



T.C

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GRADUATE SCHOOL OF SOCIAL SCIENCE

BUSINESS ADMINISTRATION DEPARTMENT

**ELECTRONIC GOVERNMENT AND ITS ROLE IN
ADMINISTRATIVE DEVELOPMENT APPLIED STUDY
ON THE DIRECTORATE GENERAL OF EDUCATION
IN ARBIL**

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SOSYAL BİLİMLER ENSTİTÜSÜ
İŞLETME BÖLÜMÜ

E-DEVLET VE E-DEVLETİN İDARİ KALKINMA
ÜZERİNDEKİ ETKİSİ: ERBİL EĞİTİM GENEL
MÜDÜRLÜĞÜ'NDE UYGULAMALI BİR ÇALIŞMA

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BİLİMSEL ETİK BİLDİRİMİ

Yüksek Lisans tezi olarak hazırladığım **(E-Devlet ve E-Devletin İdari Kalkınma Üzerindeki Etkisi: Erbil'deki Eğitim Genel Müdürlüğü'nde Uygulamalı Bir Çalışma)** adlı çalışmanın öneri aşamasından sonuçlanmasına kadar geçen süreçte bilimsel etiğe ve akademik kurallara özenle uyduğumu, tez içindeki tüm bilgileri bilimsel ahlak ve gelenek çerçevesinde elde ettiğimi, tez yazım kurallarına uygun olarak hazırladığım bu çalışmamda doğrudan veya dolaylı olarak yaptığım her alıntıya kaynak gösterdiğimi ve yararlandığım eserlerin kaynakçada gösterilenlerden oluştuğunu beyan ederim.

/ / 2018

İmza

SALAR ABDELGHAFAR ABDELSATAR

ACCEPTANCE AND APPROVAL

This thesis entitled “**Electronic Government and its Role in Administrative Development Applied Study on the Directorate General of Education in Erbil**” presented by **Salar Abdelghafar Abdelsatar** under the supervision of **Assoc. Prof. Dr. Abdulvahap BAYDAŞ** in the business administration department has been accepted as a **Master Thesis** according to the rules of **Higher Education Intuition of Republic of Turkey** on / / 2018 with unanimity of the member of jury.



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Signature

Assoc. Prof. Dr. Yaşar BAŞ

Director of Institute

DECLARATION OF ORIGINAL AUTHORSHIP

I declare that the Master Thesis entitled: **“Electronic Government and its Role in Administrative Development Applied Study on the Directorate General of Education in Erbil”** is my own original work, and hereby certify that unless stated, all work contained within this thesis is my own independent research and has not been submitted for the award of any other degree at any institution, except where due acknowledgment is made in the text.



ÖNSÖZ

Dünyanın dört bir yanındaki hükümetler, e-devlet ya da dijital hükümet denilen olguyu oluşturmak için yarışıyorlar. Dünyanın her bölgesinde, ulusal hükümetler ve yerel yönetimler, kritik bilgileri çevrimiçi ortama yerleştirmekte ve daha önce karmaşık olan ve vatandaşlarıyla elektronik olarak etkileşimde bulunan süreçleri basitleştirmek için gerekli mekanizmayı kullanmaya gayret göstermektedirler. Organizasyonlar, sürekli olarak e-devlet olarak bilinen portalda BİT'in kullanımı da dahil olmak üzere teknoloji, bilim ve modern yönetim teorilerindeki gelişmeleri takip etmekte ve performanslarını sürekli olarak geliştirmektedirler. Elektronik Devlet, geleneksel idari çalışmalardan kurumsal yapıdaki BİT uygulamasına geçmeyi amaçlamaktadır. Ayrıca Modern teknolojinin çeşitli şekillerde kullanılması, bu cihazların içinde ve dışında uygun kararlar alması, faydalanıcılara etkin ve verimli bir şekilde, en düşük maliyetle ve mümkün olan en kısa sürede hizmet verilmesi için bilgilere erişimi kolaylaştırmaktadırlar.

Verimli bir yönetim organizasyonunun varlığı, temel olarak, teknoloji araçlarının tanıtılmasında yardımcı olur. İşletmenin prosedür ve çalışma yöntemleri, bir hizmetin tamamlanması veya sunulmasının aşamalarının tanımını temsil ettiği için, idari organizasyonun temel ve önemli unsurlarıdır.

İş ortamında sık görülen gelişmeler ve değişimler, sürekli bir planlama ve rehberlik gerektiren başarılı bir organizasyonun temeli veya özelliği haline gelmiştir.

Organizasyonlar, bu nedenle, bilimsel ve teknik ilerlemeler alanındaki büyük ilerlemenin farkında olmalı, yeni değişkenler ve zorluklarla başa çıkabilme, bunları başarabilen yeni yönetim yöntemleri doğrultusunda daha iyi hizmet sunma yöntemlerini değiştirmede dikkate almalıdırlar. Bu eğilim ile ilgili kısmen modern teknolojinin, gerçek hükümetin baskın negatif biçimini, vatandaşlarla ve işletmelerle aktif ve pozitif etkileşim biçimine dönüştürdüğü inancından kaynaklanmaktadır. Birçok yerde, birçok vatandaş, hükümetlerinin acil ihtiyaçlara cevap vermediğini, modern bilgi ve iletişim teknolojilerinin yaygınlaşmasının, vatandaşlara hizmet sağladığını ve geleneksel hükümet modelini değiştirdiğini ifade etmektedirler.

Bu nedenle, e-devlet kurma çabaları ile karşılaşılabilecekleri ortak sorunları, sorunları vurgulayan temeller, parametreler ve bunları yönetme becerileri, Elektronik Hükümet kavramının ve özünün tanımlanması ve idari gelişmeyle ilgili amaçlarının ve avantajlarının vurgulanması ile sorgulanmalıdır.



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Researcher

Salar Abdelghafar Abdelsatar

DEDICATION

I extend my heartfelt thanks to the most precious people of my mother and father, may God's mercy and peace be upon you, to all my family, my brothers and sisters and to my dear brother Sarhanag Salahaddin and to all those who have helped me in this work. The humble and to all those who can and cannot remember my memory, and to the lovers and holders of the banner of science and knowledge, and to the holders of the banner of the search for the scientific truth.

I also dedicate this modest effort to the General Directorate of Education in Arbil.



ÖZET

Bilindiği üzere gelişmekte olan birçok ülke yerel kamuoyunu tersine çevirebilecek idari örgütlenmeden yoksundur. Çalışmamız, elektronik hükümet kavramının açıklığa kavuşturulması, vatandaşlara yönelik çoklu hizmetlerin kolaylaştırılması ve belirli bir hizmetin elde edilmesi için idari bürokrasinin azaltılması ve böylece bu hizmetin elde edilmesi için gerekli adımların atılmasını ve hizmetlere kolay erişimin sağlanmasını özetlemektedir. Bilgi ve hizmetlerin basitleştirilmesi, iş prosedürlerinin daha kullanılır hale getirilmesi ve benzer sistemlerin entegrasyonu yoluyla maliyetlerin azaltılması bu çalışmanın ana şemasını oluşturmaktadır.

Bu çalışmada anket ve analizlerimizi Erbil Eğitim Genel Müdürlüğü Elektronik Hükümeti'nde gerçekleştirdik ve sonuçlarını rapor halinde sunduk. Çalışma grubu, Eğitim Genel Müdürlüğü'nün farklı idari düzeylerinden toplam 140 kişiden oluşmaktadır. Analitik bir yaklaşımla hazırladığımız 60 soru ile anketimizi gerçekleştirdik. Çalışmamızda Erbil Eğitim Genel Müdürlüğü'nün yönetsel yapısı, kişisel eğitimin seviyesi, örgütlenme yönü ve insan kaynakları gibi önemli hususlar üzerinde durduk.

Çalışma dört bölümden oluşmaktadır. İlk bölümde giriş ve elektronik hükümet tanımı, boyutları, amaçları, geleneksel sistemden elektronik sisteme geçiş aşamaları, Elektronik Hükümet uygulamasının aşamaları ve teorik yönleri ele alındı. Elektronik Hükümetin önemi, faydaları ve engelleri ve Elektronik Hükümete geçiş nedenleri de bu bölümde irdelendi.

İkinci bölümde, yönetsel gelişim, tanımı, boyutlar, hedefler, unsurlar, kısıtlılıklar, özellikler, yönetsel gelişmenin nedenleri, yönetsel gelişim sürecinin aşamaları ve yönetim geliştirme stratejileri için başarı faktörleri ele alındı.

Üçüncü bölümde, çalışmaya giriş, çalışma sorunu, çalışma soruları, çalışmanın önemi, çalışmanın amaçları ve çalışmanın sınırları, çalışmanın modeli, çalışmanın varsayımları verildi ayrıca kullanılan istatistik yöntemler sunuldu.

Dördüncü bölümde, bulguların analiz edildi ve bu bulgular üzerinde tartışma geliştirildi. Ayrıca bu bölümde öneriler ve sonuçlar da verildi.

Anahtar Kelimeler: Elektronik Hükümet, İdari Kalkınma, Eğitim Genel Müdürlüğü.



ABSTRACT

The study is summarized clarifying the concept of Electronic Government, providing a vision to facilitate multiple services for citizens, and reducing administrative bureaucracy in multiple administrative levels to obtain a specific service, thus reducing the steps to obtain this service, Ensuring easy and easy access to information and services, simplifying work procedures and reducing costs through the integration of similar systems, eliminating what may be repeated, and supporting the implementation of other works.

Many developing countries lack the administrative organization that is capable of reversing local public opinion. But does not have the transparency required for accountability and accountability. Most of them rely heavily on bureaucratic organizations in the making and implementation of public policies without the presence of active participation or social control.

It also aims to develop a proposed framework for the implementation of Electronic Government in the Directorate General of Education in Arbil.

The study population may be from the different administrative levels in the Directorate General of Education, with a total of 140 employees. The researcher used a 60-paragraph questionnaire as a tool for study and a descriptive analytical approach to achieve the objectives of the study.

This study showed that the application of Electronic Government has a significant impact on administrative development. In addition, the results revealed that the Directorate faced major obstacles, including the low level of staff training, the inadequate organizational structure of the Directorate and the lack of human resources.

The study recommended that the Directorate General of Education must provide Internet service to all departments and departments of the branch and provide the human cadres of the necessary administrative and technical as well as the provision of financial funds and the necessary financial resources to implement the application of Electronic Government and restructuring the Directorate researched in order to meet the requirements of change and in line with the application of Electronic Government and gradation In the use of Electronic Government, whether between the

administrative units within the Directorate or the Department of Investigation and the external perimeter.

The study included four chapters, the first chapter discusses the theoretical aspects, such as the introduction and Electronic Government, its definition, its dimensions, objectives, the stages of the traditional system's transition to the electronic system, the phases of Electronic Government application, the importance, benefits and obstacles of Electronic Government, and the reasons for the transition to Electronic Government.

Chapter two consists with (administrative development, definition, dimensions, objectives, elements, constraints, characteristics, reasons for administrative development, stages of administrative development process, and success factors for management development strategies.

Chapter Three deals withh (Introduction to the study, the problem of the study, the study questions, the importance of the study, the objectives of the study and the limits of the study, the model of the study, the hypotheses of the study), As well as the statistical methods used and the validity of the questionnaire.

As for the chapter four, it dealt with the analysis and discussion of the findings and the most important (recommendations and conclusions).

Keywords: Electronic Government, Administrative Development, the Directorate General of Education.

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CHAPTER ONE

LITERATURE REVIEW

1.1. INTRODUCTION

The world is witnessing rapid growth in knowledge, cultural and informational data, and Electronic Government is one of the most important and modern aspects of information technology responsible for economic growth and sustainable human development. In addition to the growing number of businesses, the multiplicity, complexity and complexity of life requirements, the growing phenomenon of administrative and financial corruption, the spread of bureaucracy, and the stagnation and complexity of the administrative organs, the Electronic Government is a sophisticated idea that reshapes institutions in a new way in which the beneficiary becomes a participant in decision- making.

It is the latest state of the art in the management of the State represented in its governmental institutions and for supporting and highlighting the progress and well-being within the country by providing high quality services to meet the needs of the public. In the development and welfare levels of the society. Government and private institutions in developed countries employ technology efficiently and efficiently in performing their roles within the society both in terms of service delivery and the quality of the product that the public needs.

The traditional government was the first goal to raise the internal efficiency of the institution, either the Electronic Government focused on the service of citizens, and compete governments of the world in the establishment of Electronic Government, as many of the world began to adopt the concept of Electronic Government in developed or developing countries, Is very important on the Internet and has become a lot of government transactions and commercial transactions are conducted through the Internet, Electronic Government is a means to improve government performance to become more efficient and effective, and lead to

increased transparency and effectiveness in the management of the state. The adoption of Electronic Government is a process of change that will help expand the areas of citizens and businessmen to participate in the new knowledge-based economy and provides the possibility of involvement Citizens and civil society in discussing modern policies, technology and applications, as well as through direct dialogue, decision support, and formulate policies in a manner that is more understanding of citizens and their needs. Although the idea of Electronic Government has not reached full maturity in our society, as there are no more than the applications of initial digitization and the automation of some services, but the study requires the idea of electronic government critical study.

Thus, the concept of Electronic Government is not limited to formal changes in the methods of providing transactions, government services and public benefits to citizens, but also in the re-engineering and structuring of the activities, processes and governmental procedures themselves in support of the development and administrative and economic reform pursued by various governments based on the principles and principles of justice, Transparency and accountability, and participation in decision-making.

The present study of four chapters came as the first chapter (The theoretical aspect, such as the introduction and Electronic Government and its definition and dimensions and objectives and the stages of the transition of the traditional system on the electronic system and stages of the implementation of electronic government and the importance and benefits and constraints of Electronic Government and the reasons for the transition to Electronic Government and the requirements of their application and disadvantages and security and the classification of Electronic Government.

Chapter two consists with (Administrative Development, definition, dimensions, objectives, elements, constraints, characteristics, reasons for administrative development, stages of administrative development process, and success factors for management development strategies.

The third chapter deals with (Study introduction, study problem, study questions, study significance, study objectives, study limits, study model, study hypotheses, study methodology, study definitions), as well as statistical methods used and validity of the questionnaire.

The fourth chapter deals with the analysis and discussion of the results and the most important (recommendations and conclusions).

This chapter provides a conceptual framework for the main and secondary variables of the study in order to capture the theoretical aspect based on what is stated in the literature of the subject, through the following axes:

1.2. ELECTRONIC GOVERNMENT

This axis aims to clarify the concept of Electronic Government, its dimensions, objectives and importance, and the stages of transition of the government system from the traditional system to the electronic system and the obstacles of Electronic government and the reasons for the transition to Electronic Government and the requirements of their application and disadvantages .

