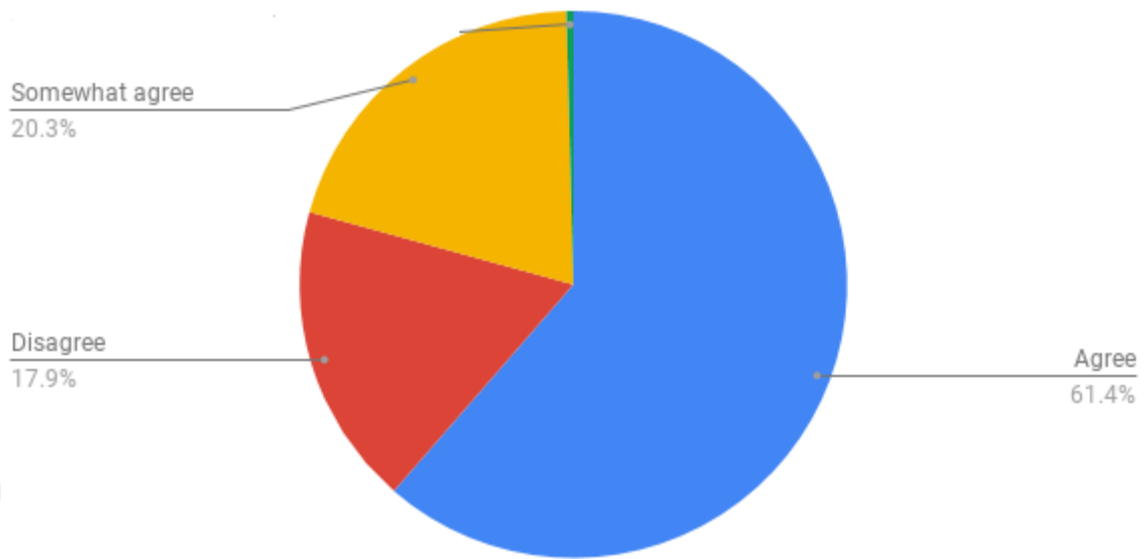


Figure 4.25: Implement electronic administration in the institution

B. Weak budget of the department dedicated to the purchase of electronic techniques and software necessary for the implementation of electronic administration as we see in figure 4.26