1.2.1. Definitions of Electronic Government

Electronic Government means different things for different people. Some simply define it as digital governmental information or a way of engaging in digital transactions with customers. For others e-Government simply consists of the creation of a web site where information about political and governmental issues is presented. These narrow ways of defining and conceptualizing Electronic Government restrict the range of opportunities it offers. One of the reasons why many Electronic Government initiatives fail is related to the narrow definition and poor understanding of the Electronic Government concept, processes and functions. Electronic Government is a multidimensional and complex concept, which requires a broad definition and understanding, in order to be able to design and implement a successful strategy. Box 1 provides a synthesis of the principal definitions of Electronic Government used in the literature (Dardha, 2004, 3).

Unesco defines Electronic Government as ‘the use of Information and Communication Technologies to promote more efficient and effective government, and make it more accessible and accountable to the citizens’. In another publication, Unesco defines e-Governments ‘the use of Information and Communication Technologies to promote more efficient and effective government, and make it more accessible and accountable to the citizens (Al-Kubaisi, 2014, 12).

On the World Bank Report (2001) Electronic Government has been defined as; The government-owned or operated systems of information and communication technologies that transform relations with citizens (C), the private sector (B) and other government agencies (G) so as to promote citizens 'empowerment, improve government efficiency and service delivery, strengthen accountability and increase transparency. Here Electronic Government is referred to the way in which Government interacts with the different public segments; i.e. interaction with Citizens (G2C), interaction with businesses (G2B), and interaction with other Government agencies (G2G) (Mwakyusa, 2015, 10).

Electronic Government is defined as a capacity to transform public administration through the use of ICTs or indeed is used to describe a new form of government built around ICTs. This aspect is usually linked to Internet use (Haniff, 2006, 8-39).

AL-Sairafi (2007, 13) pointed out that it is the means used to raise the level of performance and efficiency is a paperless management because it uses electronic archives, directories, electronic thinkers and voice messages.

Bakhash (2006, 40) defined Electronic Government as the completion of administrative functions efficiently and effectively using ICT to achieve the objectives of the organization.

Al-Salami (2005, 235) defined the Electronic Government as a process that automates all tasks and activities of the administrative institution, relying on all the necessary information technologies to achieve the objectives of the new administration in reducing the use of paper, simplifying procedures and eliminating the routine and fast and accurate completion of tasks and transactions

Al-Siraidi (2004, 39) said that it is synonymous with simplifying government procedures and simplifying the bureaucratic system in front of citizens by providing services quickly and fairly in a framework of integrity, transparency and government accountability.

Hawash sees it as a process of changing and transforming relations between institutions and citizens through information technology, in order to provide the best citizens and enable them to access information, which provides more transparency

and reduce corruption and maximize revenue and reduce expenses) (Al- Hawsh, 2006, 27).

In 2005, the World Bank introduced an Electronic Government concept: the process of enterprise uses of information technology (such as Internet, broadband and other networks) that has the potential to transform and transform citizens' relationships with information access, providing greater transparency and more efficient management of enterprises (Zaki, 2009, 19).

1.2.2. Dimensions of Electronic Government

The views of the researchers in the field of Electronic Government varied and differed depending on their backgrounds, knowledge and philosophy on the dimensions of Electronic Government. To determine this, the following topics will be discussed:

1.2.2.1. Customers

Sufian (2006, 21) believes that the customer is the main element of the system, because his presence is necessary without him, the service is not present, for example that is the room that is located in the hotel, which is not reserved for a night, the lack of customer presence led to the lack of service despite the presence of capabilities and possibilities available for service

Al-Tai and Abbadi (2009, 59-60) pointed out that the customer has two types: The external customer: This is the individual consumer, which is centered around all activities and efforts to achieve his desires and stimulate the acquisition of the product or service produced by the organization.

Internal Customer: Includes personnel working in all departments, departments and divisions, who deal with each other to accomplish business.

1.2.2.2 .Senior Management

Ammar (2009, 71) notes that one of the most important factors influencing any project is leadership, which is the key to the success or failure of any project. Supporting management and its ability to create an appropriate business environment plays a key role in the success or failure of any business. Each of the strategies of the

institution, as well as follow-up leadership of the project and provide feedback will ensure the success of the project and development, and the conviction and attention and support the senior management of the application of information technology in all institutions is one of the critical factors and help in the success of the application of electronic management.

Yasin (2005, 238) points to the need for e-management leaders to deal efficiently and effectively with ICTs, with their ability to innovate and reorganize organizational culture and knowledge creation.

Digital management requires a clear development of the traditional components of the organization's culture towards hierarchical transformation into the retina, and the transition of relationships from vertical to horizontal and from specialization to managerial empowerment (Al-Alaq, 2005, 216).

1.2.2.3. Communications

Al-Tannana and Al-Aoush (2004, 76) mentioned that electronic communications have undergone a huge boom, which has made all the management, both governmental and private, within reach, by making the cost and the least effort across the world. As well as the time it took to transfer that information, making some of them useless if the time of transition exceeded a certain ceiling, all the expenses incurred by the Department of the expense and time of the wind, while - in light of the evolution of modern electronic communications - Not only that, but under this web-based control of the Internet around the world, management can find itself at the heart of the global event, And in direct contact with the parties, which makes them reassuring the right decisions and procedures, and put them at stake with the global decision on the decisions taken, or implemented transactions.

The continuous competition has resulted in the development of technical methods and thus the continuous technological progress in the electronic communication means resulting from the mating of the technology of communication with the computer systems, which are delivered by cables or fiber optic, Therefore, the existence of communication networks in our contemporary society is essential, but a primary goal of any country that aspires to develop and forms the strategic

framework for the development of electronic communication technology (Kazem, 2002, 171).

Communication is a social phenomenon and a human activity with meaning and purpose, between individuals and groups for the purpose of achieving relations and exchange of ideas and ideas (Al-Shammari, 2004, 294).

1.2.2.4. Technical Resources

Al-Salami and Al-Sulaiti (2008, 71) pointed to the need to provide the infrastructure for communication and ensure its validity, and to prepare an integrated study of all existing information systems, devices, networks and networks in government departments, and use them in the implementation of electronic management.

Al-Awamla (2003, 269) believes that it is necessary to provide the appropriate technology, keep pace with its developments and make it available for individual and institutional use as widely as possible.

Brown (2005, 96) stresses that electronic networks have the ability to group individuals geographically and organizationally in societies with common interests, and that these virtual societies are open.

1.2.2.5. Financial Resources

The project of electronic administration is a large and large project and needs large and substantial funds, so it is necessary to provide adequate funding for this project (AL-Sairafi, 2006, 76)

Ghoneim (2004, 348) points to the need for financial requirements that differ in size and size from the financial requirements for the application of traditional management systems and methods.

Al Awalma (2003, 269) stressed that one of the most important requirements of electronic management is the rational financial planning and the monitoring of adequate allocations, which necessitates reconsidering the system of priorities and providing sufficient funds for the required transformation.

1.2.3. Electronic Government Goals

Summarize the goals of Electronic Government by (Al-Mukhtin, 2013, 82):

1. Improving and improving the efficiency of the administrative system in government departments. Many countries, such as the United States of America, the United Kingdom, India, Brazil, Morocco and the United Arab Emirates, are currently benefiting from the use of modern technologies. Most Arab countries now have a responsibility to invest in the use of electronic information systems so that they can bring about changes in government procedures.

2. Facilitating and simplification services to beneficiaries

3. Reduce administrative expenses by reducing the life cycle of the transaction, and the multiplicity of administrative levels.

4. Support transparency, reduce patronage, increase confidence in the government and eliminate corruption.

5. Limit spending on obsolete and manual systems.

6. Encouraging and creating new jobs for citizens.

7. Reduce congestion within cities and within government institutions, which have become a crisis in themselves.

8. Consolidation and integration of the specific objectives of government institutions and directing them towards the general objectives and thus reduce efforts, expenditures and exchange of experiences.

9. Centralization of databases and linking systems related to other complementary systems.

10. The ease of flow of information and reports towards senior leaders in the state and decision makers to take the appropriate decision in a timely manner.

11. Exchange of experiences in various fields and between different administrative levels within the governmental system.

Bin Bishr (2012, 188 -189) Pointed out for the objectives of Electronic Government with the following points:

1. To increase the overall internal and external public, business, and user customer Satisfaction;

2. To improve the communication with customers and community through enhanced civic participation, access, and distinguished performance of the e-services;

3. To develop a strategic plan for the complete implementation of the system by enumerating the priorities, needed assistance, delivery of services, and more efficient channels;

4. To increase the breadth of the e-services in attaining the 90% Electronic Government initiative target as well as the availability, access, use and delivery through the online portal

5. To increase the depth of the e-services through premium and timely high quality service delivery;

6. To operate in line with the guidelines of the Dubai Government Excellence Framework and in accordance with the set objectives of the DEG;

7. To design, document, and manage the department's operations that creates and delivers value to the organizations' stakeholders;

8. To optimize the utilization of its resources through the identification, selection, and deployment of the latest technology;

9. To optimize the utility of the Human Resources of the department, while at the same increasing the members' loyalty and productivity;

10. To adequately allocate the budget of the project in line with the justified business needs thereby decreasing the department's expenditures;

11. To create an effective and transparent communication system that facilitate the good working relationships of the department's business partners; and

12. To continuously improve the organization in terms of quality services, efficiency and stakeholder responsiveness.

Every government is seeking to provide the best services to its country to achieve efficiency and accepted performance. This goal could be achieved by improving the service performance of the entire sectors in society. Billions of dollars

were invested by governments in order to undertake their first step towards implementing the Electronic Government project and specially implementing the best methodology of all attached and correlated electronic-based services to it (Al Salmi, 2015, 157).

1.2.4. The transition stages of the government system from the traditional system to the electronic system

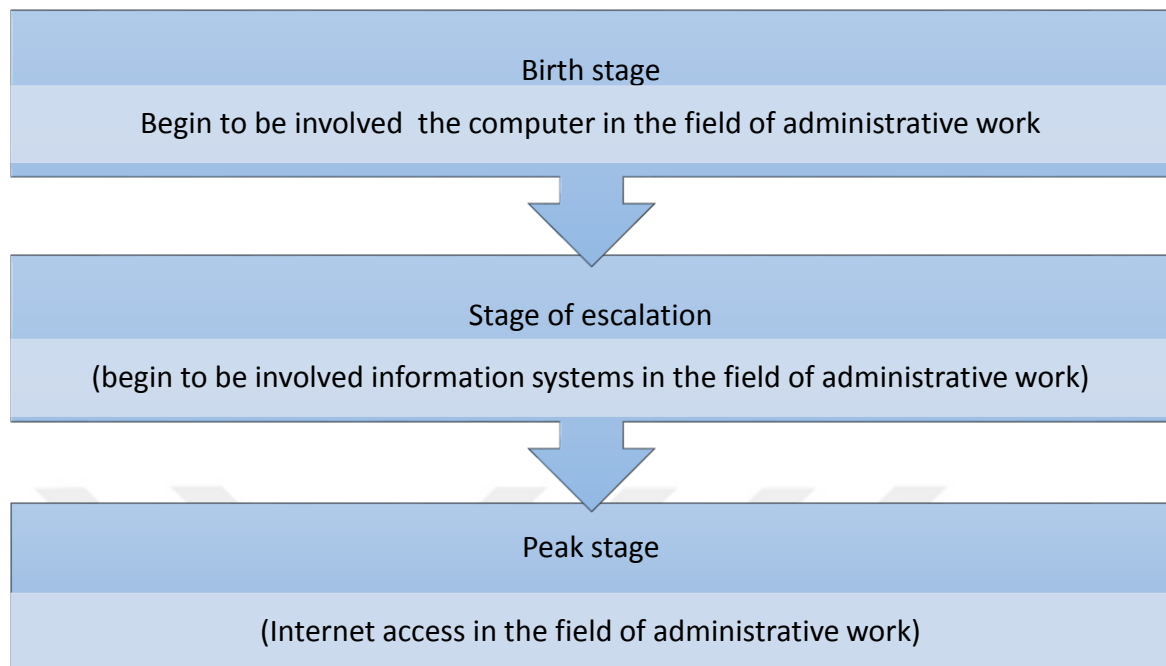
The transition stages of the government system from the traditional system to the electronic system can be divided into three phases (Hassan, 2003, 5)

The first phase: the stage of birth (computer age): This stage dates back to the beginning of the second half of the twentieth century, when computers entered the various administrative applications. At this stage, the work systems were developed within the various departments through programs that greatly facilitated the work of the employee and helped him speed up the completion of his various works.

Phase II: the stage of escalation (the era of information systems): This period dates back to the seventies and eighties, the stage in which the development of some services through the information systems on various devices, which is known as automation of some services, and at this stage gets the citizen from the service of Through information systems, such as paying phone bills or electricity through telephones or machines.

Third phase: The Internet era (the Internet era): in the mid-nineties, in which the performance of the government is activated by communication through cyberspace, both for the performance of employees for their work within the various administrative departments or for the contact of citizens in these departments. This is through the Internet, and at this stage the communication between different departments is also activated, such as electricity companies, banks and so on, so that all services are integrated.

Figure 1: Stages of the transition of the Government system from the traditional system to the electronic system



1.2.5. The stages of applying Electronic Government

The stages of applying Electronic Government according to the UN study were divided into five stages (United Nations, 2003, 135-139):

First: Emerging Presence: This stage is characterized by the provision of a website (the Internet is exposed to information that is limited and essential).

Second: Enhanced Presence: at this stage, the direct services are provided with a database containing current and archived information, as well as providing the site with means of assistance, and the site map.

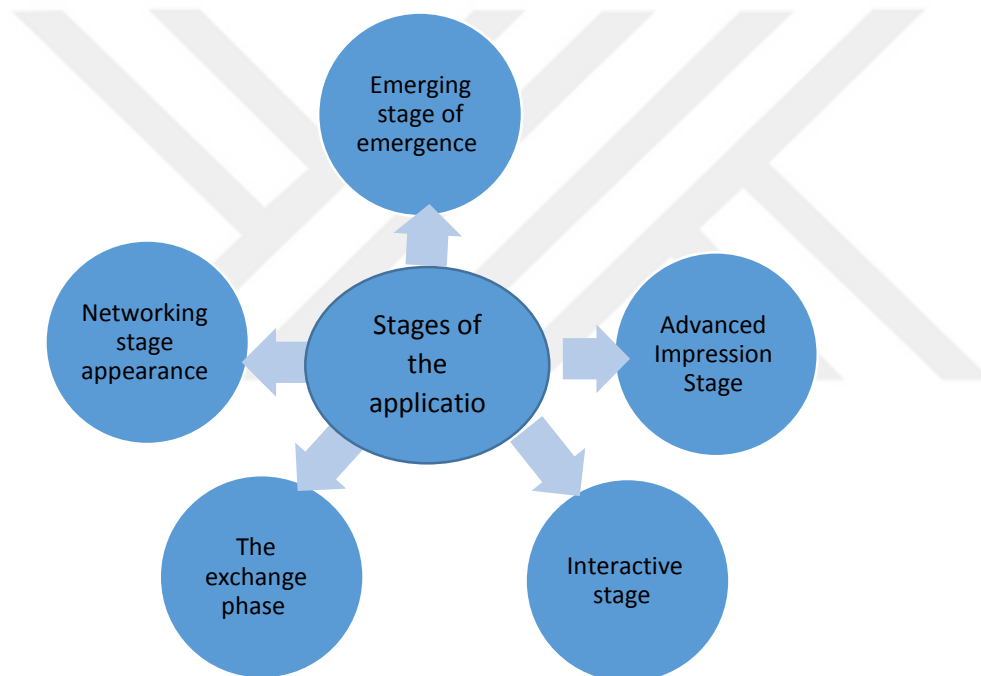
Third: Interactive Presence: at this stage, services are provided directly, such as services: facilitating direct downloads, and electronic signature. The individual can contact the concerned offices via e-mail, which requires regular updating of the site.

Fourth: Transactional Presence: at this stage, the financial exchange is conducted with the government and concerned institutions to pay fees, irregularities and taxes.

Fifth: Networked Presence: This stage represents the highest progress in the implementation of the e-government initiative, which is characterized by the integration of different government agencies, and between government agencies and business organizations, and between government agencies and citizens. At this stage, the government can engage the community by employing models.

Notes on the site, or through the use of direct consultation mechanism. Thus, this stage contributes to the formation of the consultative and collective decision-making system.

Figure 2: The stages of applying Electronic Government according to the World Bank study



According to the World Bank study, the stages of Electronic Government implementation have been divided into three phases (Infodev, 2002, 3-5):

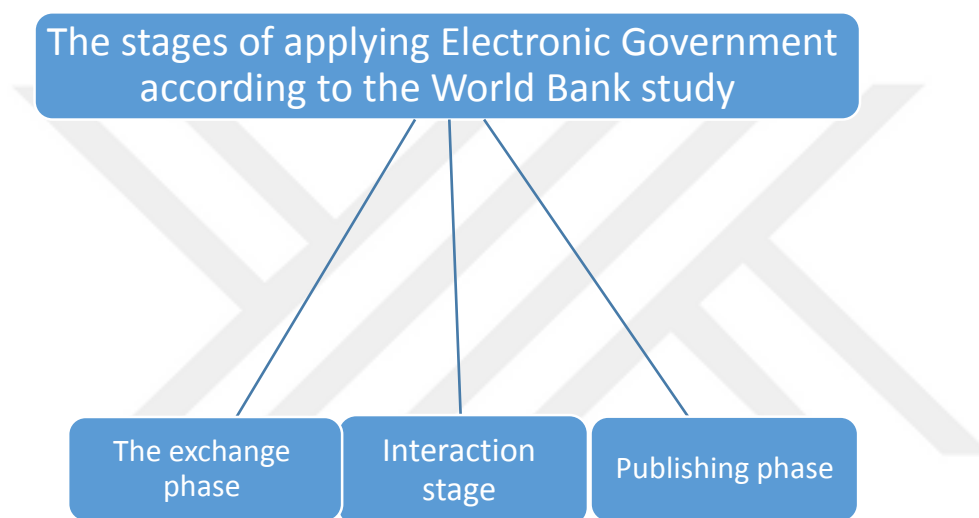
First: Publishing Stage: A large amount of information is published here, such as: legislation, regulations, models through the Internet and advanced technology. This information is intended for citizens and businessmen.

Second: Interacting: Interaction between the government and citizens through:

The use of e-mail, and citizen participation in the governance process through interaction with decision-makers across the interaction process.

Third: the stage of exchange (Transacting): and allow the process of financial exchange between citizens and government, which is similar to electronic commerce in the private sector.

Figure 3: The stages of applying Electronic Government according to the World Bank study



Deloitte Research (2000) concludes that Electronic Government evolution will pass through six dynamic stages which were introduced in the Deloitte model. These stages are (Jalghoum, 2011, 49 and 50):

1- Information publishing/dissemination: In this stage government departments create a website that provides basic information about them to the public.

2- Official two-way transactions: This stage allows users to conduct online transactions such as claiming income support and housing benefits.

3- Multi-purpose portals: This stage involves a creation of a portal which is a single point of entry for users to send and receive information as well as to process electronic transactions amongst several departments.

4- Portal personalization: This stage empowers users by giving them the chance to customize portals according to their requirements and needs.

5- Clustering of common services: In this stage governments attempt to improve collaboration by providing services as a unified package.

6- Full integration and enterprise transformation: In this stage government has transformed into a unified, complete and personalized service centre.

1.2.6. Benefits and Advantages of Electronic Government

Most developing countries expect massive benefits from the implementation of e-government programmes. Governments are expected, through Electronic Government, to reach increasing numbers of citizens by efficiently delivering their services. As a step for reforming the public services, government, through Electronic Government application, can revise and change all service processes to adopt new forms of service delivery. This revision will bring about a strong citizen-centered ethic in the provision of public e-services (Sigwejo, 2015, 38).

Ghoneim (2004, 43-53) discussed the importance of electronic management through two axes, the first of which is of importance at the organizational level, and the second is of importance at the national level.

First-Importance of Electronic management for organizations: The importance of electronic management has grown in the light of the information and communications revolution, which has become an essential part of change management. Electronic management is very important in terms of employing knowledge and benefiting from it in achieving the objectives of the Organization. Electronic management affects the performance of organizations to varying degrees, improves the quality of work performance, and helps organizations respond rapidly to market demands; providing all required information on market demands, business transactions and prices, and ensuring fairness, accuracy and transparency when doing business. Ghoneim (2004, 43-53) discusses the importance of management and various electronic transactions at the organizational level through many of the opportunities and benefits that are represented below:

1. Low production costs and increased profitability of the organization. Electronic management reduces the cost of buildings, equipment, personnel salaries

and administrative procedures due to the different form of organizations from traditional to electronic, which requires less labor and limited geographic locations, resulting in increased profits.

2. The breadth of the markets in which the organization deals, where electronic management enables the organization to enter new markets and thus acquire the largest possible share of markets, whether at the local or global markets due to the removal of geographical barriers provided by electronic communication networks.

3. Directing production in accordance with the wishes of consumers based on the electronic information provided by the electronic administration about their needs and desires.

4. Improve and increase the competitiveness of the organization through the electronic management of the organization of the opportunity to be near the market and know the type and shape of the product targeted by customers, and work to satisfy their desires through improving the quality of the product.

5. Electronic management contributes to reducing and reducing the dependence on paper handling and its negative effects. The most important of these are wasting time, increasing costs, and difficulty in searching for information when needed through the use of the computer and its various applications.

Second- The importance of electronic management at the national level:

Electronic governance achieves many advantages and many features at the national level. These benefits are in the public interest, contribute to the growth of the national economy and bring satisfaction to all segments and categories of society, in order to contribute to the achievement of transparency and clarity, which in turn achieve social justice, which from the researcher's point of view is one of the most important pillars of political, economic and social stability, especially since stability in the above fields creates and encourages the right climate for investment. Ghoneim presents the most important opportunities and areas that help the electronic management to provide and support, which contributes to the growth of the national economy in the following points:

1. Electronic management helps to improve government services, simplifying and facilitating procedures and work models and services provided to citizens, and achieving transparency and clarity for citizens and investors.

2. Electronic management encourages the promotion of investment in the technical field through the establishment and operation of local industries working in the fields of information technology, which will contribute to the creation of national cadres specialized in this field.

3. Electronic management contributes to solving many of the obstacles to the movement of exports in the country, especially with regard to the fast and easy access to world markets, in light of the fierce competition and the challenges of the global market imposed by the World Trade Organization and the freedom of trade.

4 - Support the side of imports, through transparency in access to products from the world markets at the lowest prices, away from intermediaries and agents, which in turn contributes to prevent monopoly and choose the best offers in terms of price and quality.

5- Electronic management for projects availability the opportunity to participate in the global trade movement by providing it with many advantages such as saving time and space for doing business and reducing costs of marketing, advertising and advertising, which in turn increases its activity and contribution to the national economy.

6. Electronic management allows a broad and easy way for individuals to reach the markets and centers of consumption they target with their products at the lowest cost.

Hassan, (2003, 11-12) summarized the importance and benefits of e-government with these two points:

1 - Saving time, effort and money: The time, effort and money is one of the important factors that govern the style of municipal services provided by the government either in the form of self-service or in the way it is provided to beneficiaries. The most important features provided by the municipal e-services system is the savings in these three elements.

Working for one hour at home is more productive than suffering traffic congestion, so the criterion of personal success is the completion of work and not just go to the workplace for eight hours continuously. Companies that adopt the virtual office concept have achieved a significant economy of expenditure, while making gains that may not yet have an impact.

For example, studies show that in America 30 billion hours of wasted work can be saved in transportation, traffic congestion, slow traditional work methods in various facilities, and forecasts that it is possible to save \$ 30 billion a year if the concepts of the entire intelligence revolution. These areas, can be spent on the databases and be the area from which the utility companies spend their income and profitability. If this is the case with an advanced country with all its technological progress, how can an outgrowth country and how many billions of hours it be able to provide from the traffic congestion and slow traditional systems? And how much money this state can provide.

The automation of banks, the automated booking system and the management of hospitals have resulted in the provision of required services faster and better, in the face of increasing passenger traffic.

2 - solving some of the problems of the city: If the current city suffers from many problems, the most important of the road congestion and pollution and loss of time and difficulty in maintaining networks of facilities sprawling, and increase the cost of construction and maintenance of buildings of various municipal services, the reliance on electronics in the management of activities related to services will be overcome such difficulties.

It is expected that the dependence on the car will decrease in traffic within the city, thus reducing the problems of congestion, as long as the person will be able to get the necessary services and can perform his work while he is at home. It is also expected to reduce the number of flats and the number of service buildings in the city and thus reduce the cost of construction and maintenance. Dependence on computers in utility networks will make it easier to identify fault spots easily and update usage systems, thereby increasing service efficiency and reducing maintenance costs.

1.2.7. The Disadvantage of Electronic Government

Hassan, (2003, 12-13) pointed to the disadvantages of e-government by the following points:

1. The problem of unemployment: The reliance on electronic devices to carry out life activities instead of human affects the labor market and demand it, and despite the information may provide new opportunities for employment, but these opportunities will not be available to those who were laid off in the areas of their work, they will be opportunities of a high technical and professional nature for a group of qualified people. So the clear picture is that there is a problem that will grow with dependence on informatics, which is unemployment.

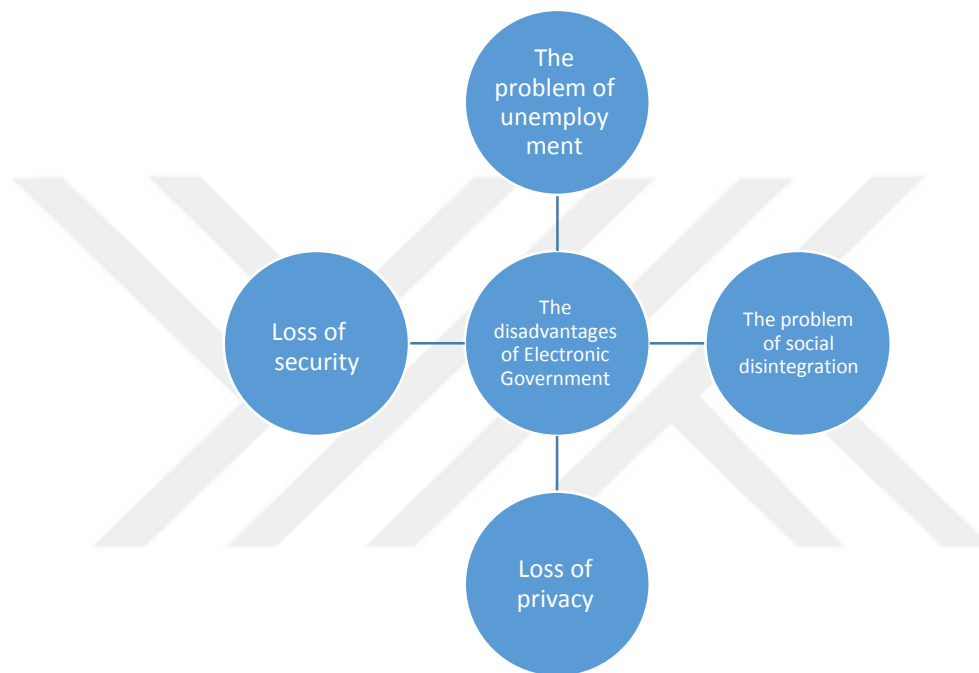
2. The problem of social disintegration: Further social disintegration is expected to be faced by a man of the twenty-first century. The state of complete dependence on informatics in carrying out various life activities, including e-government, because the performance of life activities while the human at home will reduce the chances of mass communication between people, and thus the loss of a large part of social relations, which often arise in places of assembly such as education sites, shopping, And others. Moreover, the disruption of the economic system in society, such as the spread of unemployment as a result of the abolition of some professions, the further decline and the emergence of new professions, would lead to the same result in social.

3. The loss of privacy: The information revolution within the Electronic Government model destroys the privacy of individuals and their right to preserve their privacy and privacy. The information bases linked to each other and containing names, addresses, jobs, social and health conditions and even the quality of their purchases threaten their future and may endanger them. In their judgment, the ability of others to monitor our movements is expected to increase. However, there are some solutions that can contribute to the loss of privacy, including the use of special programs or special codes that allow the user to only deal securely with the preservation of his data.

4. Loss of security: Access to various services within the Electronic Government system requires considerable time and special systems to achieve

security for the citizen, for example, the electricity bill is paid by telephone and deducted from the citizen's account. The citizen receives only a voice message with a reference number for this operation, unlike the bill payment through the ATM or the bank where there is a receipt for this. With free access to the service without loss of sense of security.