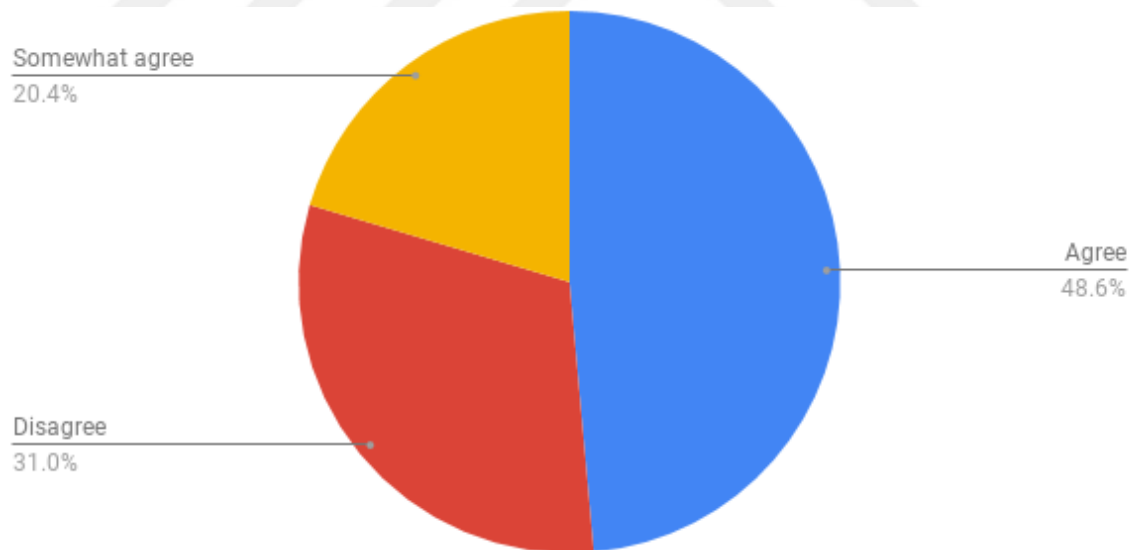


Figure 4.26: The implementation of electronic administration

C. Weak budget of the Department dedicated to the maintenance of electronic techniques and programs in figure 4. 27.

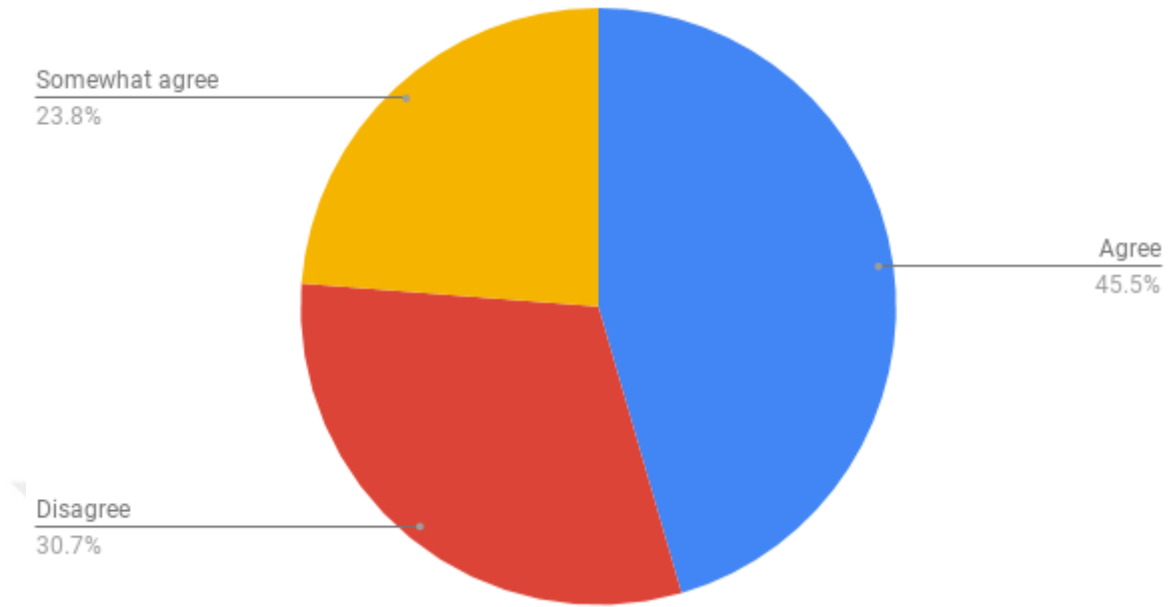


Figure 4.27: The maintenance of electronic techniques and programs

D. The Weakness of decision makers in providing a training courses on administrative programs and techniques for the department as we see in figure 4.28 there is a lack in training and this a main factor in the issue

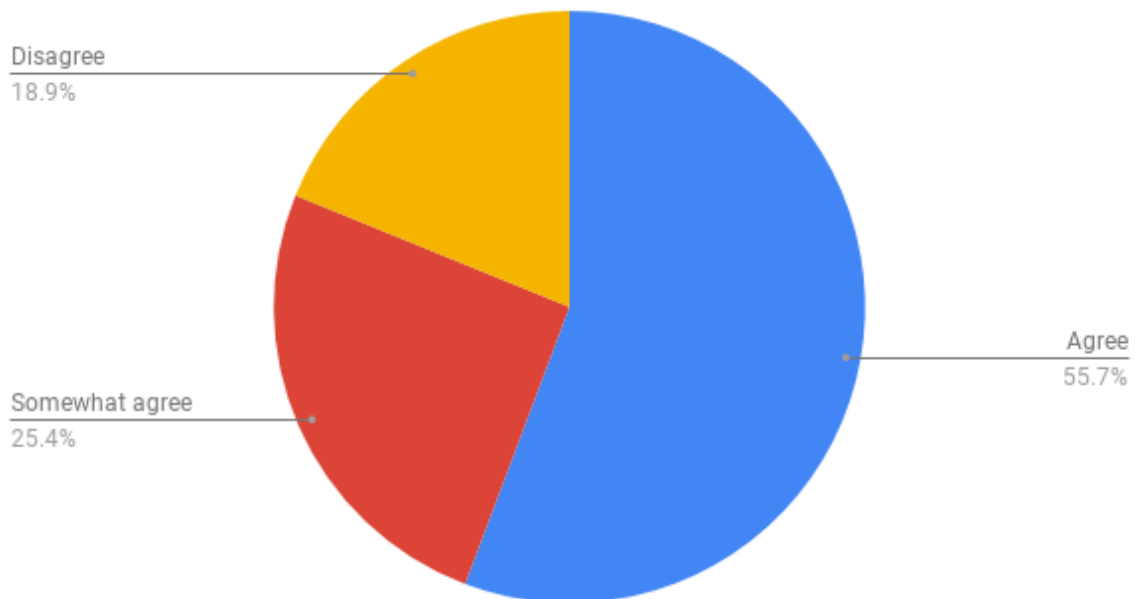


Figure 4.28: There is a lack in training and this a main factor

4.2 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 lacks 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.

4.3 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 were no training courses to use these applications.

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