Figure 4: The disadvantages of Electronic Government



Matar (2008, 56) referred to the disadvantages of Electronic Government by the following points:

1. Unemployment: The application of this system leads to an increase in the unemployment rate, where it has been able to obtain all services, and there is no need to request the recruitment of new employees

2. Infringement of public health: By using the Internet to obtain all services for long periods of time, it affects the health of the individual who seeks the service, especially the sense of view, as well as maintaining the use of these networks, the individual loses the opportunity to adapt to the surrounding society because of the isolation imposed by the person himself.

3. Violation of the right to privacy: It is one of the most important rights that most of the laws were keen to organize and ensure protection, and singled out many texts.

4. Loss of security: Electronic transactions lead to the loss of security in many transactions through credit cards.

1.2.8. Barriers of Electronic Government

Badran (2004, 10-12) notes that the implementation of the concept of Electronic Government is an endeavor that can be achieved if all the conditions and requirements are adhered to. To ensure this, it is necessary to emphasize a number of obstacles and obstacles that can hinder the achievement of the most important:

1. The legal aspect: The issuance of specialized legislation in this regard and the training of an appropriate group of judges and lawyers as required by digital dealings.

2. Financial factor: It is a critical obstacle, if adequate provision is not made to finance this infrastructure the project.

3. Trust factor: It is very necessary not to successfully implement the concept of Electronic Government, which must be rooted in the minds of both citizens and institutions.

4. Social factor: The government should take care of educating the citizen in general and rehabilitating him to deal with the uses Modern technologies in particular.

5. Knowledge Management: The importance of this analysis is highlighted by providing the information that is efficient and delivering it to all concerned in a timely manner and vice versa.

Al-Mukhtin (2013, 151-15) noted to the barriers of Electronic Government in the following points:

1- Slow in the issuance of new appropriate legislation with the continuous and rapid development that characterizes the developments of the information age, information technology and electronic commerce.

2- There are no legislators at a high level of awareness of information technology and methods of communication and the most important developments in this science is always renewed.

3- Control of the traditional concepts of the organization of the negative bureaucracy and the impossibility of overcoming them.

4- The wrong perception and the belief that the change affects only operations without the other aspects of the organization.

5- The investment in information technologies in the long term is very costly, especially if it is widely at the state level, although this obstacle can be reduced costs.

6- Lack of the multiple resources needed by the process of change and the time, money, effort, human capacity, readiness and so on.

7- The difficulty and complexity of re-engineering processes related to Electronic Government at the level of government agencies may lead to the discontinuation of the process of re-engineering and thus stop the continuation of the conversion plan.

8- The weakness of social awareness and benefits of the Advantages of Electronic Government applications, a constraint in the way of transformation of the work of the electronic and information society.

9- Absence of coordination between the organs and other departments related to the activity of the Organization, which possesses the same types of hardware and software, so that the participation and exchange of information between these categories.

10- Nothingness of new concepts and values appropriate to the new way of working, and ignoring the values and concepts prevailing in the organization environment.

11- Special interest groups contribute to the failure or change or slowdown of the e-government applications project in view of maintaining the continuity of existing interests and privileges and believing that it is not for their material and moral interests.

12- The presence of digital, which represents the boundary between those who have their information technologies and possess them, and among those who are not available to them that gap, and this gap seems clearer and more broadly in developing countries as a result of different barriers than educational, regulatory, economic, which makes it difficult for the majority to enter the digital world of modern, this gap must therefore be addressed as a step towards the transformation of Electronic Government applications.

13- There are possibilities contained in response to the change and development, and reorganization of the existing so-called resistance to change among workers in organizations, which represents a kind of resistance to this change voluntarily or involuntary situation, which could stem mostly from one of the following reasons: fear of the unknown, Inability to grasp, customs and traditions, fear of losing existing privileges.

14- Electronic businesses need to develop regulations and legislations that are appropriate to their nature, which requires precision and full awareness of all aspects of the technology used in these applications to achieve information security.

15- The inability of developing countries to harness the potential of information and communication technology to the advancement of the goals of development and the delivery of their societies to knowledge information society.

16- Developing countries are still suffering from the spread of illiteracy literacy and digital literacy is not only they are suffering in for safer use of ICT and the need for greater effort in the multiplier and dissemination of electronic culture.

17- The rapid scientific and technological revolution at its rapid rates, and the trend of technological development to the more complex industrial fields such as the modern electronic industries, which include the information technology sector above the level of absorption of the developing country in the twenty-first century, including the Arab countries.

1.2.9. Reasons for the Shift towards Electronic Government

Influenced the tremendous technology for information technology and communication, especially in recent decades, the bulk of the fields of life and led to

the creation of a huge and influential changes to the traditional government level campaign to switch to e-style, where we can summarize the causes of these events through the following (Badran, 2004: 46-47):

1. Political reasons: mainly represented in:

- The emergence of the concept of globalization.
- Competing politicians about gaining public satisfaction through the provision of services easier, especially in developed societies.
- World Bank support for Electronic Government projects in developing countries.

2. Technological reasons: the most important:

- The emergence of the Internet.
- The prices of hardware are very reasonable.
- The development of high levels of data encryption so that the network has become confidence and security is possible.
- Innovation of electronic signature technology.

Economic reasons: the most important: 3.

- The emergence of e-commerce.
- Governments are exploiting existing technologies to reduce cost levels.
- The trend towards privatization projects and what it requires of communication with various sectors.

Al-Qahtani (2010, 34-35) pointed out the reasons for the transformation of institutions from traditional management to Electronic Government with the following points:

1- The complex procedures and processes and their impact on increasing the cost of business.

2 - Immediate decisions and recommendations that will cause imbalance in application.

- 3- The inability to consolidate data at the enterprise level.
- 4- The difficulty of standing on the measurement of performance.
- 5- The difficulty of providing circulation data for employees in the organization.
- 6- The inevitability of achieving continuous communication between the workers on the breadth of the scope of work.
- 7- Increasing competition between institutions and the need for mechanisms of excellence within each institution seeking to compete.
- 8- The trend towards employing the use of technological development and rely on the information in decision-making.
- 9- The need to consolidate data at the level of the institution.
- 10- Provide new forms of services: such as e-learning, which means learning using computers and various software on either networks or the Internet is learning flexible open.
- 11- International or global nature of electronic services, where services are provided through electronic media (Internet), which does not know the spatial or geographical boundaries.
- 12- Dealing without disclosing the identity of the dealers.

1.2.10. Electronic Government Application Requirements

His implementation of this evolving administrative endeavor requires the availability of a number of essentials that constitute the infrastructure necessary for the establishment of this project and the most important (Jawad, Kheir and Khair and Abu Zeid, 2007, 285 - 286):

1. Providing the necessary infrastructure for communications: The use of information technology to download e-government work is done through the networks of communication and therefore the responsibility in this context is the responsibility of the Ministry of Communications to ensure the provision and maintenance of these networks constantly.

2. The need to spread the Internet: This is the basis of the foundation in the construction of e-government, which provides communication between users of the network at the level of all sectors of government or non-government and citizens in a digital environment is highly specialized.

3. The need to make the computer available: Since the overall e-government services are carried out through this device, it is an irreplaceable requirement, which requires the ability of the citizen to acquire it on the one hand and knowledge of its multiple uses on the other.

4. The need to provide the necessary legislation: This requires the provision of a number of laws that work to maintain and ensure the security of the documentary and protect the confidentiality of data and the protection of electronic signature and other sensitive aspects in this regard.

5. Business Process Reengineering in Government: Building an Electronic Government project requires the re-engineering of all actions related to the various government actions and their transformation into a digital system.

6. Business Process Reengineering in Government: Building an Electronic Government project requires the re-engineering of all actions related to the various government actions and their transformation into a digital system.

In addition to the above, there are a number of permanent and stabilized elements of the above mentioned infrastructure components, namely, the clear vision of the sponsors of this project, as well as the competent, skilled, and cooperative leadership, And the qualified and trained human element on these uses as well as the appropriate regulatory environment that is capable of accommodating the merits of this change.

Al-Qahtani, (2010, 42-44) pointed to the requirements of applying Electronic Government by the following points:

1- Solving the problems in the real reality before moving to the electronic environment: Representing the importance of this requirement, we take the example on the content of e-government. Governments must provide the necessary information to their citizens via the Internet. There must be a policy whereby all documents and

information directly through the Internet in this context, the biggest problem we face is the problems of documentation existing in real life.

2-Infrastructure: Electronic Government requires an appropriate level of high-level infrastructure, which includes a modern telecommunications and data network and an advanced telecommunications infrastructure capable of providing communication, communication and information transfer between the same administrative institutions and institutions and citizens. On the other hand.

3- To provide the electronic means necessary to take advantage of the services provided by the e-government through which we can communicate with them, including personal computers, laptops, telephone and other devices that enable us to connect to the world or the network in the country at reasonable prices that most people get it, In addition to the availability of a good number of Internet service providers, and stress that the prices are as reasonable as possible in order to open the way for as many citizens as possible to interact with the Electronic Government in the least effort and the shortest time and the lowest possible cost.

4- Training and capacity building: It includes the training of all employees on the methods of using computers and network management, databases and information and all information necessary to work on the management and guidance of e-government properly and preferably through specialized institutes or training centers belonging to the government, the culture of the government's use of electronic means and means of using them also in the same way.

5- The availability of an appropriate level of funding, so that government funding can be carried out periodically maintenance and training of staff and staff at a high level of service delivery and keep abreast of any development that takes place in the framework of technology and Electronic Government worldwide.

6- The availability of political will, so that there is a specific official or committee to implement this project and work to create the necessary and appropriate environment for the work and supervise the implementation and evaluation of the levels reached in the implementation.

7- The existence of legislation and legal texts that facilitate the work of the Electronic Government and provide them with legitimacy and credibility and all the legal consequences of them.

8- Providing electronic security and electronic confidentiality at a high level to protect national and personal information and to protect the electronic archive from any futility and focus on this point because of its importance and gravity to the strong and personal security of the state or individuals either by putting security in the network protocol software or by using electronic signature or password.

9- A comprehensive promotional marketing plan to promote the use of Electronic government and highlight its advantages and the necessity of participation and interaction of all citizens in it. All national media outlets should participate in this campaign from radio, television, newspapers, publicity, symposia and conferences, and hosting officials, ministers and employees. To deal with the concept of Electronic Government.

10-E-Leadership: Developing an Administrative Leadership that Deeds Effectively with ICTs One of the most important new tools emerging from the field of knowledge management and Electronic government is that the existence of electronic leadership is a requirement for the success of Electronic organizations or knowledge-based organizations integrated into Electronic business activities. The existence of this leadership also means the presence of the listening leader, Commander of the teacher, commander of the caller, and can through electronic precious human assets hidden Organization and in particular the intellectual and human capital and its departments to achieve the competitive advantage of investment leadership, the electronic management leadership represents a short core competencies capable of innovation, modernization and re-organizational culture engineering.

11- Provide some technical and technical elements that help simplify and facilitate the use of Electronic government in proportion to the culture of all citizens, including the consolidation of forms of electronic and administrative sites and standardize the methods of use and the establishment of a comprehensive site as a guide to the addresses of all government administrative centers in the region.

1.2.11. Security

The state and the users of its services, and introduce completely new procedures and rules for collection, keeping, processing and exchange of data. The traditional way of The Electronic Government initiatives changes the foundations of communication between working is based on hard copy documents and the verification of identity and authenticity through the classical methods of signature and stamp are now completely obsolete due to electronic communication and exchange of data. Working electronically means development and application of new safety and security concepts, procedures and standards which essentially differ from those used so far. Their implementation is not simple by any means, and that's why aside from the ambitious technological and organizational changes, they also imply changes in what traditionally was meant by safety and security (Toseva and Ugrinoski, 2010, 25).

Government site should be protected against hackers because people will rely on the information. Additionally, citizens' information should be protected when sent to Electronic Government sites. These three selected e-services, after observing those Electronic service we found that the developers and also the govt. policy makers is not aware about this design criteria and therefore this criteria is not implemented in our selected Electronic services (Mizanur and Lokman 2010, 62).

The information dealt by the Electronic government is confidential and highly sensitive; therefore, protection of the information from internet criminals and hackers is crucial. Electronic transaction is an important feature of Electronic government services and the most sensitive one in terms of security. The security threats to this feature are sever if a criminal is able to alter and intercept data during transaction and steal valuable information. According to Fulford and Dohetry, "in order to retain the availability, confidentiality, and integrity of the all the information embedded in the ICT, adequate control and security procedures are introduced." (AlGarni, 2015, 50).

1.2.12. Classification of Electronic Government

The classification of Electronic Government can be viewed from the perspective of ICT facilitated relationships between government and its key stakeholders, namely with citizens (G2C – Government-to-Citizen), with businesses (G2B – Government –to-Business); with other governments, government departments

and agencies (G2G – Government-to-Government); and with its employees (G2E – Government-to-Employees) (Gyaase, 2014, 38-40).

1.2.12.1. Government-to-Citizen Electronic Government (G2C)

Government-to-Citizen (G2C) is the communication link between government and private individuals or residents. It establishes the relationships between government and citizens. G2C allows government agencies to listen and communicate continuously with its citizens for supporting feedback in respect to accountability, democracy and public services. G2C provides a broad range of interaction by delivery of services. It includes information dissemination to the public, delivery of basic services to citizens such as license renewals, ordering of birth/death/marriage certificates and filing of income taxes, as well as citizen assistance for such basic services as education, healthcare, hospital information, and libraries. G2C also allow citizens to gain access to government information and services conveniently by using multiple channels. It also reinforces their participation in local communities (Kandhro, 2011, 23-54)

This approach enables the delivery and provision of government services and information online. This approach is said to “fulfil the primary objective of Electronic Government” (Munkuli, 2015, 15-75).

Government departments can use the online medium of G2C to deal with all matters relating to citizens which could include a wide range of interactions between government and citizens, such as communicating, facilitating and exploring, which should lead to better engagement of citizens, including e-democracy and online voting to enhance political engagement, as well as basic government services such as paying online, booking appointment, and renewing passports and license (Alsaif, 2013, 28).

1.2.12.2 Government-to-Business Electronic Government (G2B)

Here government serves as an enabler and broker of economic activities, a consumer of commercial goods and services and as the regulator of both domestic and international trade and commerce (Hoque, 2005, 58).

G2B occurs when there are electronic transactions between the private sector and the government, and is mainly applied for developing the online market place for governments and e-procurement system, as well as providing services and products to

businesses in the private sector. The interactions of G2B enhance the consistency of intensive tasks for personnel, as well as streamlining the process, which has benefited from the private sector's previous experience of Electronic commerce and other online services, and recognition that these electronic services contribute to improved competition and lower costs (Alsaif, 2013, 29).

1.2.12.3. Government-to-Employee Electronic Government (G2E)

An additional relationship model, Government to Employee (G2E) is prescribed by some scholars and practitioners with the arguments that unlike technology, governance is essentially a normative, relational exercise, rather than a purely functional one. Government's role is to facilitate and relate rather than dictate or create. With this philosophical understanding government adopts the role of: (a) facilitator (and repository) of political expression and action, both at home and abroad; (b) facilitator of economic activity, and (c) deliverer of public services. From these roles flow and as government facilitates business, democratic engagement and service delivery, so employees represent the facilitators of government. G2E interaction includes strategic and tactical mechanisms for encouraging the implementation of government goals and programs, as well as administrative elements such as human resource management, budgeting and accounting (Hoque, 2005, 58-59).

When governments develop strategic plans to adopt Electronic Government systems, these should include G2E, as well as accounting, human resources and budgeting (Alsaif, 2013, 29).

1.2.12.4. Government-to-Government Model (G2G)

This partnership model defines the relationship between other levels and branches of government for the purpose of efficient and effective service delivery through their smooth coordination and integrated functionalities. It is also about serving and preparing employees, allocating responsibilities and engaging in ongoing interactions with foreign states and international organizations to further political and economic goals (Hoque, 2005, 58).

That G2G integrates the organization of local, state and federal government information into one database, and this forms the core of the framework of Electronic

government systems. Therefore, as the requirement to share data between different government departments that needs highly proficient advanced technology, this sector has been described as the ultimate goal for all governments. As a result of these centralized transactions, government departments can use this single access point to improve outcomes, effectiveness, save time, reduce costs, improve efficiency and enable greater consistency (Alsaif, 2013, 29).



CHAPTER TWO

LITERATURE REVIEW

2.1. INTRODUCTION

Management Development is an advisory function offers through which everything that would bring about change for the better and this can be said that the administrative development task is not limited to the management of self-contained, but the task of each employee works in administrative development because it is everyone and everyone is responsible it so important called administrative development as a collective function, The success of the development process depends on the support of all those responsible for this process and development is not a goal in itself, but the goal that the results are good and achieve the desired goal and this is the goal of everyone.

The Department of Administrative Development is the department responsible for creating the working environment and creating an organized administrative work environment that helps to implement the e-Government in achieving its objectives, through the development of work procedures, redesigning the organizational structure, training of human resources, and raise the technical culture among workers, technical and management consulting to achieve high levels of performance by choosing a new, innovative and effective methods, and contribute to the construction and modernization of administrative development through support aspects of the administrative process, in addition to developing a comprehensive plan for the development and study of the terms of reference of organizational units and the simplification of work procedures and job descriptions.

The Administrative Development activity notes that the trend is towards assigning the responsibility of Administrative Development to an administrative entity which is part of the organizational structure of the organization and defines its duties and responsibilities in this framework. This organizational form is preferred over the other problem because it reflects firstly the increasing interest in administrative development and leads to concentration, it also provides greater

opportunities for planning, implementation and follow-up of the process of administrative development based on well-defined principles, trends, and philosophy.

And that progress and the spread of democratic principles in many societies of the world had an impact on relations between the administrators and leaders working within the administrative organs also had an impact on relations between the devices and the public, And the leak of democratic ideas into the administrative system must be the decision-making participation and therefore the idea of man receded the machine through which the traditional administrative leader and also receded the idea of the individual leader and administrative management of administrative development also affected democratic ideas on the relationship of the administrative body with the public. Where the administrative system is no longer the guiding and influential for the public, but has become an instrument for the implementation of the interests of the public, and the results of this transformation the entry of non-official aspects and external environmental influences in the accounts of the administrative developer.

2.2. ADMINISTRATIVE DEVELOPMENT

. The aim of this axis is to clarify the concept of Administrative Development, its definitions, dimensions, objectives and importance, the reasons for Administrative Development, Obstacles to Administrative Development, Stages of Administrative Development, Administrative Development policies and Administrative Development. , The general Directorate of education in Arbil and all its departments

2.3. DEFINITIONS OF ADMINISTRATIVE DEVELOPMENT

Amer and Zakaria (2013, 18) define Administrative Development as a planned process aimed at changing the viewpoints and concepts of individuals working to influence their behavior and performance towards the best and the best.

Al-Farajani (2008, 30) defined Administrative Development as a deliberate and deliberate effort aimed at developing and improving performance in government agencies by influencing the values of employees, developing their skills and changing their patterns of behavior to improve the organization's ability to make decisions and

solve problems and create balanced relationships between it and the environment through the use of behavioral sciences.

Al Dahwan (2008, 9) defines Administrative Development as an intervention to change administrative organization due to dissatisfaction with its performance. This requires a strategy to move the driving forces in the organization based on the methods and means that help to accelerate the change in the administrative system and reduce the weaknesses in its organization and management.

AL-Sairafi (2006, 14) said that “continuous improvement in the performance of management through the use of scientific methods in work, and the treatment of problems that appear, and support administrative capabilities.”

Mashhour (2010, 47) pointed out that Administrative Development is a process of providing managers with the skills and information that help them to improve their performance in work and raise their level of efficiency in the face of administrative problems.

Al-Rashidi (2010, 20) believes that Administrative Development is the collective, continuous and planned process that creates positive change and develops in all aspects of the organization as a whole (strategic aspects, structural aspects, procedural aspects, human aspects and technical aspects) to respond positively to the environment in order to raise.

Aboudy, (2009, 75) noted The Administrative Development is to improve the methods and behaviors of working as reflected positively on the society, exemplified by the interaction of employees in government agencies with citizens from the premise that the employee server in and that the citizen is Served without feeling any qualms about this behavior.

Al-sakarna, (2009, 25) defined Management Development that the collective process and the ongoing and planned by the creation of a positive expression and development in all aspects of the region as a whole (strategic aspects, structural aspects, procedural aspects, human aspects, technical aspects) self to respond to the surrounding environment in order to raise the efficiency and effectiveness of the organization.

Management development, therefore, is the process by which the management competencies of a manager or a management team are enhanced (Roche, 2010, 5).

As a result, it is clear that writers and researchers disagree about the definition of administrative development. Some view it as a comprehensive perspective, which is regarded as the integrated framework for the development of the administrative apparatus of the state.

2.4. DIMENSIONS OF ADMINISTRATIVE DEVELOPMENT

Numerous and varied views of researchers in the field of Administrative Development according to their opinions depending on their background knowledge and their views and their philosophy about the special Administrative Development dimensions, and in order to determine that this research will address the following themes:

2.4.1. Training

Aboudi (2005, 124) pointed out that it is a reciprocal process of teaching and learning a set of knowledge and methods of work, an activity to transfer knowledge to a group or groups of individuals believed to be useful to them, in short training is the transfer of knowledge and skills development.

Hassouna (2008, 10) said that training is a set of actions that allow members of the organization to be in a state of constant and advanced preparedness and preparedness for their current and future functions within their organization and environment.

Al-Ta'ani (2010, 15) believes that training is an ongoing process, centered on the individual as a whole. It aims at creating specific mental behavioral changes to meet the current or future needs of the individual and the work done by the organization in which he works. The training is the systematic and planned effort to provide the human resources in the administrative system with specific knowledge, and change their behavior and trends in a positive way.

2.4.2. Human Resources

Al Madhoun (2005, 14) mentioned that the human element is an important element in the life of business organizations or public institutions. It is also the main engine of all the activities of the institution and a source of important sources for its effectiveness, especially when it is characterized by the skill, knowledge and abilities that are compatible with the nature of the work carried out in the institution. As it is today known that changes in the business environment changes reflected their impact on institutions. Which necessitated a review of the composition of human resources skills and knowledge and develop their performance capabilities. Such development requires the focus of the institution as well as its activities in the selection, recruitment, reception, direction and follow-up of human resources in training to develop their skills and knowledge or to impart new skills, knowledge and behaviors to suit new functional requirements.

Shaltot (2009, 3) describes human resources as one of the most important resources of the organization, and one of the most important assets it possesses. The organization's goals cannot be achieved without the human resources that the organization must always strive to take care of and develop its skills and competencies to be able to achieve the goals of the organization effectively. Confronting changes and challenges.

Dura and Al-Sabbagh (2008, 162) pointed out that human resources are factors of production and this requires planning to determine their availability, their conformity with the needs of the organization in quantity and quality. Accordingly, it shows the importance of human resources planning as it aims at forecasting and identifying the manpower and human resources needs of the organization. Fully lead to the success of the organization and the organization.

2.4.3. Making Decisions Based on Facts

For the patient, the decision-making process is: a cognitive approach to address problems and situations by providing adequate information, to choose the most appropriate alternative among the alternatives available to achieve the goal (Al-Qasabi, 2006, 127)

For Qatami (2010, 312) is the decision of the complex processes process, not all decisions easy or clear, the researchers point out that despite the decision-making is the cognitive process, but the trends and the system of values and status affective in addition to social factors surrounding the individual affect the decision-making process directly or indirectly.

Al-Ajmi, (2008, 230) describes the decision-making process as the heart of management, and that the concepts of management theory must be derived from the logic and psychology of human selection. The decision-making process has become the focus of the administrative process to a large extent, the ability and efficiency of leadership to make appropriate decisions.

2.4.4. Performance of Employees

The performance is an integrated system represents a key element of individual performance, and this is because the human element is the active ingredient in performance because of its expertise and capabilities to accomplish the work (Al-Saud, 2008, 73)

Al-Sairafi (2007, 208) defined it as a periodic administrative process that aims to measure the strengths and weaknesses of the individual's efforts and behaviors in a specific situation and in achieving a certain goal that the organization has previously planned.

Performance also means undertaking an equivalent function should be performed by the employee efficient trainer average (Ramadan 2009, 96).

2.4.5. Full Participation of Working Individuals

Meanings as described by means of mental and emotional involvement of an individual in a collective attitude encouraged to participate and contribute to the achievement of collective goals and shared responsibility for achieving those goals (Al-Maani, 2012, 161). And (Al- Ali, 2010, 39) points out that they mean their role in discussing and setting goals, plans and other matters related to the performance of the organization, in addition to activating their role in such a way that they feel their importance and status in the organization. The actual participation means the contribution of the employees at the different administrative levels, especially the

lower levels and each according to his specialization in the development and preparation of the goals and plans of the organization.

In the opinion of (Aishawy, 2013, 80) that the participation of everyone in the collective action is one of the most important activities that must be focused on, as it helps increase loyalty and belonging to the institution. Teamwork is an effective tool for diagnosing problems and finding optimal solutions for them. Through direct contact between the various departments and sections and continuous friction between the members of one institution.

2.5. GOALS OF ADMINISTRATIVE DEVELOPMENT

Display popular management development goals with the following points (Mashhour, 2010: 47-48):

- 1- Developing human resources from managers, administrators, users and technicians.
- 2- Business Development and Works.
- 3- Preparation of job descriptions in order to develop the administrative control.
- 4- Examination of organizational structures, division of labor and interrelationships.
- 5- The development of the concepts and capabilities of staff and the development of public administration.
- 6- Development of laws, regulations and instructions
- 7- Develop methods and means of technology
- 8-Development of means of communication
- 9- Development of guidance in action
- 10- Development of administrative objectives
- 11- Development of supervisory methods
- 12- Development of values, skills and abilities

13- Development of human relations

14- Develop planning, evaluation, information systems and organizational structures.

15- Development of scientific thinking and the development of the spirit of adventure and the development of incentive systems.

According to (Amer and zakaria, 2013,19) and that the Administrative Development aims to create conditions within the organization so as to promote growth and development and create an appropriate environment to accept technological changes to the legal and administrative which according to different levels of management, including:

- Create an appropriate atmosphere within organizations to address problems and develop solutions.

1- Raising the level of public understanding and managerial thinking among employees and at all levels.

2- Developing the capabilities of the staff to analyze and diagnose problems and choose the possible alternatives.

4- Developing the skills and abilities of administrative staff to improve and raise the level of performance.

Al-Qahtani (2010, 69-70) summarizes the administrative development goals as follows:

1. Making appropriate changes in policies and organizational structures in line with internal and external developments that directly affect the effectiveness of the organization.

2. Modification of behavior.

3. Changing values and trends.

4. To develop the spirit of the group by increasing the degree of the group's sense within the organization and establishing the rules of trust among the individuals that make up it.

5. Increase understanding of communication processes and methods of leadership and find the best methods to eliminate conflicts and identify their causes by increasing awareness of the dynamics of the group.

6. Create an open climate to solve the problems facing all administrative units in the organization, whether between one group or between groups and some, and to replace the open climate in the closed climate of hiding the problems or upload to others.

2.6. ENHANCEMENT OF ADMINISTRATIVE DEVELOPMENT

Al-Qahtani, (2010, 68) pointed out the elements of Administrative Development in order to achieve the required success by the following points:

1-availability of conviction and sincere desire in the process of administrative development: This is subject to the political authority in the country and administrative leadership in the organizations and departments specialized in this aspect.

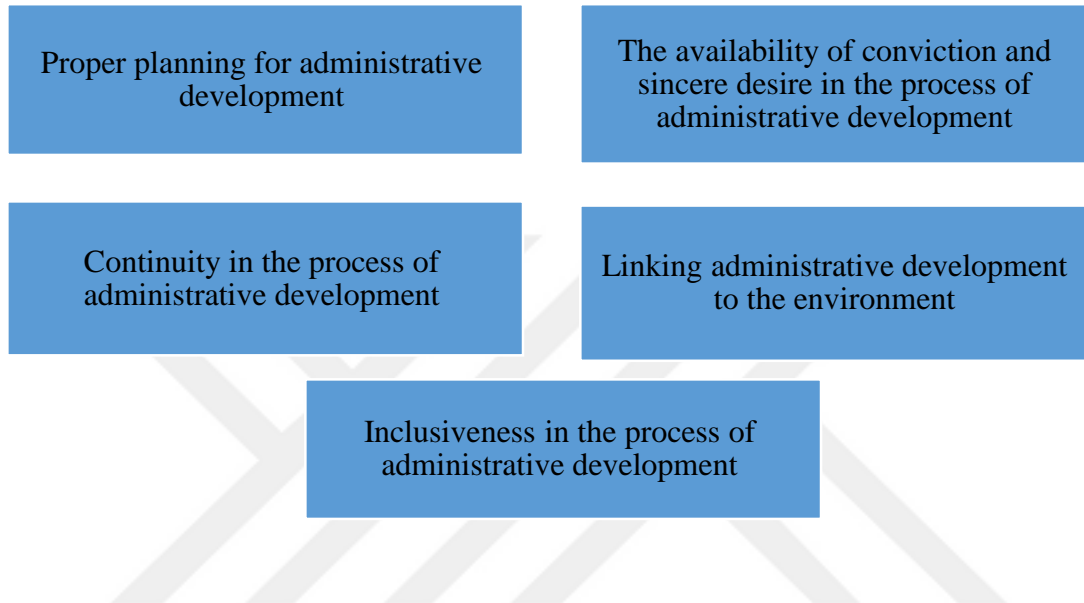
2- Proper planning for administrative development: and be through the compatibility between the objectives and possibilities available material and human.

3-Management Development link to the environment: the relationship between development and the surrounding environment is very important, and ignore the surrounding environment may lead to the entire development process fails, so must the developmental process related to the surrounding environment, including content of the customs, traditions, values, principles and culture, because some of the ideas, methods and techniques, development originated in An environment that differs in many respects from the environment surrounding the development process.

4- Continuity in the process of administrative development: There is no doubt that one of the most important qualities of the development process as mentioned by many of the scientists of the Department is that it is a long-term planned effort. This leads us to the fact that administrative development is not only concerned with solving the existing problems but also by correcting the problems and obstacles before they occur through looking at the future and its challenges. And the knowledge of the opportunities and threats to take advantage of opportunities and employment and work to avoid threats.

5- Inclusiveness in the process of administrative development: The holistic view of things from all sides gives more accurate and positive results, reduces errors, and makes the judgment of things rise to something of validity and objectivity. This applies to the development process. Its holistic view of organizational and humanitarian aspects achieves the best results.

Figure 5: Enhancement of Administrative Development



2.7. THE REASONS FOR ADMINISTRATIVE DEVELOPMENT

The change and development in any organization usually does not occur in a vacuum or from nothing, but is the result of the strength or reason within the organization or from outside, and has dealt with many researchers and practitioners forces and the reasons that drive the organization to change and development, and many of them tried to classify and categorize each His point of view, the most widely accepted and widespread are (Al-Rashidi, 2010, 30-31).

First: Internal Forces: They are the forces emanating from within the organization, which are forced to change their internal situation. They are often the result of their continuous operations, the renewal of their workers' needs and their continuous change, and they can be considered to some extent subject to the control of the organization and its control.

1. Change the objectives, mission and purposes of the organization
2. Introducing new equipment and equipment.

3. The scarcity of the labor force.
4. Introduction of sophisticated information processing systems.
5. Integration with or separation from other organizations or the purchase of other organizations.
6. Low morale of employees.
7. High turnover rate.
8. Low profits.
9. Change in the philosophy and management of the organization.
10. Change in the organizational structure of the Organization and the consequent change in power centers and lines of authority and responsibility and organizational relations between different administrative levels.

Second -External Powers: These are the forces emanating from outside the organization because of the continuous interaction between the organization and its environment. The external forces impose on the organization the adoption of change and the organization does not have control over its size or path. It is characterized by its multiplicity and its impact and difficulty in predicting it. As the main motive for change in organizations, and the most important of these forces:

1. Sharp competition between organizations.
2. Economic conditions.
3. The increase and acceleration of the phenomenon of globalization.
4. Secret technical development.
5. Knowledge revolution in all fields of science and knowledge.
6. Rapid limitation of products, whether goods or services.
7. Change in the nature and composition of working forces, including values and objectives, and educational level, Awareness and the growing proportion of urban dwellers.

8. The emergence of new ideas and philosophies of management, such as the philosophy of the Japanese administration.

9. Issuing new government laws and regulations.

10. Professional associations and trade unions (workers).

Al-Zaher (2000, 82-87) pointed to the reasons for administrative development, including:

1. The administrative system inflation:

The multiplicity of the functions of the state and the tremendous progress and rapid industrial growth have led to the formation of a heavy burden on the government apparatus, and thus seek to different countries from the level of development to find ways to raise the level of performance of departments so that they can be in a position to meet the needs New.

2. Dissatisfaction with the performance of the government apparatus:

The dissatisfaction, whether by the political leaders or by the leaders of the administrative system themselves or by the citizens on the performance of the administrative system can be concerned with the lack of satisfaction with the performance of the administrative system, as well as dissatisfaction with the performance of the administrative body.

In other words, the performance of the administrative body may be low in quantitative terms, ie, that the system may perform its services at a high cost, in a short time or with a larger number of staff, as factors such as cost, time and other factors are not considered to be effective or efficient. In terms of quality is intended to bad service, which is performed in a kind of red tape and administrative complexity.

3- The desire to raise the efficiency and effectiveness:

That the desire of officials in the need to solve problems and improve the efficiency and effectiveness of performance are important reasons for development. For example, when the manager wants to develop administrative work through the use of modern administrative means that help the administration to obtain information as soon as possible with regard to the conservation, organization and retrieval of information, for example, it requires great efforts and planned for that process because

if the administration does not notice the impact of these developments and what it requires. From development to other aspects, including the human side, there may be unexpected administrative problems.

4- The weakness of leaders in senior management:

This means that the majority of those who hold senior positions in developing countries do not have the administrative capacity or even the mental and psychological readiness. They are not competent and do not have the necessary competence. Therefore, the policies of administrative development are trying to eliminate this phenomenon and the resulting negative.

5- Excessive recourse to administrative complications:

Where the size of the administrative system has increased and the functions have increased and organizational problems have emerged, which necessitates an effective means of coordinating between the various activities and creating a kind of compatibility between the administrative organs and these are the most important things that lead the calls for administrative development.

6- Wars, economic and technological crises:

Where these wars negative effects on the efficiency and effectiveness of the administrative apparatus, and therefore the countries to change and develop new methods, and as a result of this change appeared imbalance between the human forces that are often resistant to change and between modern technology that requires a change and a change in the structures, systems and procedures, a so-called reform and administrative development.

7- The failure of the administrative organs in developing countries:

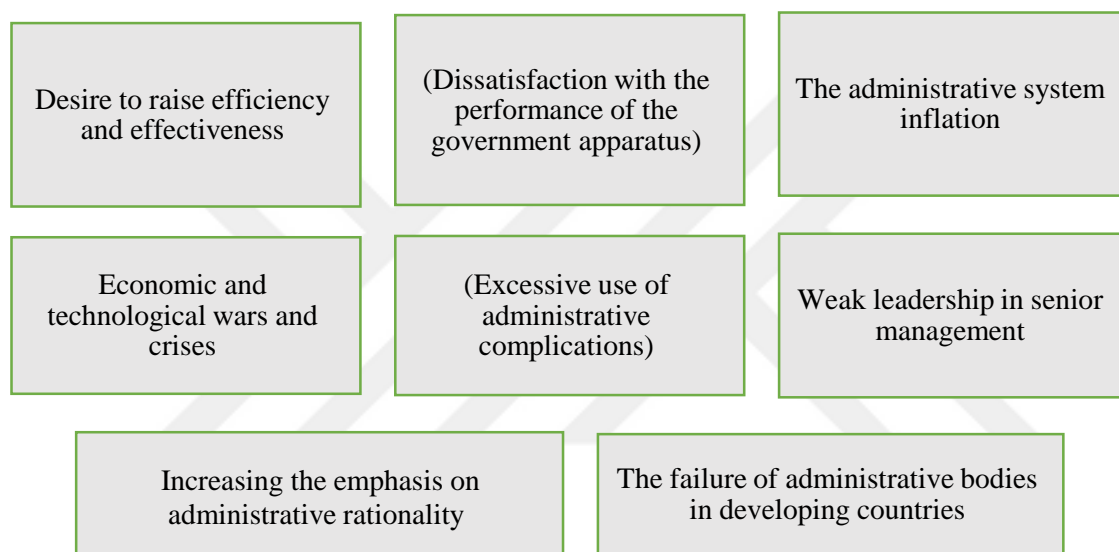
Where the objectives of the administrative bodies are no longer suited to the requirements of the environment and the modern development goals, which is what drives the developing countries to reconsider the components of the existing administrative system to suit the current situation.

8- Greater emphasis on rationalism in the administrative field.

The spread and progress of rationality in the management and the continuous increase in goods and services and the decrease in the available material and human

resources all require rational thinking about how to take advantage of the available resources and thus show administrative development as a scientific method that fulfills this purpose. While the researcher considers that development has become a necessity that must be dealt with even if there is no specific problem, there is no need for a problem for the organization to develop, for example the organization may notice the performance of other organizations and the extent of success achieved and thus seek to develop their systems and procedures to reach Better levels of performance.

Figure 6: Reasons for Administrative Development



2.8. OBSTACLES TO ADMINISTRATIVE DEVELOPMENT

There are some obstacles mentioned by the famous and prevent the achievement of Administrative Development, including (Mashhour, 2010, 49 - 50):

- 1-Concentration and monopoly of powers by the Director.
- 2-malicious policies and crack down on the creators 2.
- 3- Administrative shyness is one of the reasons for administrative backwardness because it prevents the adoption of decisive decisions.
- 4-To devote the values of absolute blind obedience to the director.

5- The imbalance of social values, where the value of wealth collection replaced the values of the Secretariat.

Al-Dahwan (2008, 18-19) mentioned some factors that are a hindrance to the success of the development process or reduce its effectiveness:

1. There is a gap between the actual behavior of the administration and the principles and values that it calls for: This is one of the most disruptive process of Administrative Development, and makes the workers lose credibility in the senior management who are adopting the development, and then there will be no desire to build the development process, Resistant to the development process, which would delay the development process or make it a failure.

2. There is no system or link to govern the efforts and activities aimed at development.

3. Managers' fear of change and its consequences: The process of development and change may sometimes meet with some fear, resulting in resistance, and this category of fear of change and development is in fact not aware of its importance and does not realize that change and development is necessary And does not have to prejudice them or their functions as long as they are able to achieve its goals, and the solution is to involve the workers in the process of change and development and explain the goals to them well, and this leads them to adopt and not resist.

4. Improper planning for the development process or not gathering the necessary information for the development process properly: Planning is the first function of the management function, and any development process that jumps planning beyond or does not plan properly based on a correct and accurate diagnosis will not succeed if achieved something from this it remains a deficient success.

5. Lack of specialized human cadres. The human resources specialized and well-trained is the cornerstone of the development process, and its presence makes the development process is based on scientific foundations and is very important for the success of the development process.

Gad, (2000: 65 – 69) pointed to the obstacles of administrative development with the following points:

1. There is a gap between the values and principles expressed by the organization and its actual behavior.

2. Resistance of workers to change, and the lack of interest and support the administrative leadership of the programs of organizational development.

3. Set unrealistic or difficult targets to achieve, or try to achieve long-term goals within a short period of time.

4. The use of one method in different situations without regard to the differences between different positions as the use of behavioral skills laboratories.

5. Omission of the type of organization and technology used in the organization, as it is appropriate for a stable organization, for example not suitable for others operating in unstable conditions.

6. Dependent on consultants, or lack of optimal use of their services.

7. Focus on strengthening relations between management and employees as an end in itself, rather than as a means of increasing the efficiency of the organization.

8. Length of time spent in OD programs, lack of information use and lack of proper planning.

9. The search for quick solutions or qualities ready for the problems of the organization, and the weakness of the link between the programs of organizational development and other important aspects such as personnel policies, and information systems.

2.9. STAGES OF THE PROCESS OF ADMINISTRATIVE DEVELOPMENT

Al-Shahi (2008, 45) said that the process of Administrative Development is going through several stages and that this process is not complete and weakens the likelihood of success if not done according to the following stages:

1. Sense of need for development.

2. Determine the need to develop accurately.

3. Develop a plan for the development and selection of the appropriate entrance.

4. The implementation of the development plan.
5. Evaluation of development results.

Al - Rashidi, (2010, 27) mentioned that the stages of Administrative Development go through three main stages and summed up in this way:

1. Ice-break phase: At this stage, the current trends, values, habits, practices and behaviors of the individual are disturbed or eliminated, allowing a feeling of need for something new. This is a key factor in the success of the change process if appropriate attention is given.

2. Change: At this stage change is made in the human element, structures or techniques (technology), and should not rush to enter this stage, resistance to change is stronger when the process of change too quickly.

3. Re-freezing phase: This phase aims to stabilize change, and this can be done by allowing employees to demonstrate new behavior or trends and then use reinforcement or positive support, additional training, etc. The evaluation process in this area is highly significant is important, as it helps to make constructive changes in the process of change over time.

2.10. MANAGEMENT DEVELOPMENT STRATEGIES

Al-Tuwaijri, (2005, 9) pointed out the strategies of Administrative Development as follows:

1- Partial development strategy: This strategy represents management development efforts that focus on a number of elements and select a limited number of organizations or sectors. In the light of this strategy, organizational structures, higher-level management training or the development of information systems in a few government organizations may be redesigned.

This strategy is the narrowest strategy in terms of scope. When using this strategy, development efforts often originate from within the same government organization. Because this strategy is limited in scope, its impact on improving performance is limited.

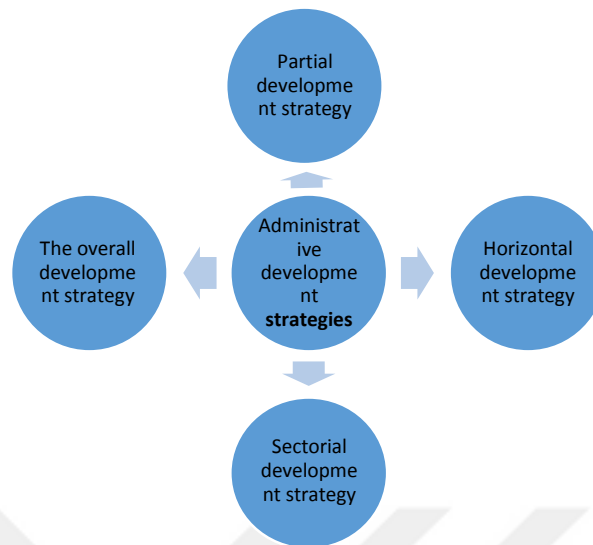
2- Horizontal development strategy: This strategy represents Administrative Development efforts that focus on a limited number of elements, but development

affects all or most organizations or sectors of the government apparatus. Although development efforts are included in a large number of organizations, the inclusion of this strategy on a few elements limits the ultimate effectiveness of development efforts. Examples of this type of strategy include development efforts that include describing and characterizing functions in the government apparatus or developing the organizational structures of their organizations. Where a few elements (job description and characterization or development of organizational structures) are being developed for most government organizations. One of the reasons for adopting this strategy is the feeling of the political leadership or the senior leadership of the government apparatus that there is a disabled aspect of the administrative system suffers from severe shortcomings requiring a general horizontal treatment that includes most organizations of the government apparatus.

3- Sector Development Strategy: This strategy represents development efforts that select a limited number of government organizations and focus on development requirements to improve their performance. Therefore, these strategies contain most or most of the critical components of organizational performance by diagnosing deficiencies and weaknesses in the overall performance of a selected number of governmental organizations. Thus, this strategy is a model for integrated development in the administrative system of the government as a whole. Their application could therefore be a prelude to a comprehensive change and development of government management systems. According to this strategy, the diagnosis and study of development needs widens to include organizational and functional structures, planning systems, standards of control and performance evaluation, leadership selection criteria and business climate. The success of this strategy is greater than other strategies.

4- Comprehensive Development Strategy: This strategy represents administrative development efforts that deal with the development of various critical elements of the organization and administrative practices, in all or most of the sectors and organizations of the government apparatus. It is similar to the sectoral development strategy in terms of covering the various elements that affect the performance of the government apparatus.

Figure 7: Management Development Strategies



Al- Tbenawe, (2007, 69) states that the strategies of Administrative Development differ through the factor influencing the division into:

First: In terms of speed, divided into.

1. Gradual development:

Starts with simple development from the stage of making commitments to the stage of their transformation into an imposition.

2. Progressive development:

Work sequential progress goals to finally reach the ultimate goal.

3. Comprehensive development:

Using the power and power method all elements to be developed are dealt with.

Secondly, in terms of those involved in the process, it is divided into:

1. Use of individual power:

By a decision of the senior management of the establishment.

2. Employee participation:

Involve employees or their representatives in the development stages.

2.11. Success factors for management development strategies

Al-Tuwaijri, (2005, 10) referred to it as follows:

1- Political Will: In the sense of adopting the political leadership for the goal of change and comprehensive administrative development.

2- The total societal factors that support and support the development of the management systems of the government apparatus.

3. Effectiveness of the external oversight role of the legislative and other institutions of external control over the government.

4-Development and change of education systems, social construction (structure of values and behaviors prevailing).

5- Combine developmental efforts aimed at developing other social, political, economic and social aspects.

2.11. CHARACTERISTICS OF ADMINISTRATIVE DEVELOPMENT

The basic and important characteristics of Administrative Development can be summarized as follows (Yaghi, 2001, 139-141):

1- Continuity: The application of Administrative Development requires sustainability and continuity, as it aims to increase organizational effectiveness and improve the overall climate continuously and permanently.

2 - Planned intervention: cannot be the Administrative Development without prior planning to diagnose problems accurately to mobilize energies and pooling the required efforts.

3- Administrative responsibility: Administrative Development is one of the main tasks of different administrative levels, but the biggest commitment is the responsibility of the senior management, the senior management may take the decision to develop and support at all stages, while contributing to the minimum management because of proximity to the problems of daily work to provide Data needed to develop the development plan.

4- Inclusiveness: The consideration of Administrative Development is a comprehensive process that makes it consistent with the concept of systems, which

provides the overall view and comprehensiveness of the thing or system in question, and deals with administrative development with the organization as an integrated system.

5- Raising the efficiency and effectiveness of the organization: The process of Administrative Development is a meaningful process that should lead ultimately to raise the efficiency and effectiveness of the organization.

6- Participation: The participation of active workers in the process of Administrative Development will provide the necessary confidence, and clarifies the facts and participation is an important catalyst for the development, and success and reduce the resistance.

7- Behavioral Theories: It means that the organization consists of a group of individuals with different objectives, motivations, ambitions, values, trends, and multiple and conflicting. Thus, the Administrative Development uses theories, studies and research in the field of behavioral sciences and their interpretation of the behavior of individuals and personal and environmental factors.

Al-Sairafi (2006, 32-34) pointed to the most important characteristic of Administrative Development as follows:

1- Plan of change plan: includes the development of objectives, planning, implementation and follow - up development programs.

2- Long-term effort: where the results of administrative development in large institutions only after two years or more, because of the existence of several variables and interactions. The length of the Administrative Development program is one of the problems faced by managers because the rewards and measuring their success are usually based on achieving short-term goals.

3- The task of regulation: Management development programs focus on improving means, processes and organizational structure in order to achieve organizational objectives efficiently.

4- Solving problems: applying theories, research and studies of different sciences in an attempt to find solutions to organizational problems in the institution. That is, it is based on sound theory and practice.

5- Continuity and participation: It is a continuous process and renewed to improve the organizational climate, and participate in this program all members of the organization, who represent the main source for the success of the process of Administrative Development within the institution.

2.12. DIRECTORATE GENERAL OF EDUCATION IN ARBIL

Due to the absence of a few sources and indicating the structure and functions of the departments of the General Directorate of Education in Arbil and its activities and functions, we have had to interview the Director-General and his assistant and department managers and officials of units and staff to obtain a general description of the Directorate.

The General Directorate of Education works positively and dynamically to provide full and qualitative support to the Arab community by providing the necessary services to promote it at all levels intellectually, culturally, culturally and culturally, and to encourage its institutions to innovate, innovate and prosper:

2.12.1. Establishment of the Directorate General of Education in Arbil

The Directorate General of Education was formed in Arbil after the formation of the first cabins of the Government of the Territory in 1992 and formed with other general directorates of the other governorates Duhok and Sulaymaniyah.

2.12.2. Definition of the General Directorate of Education

The Directorate General of Education is one of the important departments because it supervises a large part of its directorates, where it is responsible for education in its various programs as well as student's affairs.

The General Directorate of Education works positively and dynamically to provide full and qualitative support to the Arab community by providing the necessary services to promote it at all levels intellectually, culturally, culturally and culturally, and to encourage its institutions to innovate, innovate and prosper:

General Director

Which directly controls all sections of the Directorate General through the powers it possesses, and is keen to apply them correctly, and follows up the

implementation of the main administrative processes with the best and most successful ways possible.

One of the most important tasks of the Director General is to oversee all activities and daily operations by following them continuously and continuously and ensure the implementation of the best strategies to ensure the continuous development and set goals for all tasks, and measuring the success of performance in the implementation. And attention to the work of managers and heads of departments, and interest in the recruitment of qualified staff, who contribute to the progress of the Directorate General and hear their views and motivate them to participate in meetings in order to recognize the achievements and challenges facing them. Representing the General Directorate in local, regional and international conferences and meetings, and clarifying all the strategies adopted by the General Directorate for all managers correctly so that they can transfer them to the employees.

And He has two assistants, one for administrative and financial affairs and the other for technical affairs, as well as a group of directorates, and we mention them briefly.

1- Assistant Director General for Administrative and Financial Affairs: and supervises the following directorates:

* Directorate of administration: which in turn branches from the following sections (e-mail section and the Department of issued and received and the Department of Information and the Department of Civil Defense and the Department of Identities and the internal section and the Department of printing).

* Self-Directorate: and the staff, which in turn branches from the departments (self-secondary department and self-primary section and kindergarten self-staff section and the section of the appendices and allowances and staffing section).

* Accounts Directorate: which in turn is divided into sections (expense accounts section, sales accounts section, payroll accounts section, maintenance accounts section, budget section, treasury department).

* Directorate of equipment: which in turn branched out of the divisions (Department stores secondary and professional and the Department stores and

elementary and kindergarten and the Department of other educational stores and the Department of tool stores).

* Directorate of Education: which in turn branches from the departments (special education, special education, anti-illiteracy, rapid education, and evening education).

2. Assistant Director General for Technical Affairs: He supervises the following directorates:

* Directorate of other schools: which in turn branch out of it (Syrianiy section).

* Directorate of Educational Planning: which in turn branched out of the departments (the Department of Educational Planning and the Department of Statistics and the Department of Studies and Research and the Department of Labor and the Department of computer and the Internet and the school nutrition section).

* Directorate of Curriculum and Publications: which in turn is divided by departments (Curriculum Department, Library Section, Educational Units Department, Examinations Section and Publications Section).

* Directorate of the reconstruction of schools: which in turn branched out of the departments (Department of Engineering and Technical Planning and the Department of orchards and gardens and the service and maintenance).

* Directorate of school activity: which in turn branches out of the departments (theater department, music department, sub-department, manual works section and literary affairs department).

* Directorate of sports activity: which in turn branch out of the sections (Department of Sports and Scouts and the Department of Environment and Health and the Department of activity).

* Directorate of the technical: which in turn branch out of the sections (the Department of examinations and the Department of certificates and assessment section and the Department of Student Affairs).

3- Directorate of Legal Affairs and branch of it (claims and contracts):

The Directorate of Legal Affairs is one of the most important directorates of the Directorate. It plays an important role in the decision-making process issued by the administrative leadership in the department or the relevant departments. It is well known that the administrative decision does not have to be based on it. And determines the substantive rules dealt with in the administrative decision. Therefore, the decision-maker is not only concerned with the reasons and objectives of his decision, but must be in accordance with the rules and regulations so as to be free from the challenges of amendment or cancellation.

In addition, legal affairs have a different role: the participation of the other departments and departments in highlighting the shortcomings of the educational process and the managerial functions. This is due to the various issues that are presented to it from year to year, which enable it from time to time to be a clear vision of negative phenomena. To prepare their studies based on the reality of these phenomena and to summarize their causes and prepare a vision aimed at avoiding them in the future after raising the studies to the Director General to consider the decisions in order to eliminate the negative phenomenon and promote the educational process.

The legal affairs of the administration have a prominent role in defending the rights and capabilities of the administration before the administrative courts, the Shari'a courts and the judicial committees, which in this case can be regarded as an auxiliary body to the entity in which they are located.

As for the contracts, the Directorate exercises the powers conferred upon it under the Public Contracts Law to issue the regulations regulating the contractual relationship between the General Directorate and its contractors and to study the implications of breach of contractual obligations by contractors and their inclusion or removal from the black list, To the inquiries of the State Departments and other parties contracted with them and other matters related to their duties.

4- Audit Directorate

It submits periodic and periodic reports on the performance of the Directorate, diagnoses existing problems, makes recommendations for corrective actions, proposed solutions, inquiries, questions and requests for data and information from the concerned authorities in order to take appropriate measures and participate in the

investigative committees (technical, administrative, financial, in accordance with applicable legislation and transfer to judicial authorities if necessary.

5- Directorate of Stores

And shall carry out the operations of receiving the purchased items and depositing them in the warehouses of the General Directorate and recording them within the stock balances and informing the Director General of any irregularities or excesses, either in specifications or in quantities, and follow up the balances of the stores periodically and clarify the withdrawal rates and their compatibility with the storage limits allowed and the competent authorities to purchase upon arrival To the minimum inventory or point of re-demand and expedite the fulfillment of the needs of units and verification of the required items and specifications and conformity of prevailing instructions at the exchange and design records and lists of items according to the degree of homogeneity and use Including coding to facilitate handling when requested and received, in order to prevent overlap in the names or duplication or conflict in the purposes of use.

6- Directorate of Information

The Directorate General and its mission, and seek to build a positive image of the Directorate General to the public internal and external and publish all the Directorate General of news and announcements, and facilitate the task of journalists and journalists to obtain information on the Directorate General and interact with the community and meet the needs of information and accurate statistical facts and communication With the media to publish the message of the Directorate General, and its services to the community, and organize meetings and press conferences of officials in the Directorate General and follow-up trends of public opinion on the activities of the Directorate General and its achievements Preparing and issuing bulletins concerning the achievements and activities of the Directorate General and distributing them within the Directorate General and beyond.

7- Secretary

The tasks of the secretary are to receive and distribute incoming and outgoing mail, organize the work of the office, determine the times of interviews with the manager according to the schedule, organize files and documents related to the work

of the administration, receive all messages and calls and present them to the manager at the appropriate times and attend meetings to present the agenda, Implementing administrative decisions by communicating with all other departments and submitting periodic reports on the general situation of work and employees and ensuring follow-up of new employees to determine their effectiveness and their interaction with the work and presentation of proposals submitted by Staff to the manager as well as complaints.

8- Directorate of institutes and professionals

9- Directorate of Relations

Public relations are of great importance since they are the correct picture for any organization. When they contact the senior management directly, they can accomplish the tasks entrusted to them faster and better and address all the difficulties that may face the execution of the work. The task of public relations is to "create a close relationship between its interests and those of other interests and the public. It is only an area of human service. It defines the people who work for the organization and explains its mission and objectives in a simple and easy-to-understand language. The reception of official guests, the provision of their requirements and comfort, the preparation of local and central conferences and forums, the provision of appropriate media coverage for all activities of the Directorate General and the preparation of information bulletins relating to the activities of the branch and or public morals to the point of joys and sorrows send flowers and blessings and telegrams of condolences, religious, social and national occasions and secure hotel bookings Foundation for guests who require their missions residence.

10- Directorate of educational supervision and quality assurance

The Directorate of Educational Supervision shall examine the conditions that affect the development of teachers, teachers and managers and raise their cultural and scientific level by informing them of the latest developments in the fields of education and science and solving the problems facing them in order to ensure the development of the educational system.

Educational supervision is the link between the schools and the bodies responsible for the development of the educational process administratively and

technically. It is an important component of the educational process and a core center of educational guidance and development.

The educational supervision helps the teachers to recognize the problems and needs of the students and efforts to solve these problems and meet the needs of students and develop the moral side of teachers and unite them in a cooperative group and promote the desire of the new teacher in his profession and his school and help teachers to diagnose the difficulties in the process of education and ways to overcome them and help to clarify programs The school contributes to the environment and the contribution of citizens in these programs and enhance their role in solving the problems faced by the school and help teachers to invest their efforts and organize their time and raise the status of their profession in society and the development and management of the staff.

11- Directorate of Education for the provinces

The implementation of Electronic Government contributes to the achievement of administrative development at the Directorate General of Education in Erbil in the following:

1. Reduce the time, effort and cost of implementing electronic services.
2. Provide electronic services to beneficiaries wherever they are.
3. Enhancing confidence in electronic transactions rather than paper transactions.
4. Simplifying administrative work procedures in a way that enables the implementation of electronic services.
5. Facilitate the process of administrative communication between the Directorate General of Education and other departments in the region.
6. Providing electronic information and data required for administrative levels.
7. Developing the capabilities and skills of employees in the use of e-government.
8. Minimizing the impact of personal relationships on the completion of administrative work.

9. Increase the efficiency and effectiveness of administrative processes.

10. Expanding participation in administrative decision-making.



2.12.3. Requirements for the Implementation of Electronic Government in the Directorate General of Education in Arbil

1. The process of preparing and re-organizing the organizational structure of the Directorate in order to suit the Electronic Government applications in terms of degree of flexibility, redesign of the departments of the Directorate and the scope of supervision and orientation towards decentralization and achieve a good level of coordination between different departments.

2. Work on streamlining the work procedures and shorten them to automate the process of the desired objectives, otherwise, the mere mechanization of work procedures without passing through the process of simplification does not achieve the goals of Electronic Government effectively.

3. Training the human cadres on the technical skills required to implement the e - government to enable them to easily deal with the various computers and programs and thus the ability to achieve the objectives of Electronic Government.

4. The development department to form special committees for electronic transactions (preparation of a plan for transformation - implementation of plans - Holding training programs and incentive for users of information technology on the basic skills of the computer).

2.12.4. Objectives of the Directorate General of Education

The General Directorate of Education in Arbil has many and varied objectives including:

1. Provide educational opportunities for every citizen of the age of education according to its capabilities and potentials and desires and provide the necessary services.

2. To emphasize the role of the school as the primary means of education.

3. Raising the level of competencies and capacity development for the staff of education.

4. Develop constructive behavioral trends and ideals in society.

5. Developing the creative abilities of the student to ensure the integration of his personality physically, mentally, socially and spiritually.

6. Enhancing the role of education in productive life and work and preserving its independence and making it available to all.

7. Consolidation of religious, national and cultural concepts.

8. Attention to the educational environment in form and content.

9. Instilling values and principles that positively affect the behavior and transactions.

10. Touch the problems of society, and work to raise awareness of education towards them.

11. The adoption of issues and problems of education, educators and students and treatment of media.

12. Communicate with the community through the dissemination of news, and provide the public with the correct information about programs and educational projects that achieve collective responsibility for educational work.

13. Create a positive relationship based on trust and mutual respect between members of the body and society, which helps to increase the tenderness and sincerity in the work.

14. Attention to all elements of the educational process: teacher, student, curriculum, school building, guardian.

2.12.5. Tasks of the Directorate General of Education in Arbil

1. Provision, construction and maintenance of school buildings.

2. Preparation of integrated educational plans within the framework of educational philosophy and follow-up implementation after approval.

3. Development of the teacher training and training program.

4. Open kindergartens and schools of different stages and types and departments and take care of private and foreign education.

5. To prepare teachers, teachers and educational supervisors and those responsible for the management of the educational process and supervision and re - training during service and develop their professional and scientific capabilities.

6. Preparation of curricula for the stages of education and types, and the preparation of means and textbooks and develop them based on scientific research and studies and trends of modern education.

7. Care of religious and moral education, in order to ensure the planting of lofty and noble values.

8. Development of systems and methods of assessment and examinations and educational guidance, psychological and professional.

9. Developing student talents and encouraging students to intellectual creativity and address the shortcomings and weaknesses.

10. Care of sports and artistic education and attention to health education for students and environmental education.

11. Activate the interaction and interaction between the school and its local environment and strengthen the role of parents 'and teachers' councils.

12. Preparing research and studies and carrying out educational and scientific experiments and benefiting from their results in the development of educational and educational system.

13. Coordination and cooperation with educational, educational and cultural institutions, professional organizations and civil society organizations to promote and develop the educational process.

14. Provision of teachers, teachers and administrators to schools.

2.13. PREVIOUS STUDIES

2.13.1. The Electronic Government

1- (Study (Talib, 2005)

The study aimed to identify the role of human resource development in activating Electronic Government in the Municipality of Riyadh.

The study has reached a number of results, the most important of which are:

A - The sample of the study is mostly approved on the methods used in developing human resources to activate the Electronic Government in the Secretariat of Riyadh Region.

B - The sample members of the study are often approved to use modern technologies in the development of human resources to activate the electronic government in the Secretariat of the Riyadh region.

C-The members of the study sample are neutral in agreeing to ten obstacles facing the development of human resources to activate the electronic government in the Secretariat of Riyadh Region.

D. The members of the study sample strongly agree on ways to activate the development of the human resources of the Electronic Government in the Secretariat of Riyadh Region.

Based on previous findings, several recommendations were reached, including:

A - The need to nominate employees in the Secretariat of the Riyadh region for training programs in the field of computer and the Internet.

B- Using the electronic training methods in implementing the Electronic Government training programs in the Riyadh Municipality.

C- Provide an opportunity for employees of the Secretariat of the Riyadh region to participate in decision-making regarding the implementation of Electronic Government.

D- The development of innovative thinking among workers in Riyadh Municipality skills to activate the Electronic Government applications.

2. Study (Adwan, 2007)

The aim of this study is to identify the extent of acceptance of citizens in the Gaza Strip to obtain services through Electronic Government.

The study reached a number of results, the most important of which are:

A - There is a lack of use of awareness mechanisms to introduce the Electronic Government,

B - There is also a great awareness and knowledge among citizens of the advantages of Electronic Government,

C-The infrastructure necessary for the use of Electronic Government services, consisting of landline, mobile, computer and Internet services, is available to the citizens as well as the use of computers and the Internet,

D-They have confidence in electronic services and that all problems of traditional services will be solved through them, with some reservations on the use of credit cards in electronic services,

E- Ease of access of citizens to the Internet in more than one place, such as home or work or Internet cafes,

F- The intention of citizens to use the services through the Electronic Government and provide the necessary,

G-There is some doubt among citizens about the violation of their privacy when dealing with electronic services and their fear of services provided through the Internet.

Based on previous findings, several recommendations were reached, including:

A - The importance of serious start in the launch of electronic services through the Electronic Government because it will be the government of the Palestinian people as a whole different cultures and areas of residence.

B - The importance of developing integrated awareness programs to clarify concepts related to Electronic Government.

C- Utilize the curriculum to educate students at different levels of study in e-services and Electronic Government

D-The importance of providing free training places for training citizens on the basic skills of using the computer and the Internet through an integrated training plan.

E- To contribute to the provision of infrastructure for the use of electronic services to citizens by encouraging private sector companies to introduce affordable installment programs for citizens and to create competition in the field of land

communications and mobile phone, which will be reflected positively on the citizen.

F- Follow the policies of transparency in the work to achieve the expectations of citizens and reassurance about e-government services.

G- Enact laws and regulations governing the methods of operation of electronic services and the relationship of citizens;

H- Qualifying a number of law men to deal with issues arising from dealing with electronic services.

3. Study (Al-Qahtani, 2010)

The study aimed to implement the electronic government and its role in the Administrative Development of the Directorate General of Civil Defense

The study reached a number of results, the most important of which are:

A - The sample members of the sample agree moderately to the availability of the application of the current electronic government in the Directorate General of Civil Defense.

B - The members of the study sample are neutral in their positions on the areas of administrative development in the Directorate General of Civil Defense.

C- The members of the study sample strongly agree on the contribution of Electronic Government applications in achieving the Administrative Development of the Directorate General of Civil Defense.

D- The members of the study sample agree that there are obstacles facing the employment of the electronic government to achieve Administrative Development in the Directorate General of Civil Defense.

E- The members of the sample of the study strongly agree on the means of activating the electronic government to achieve Administrative Development in the General Directorate of Civil Defense.

Based on previous findings, several recommendations were reached, including:

A-Provide the qualified human resources necessary to support Electronic Government applications in the Directorate General of Civil Defense.

B-Simplifying and shortening administrative procedures in such a way that electronic transactions can be used.

C-Providing programs to protect beneficiary data and information in all electronic transactions in the Directorate General of Civil Defense.

D- Provision of adequate infrastructure in the Directorate General of Civil Defense to support Electronic Government applications.

E - Maintenance of hardware and software used in the Directorate General of Civil Defense immediately

F- Urge the senior management of civil defense to support the policy of applying Electronic Government to promote administrative work.

4. - Study (Asmari, 2010)

The study aimed at uncovering the reality of e-management applications in secondary schools in Riyadh city. Identify the obstacles facing the application of electronic management, identify the requirements of developing electronic management in school administration, raise awareness about the implementation of electronic administration in the field of school administration and contribute to the development of school administration, through the recruitment of managers for electronic management applications.

The study reached a number of results, the most important of which are:

A - The majority of the applications of electronic management in the secondary school's administrations in Riyadh are weak.

B- There are some obstacles that limit the application of electronic administration in the secondary school administrations in Riyadh.

C-support the study members to a large extent for proposals to develop electronic management applications.

D-There are no statistically significant differences according to the school type variable, the variable of the scientific qualification, the variable of obtaining a computer course, and the variable of the ability to use the computer in the management of the school.

E- There are statistically significant differences according to the variable of years of experience in the school administration in relation to the axis of " electronic development proposals", while there are no differences regarding the " electronic management applications" axis and the " electronic management obstacles" axis.

Based on previous findings, several recommendations were reached, including:

A- The senior management shall establish the appropriate procedural plans for the application of electronic administration in public education schools.

B - Training of administrators and teachers practical practical training on the applications of electronic management.

C- Accreditation of e-management applications in various transactions in the Ministry of Education, Education Departments and Offices.

D-To benefit from the experiences of developed countries in the application of electronic management.

E- Develop solutions to address obstacles to the implementation of e-governance in public education schools.

F- Establish the appropriate regulations to assist in the application of electronic management in public education schools.

5. Study (Arishi, 2008)

The study aimed at applying the electronic administration in the general administration of education in the holy capital (Benin).

The study reached a number of results, the most important of which are:

A - The sample members of the study believe that there is importance to the application of electronic administration in the General Directorate of Education in the Holy Capital.

B- The sample members of the study believe that there are factors that help in the application of electronic administration in the general administration of education in the holy capital.

C- The sample of the study finds that there are obstacles to the application of electronic administration in the General Directorate of Education in the Holy Capital.

D- There are statistically significant differences regarding the obstacles to applying the electronic administration to the scientific qualification in favor of the holders of the master's degree.

E- There are statistically significant differences with regard to the obstacles to the application of electronic administration, which are attributed to computer courses for those who have more than three courses.

Based on previous findings, several recommendations were reached, including:

A - The need to provide Internet service to all departments and sections of the General Directorate of Education in the Holy Capital.

B-Good planning for the preparation of employees and their preparation for the transition from traditional management to electronic management through the holding of training courses to educate them.

C- Conducting seminars, meetings and workshops to eliminate the fears of some employees of the ambiguity of the concept of electronic management.

D- Encourage management staff and prepare them for transition to electronic management by monitoring good incentive systems to overcome the resistance of some to the process of change.

2.13.2. Administrative Development

1 - Study (Al-Sabil, 2004)

The study aimed to identify the role of the organizations in developing their performance and the accompanying developments in the field of technology, including the use of information and communications technology and what is known as Electronic Government.

The study reached a number of results, the most important of which are:

A- Lack of qualification and training of employees in some organizations.

B- Weak media awareness programs in line with the implementation of the electronic government.

C- Lack of financial resources to implement the Electronic Government.

Based on previous findings, several recommendations were reached, including:

A- Restructuring the organization in a manner that meets the requirements of change and in accordance with the applications of the Electronic Government.

B- Review the job structure and re-plan the workforce in line with the organizational structure.

C- Review and reformulation of regulations and regulations to be more flexible to implement the Electronic Government.

2. - Study (Khayat, 2009)

The aim of the study was to identify the role of the administrative development department in building and developing the creative abilities of female students at King Abdul-Aziz University, in view of the importance of the management development role in developing the organization and improving its performance to cope with the challenges.

The study reached a number of results, the most important of which are:

A. The Department of Administrative Development contributes to the creation of the employee to interact positively with the positions by creating an atmosphere of good human relations.

B- The Department of Administrative Development works to push the employee to continuously develop his administrative practices through: Providing training courses that help to shift from manual work practices to electronic systems.

Based on previous findings, several recommendations were reached, including:

A - Activate the role of management development management in the development of administrative creativity.

B - Raising awareness of the female students' sections in the services provided by the Department of Administrative Development through the Department's website.

3- Study (Al-Aghbari, 2016)

The study aimed to identify the role of administrative development and its impact on improving the performance of the staff at the National University / Sana'a.

The study reached a number of results, the most important of which are:

A-The society of the study faces problems in improving the performance of the staff of the National University, and the problems that represent the lowest level are as follows.

B- Not to take their proposals into account.

C-The length of procedures used in the work and the rigidity of the organization and regulations.

D-The results of the study showed some challenges and difficulties facing the development process.

E-The study showed that the Administrative Development and through the following axes: (administrative leadership, administrative planning, administrative implementation, continuous improvement) impact and contribute to improving the performance of staff at the National University.

Based on previous findings, several recommendations were reached, including:

A -In order to activate the Administrative Development in improving the performance of the employees, their proposals should be taken into consideration in order to identify problems accurately and continuous improvement.

B - Senior management should cooperate with the workers in re-examining the work procedures and overcoming the problems related to the rigidity of the systems through the request of periodic reports from heads of departments and other departments.

C - Cooperation in each department and management should inform the senior management of the information that contributes to the process of development

and administrative development and helps to solve the problems faced and follow-up ongoing.

4. - Study (Sharif, 2013)

The aim of this thesis is to study the role of the Department of Administrative Development in improving the performance of administrative staff at King Abdul Aziz University. The study group consisted of 241 female's administrative staff at King Abdulaziz University.

The study reached a number of results, the most important of which are:

A. The Department of Administrative Development shall undertake the role it seeks to achieve in cooperation with all departments and departments within the University through the following axes: Determining the functional needs of the employees.

B. Some of the challenges facing the development process are as follows: length of procedures used in the work, complexity of procedures within the work, inappropriate place and conditions of work for employees.

Based on previous findings, several recommendations were reached, including:

A - Raise awareness of senior management in each hand the importance of participation of workers in the desire to make a change, which helped to gain their confidence and support them.

B - Cooperation of the Department of Administrative Development with the senior departments in re-examination of work procedures and overcome the complexities used to facilitate administrative work.

C. Raise awareness of the presidents of the appropriate importance of the place and conditions of work of the employees, which helps to improve their performance.

5. The study (Al-Farjani, 2008)

This study aimed to identify the reality of the strategies of reform and Administrative Development of the Palestinian police in the Gaza Strip from the point

of view of the police leadership, and to identify the extent of practice and implementation of the strategies of administrative reform and Administrative Development and threats that affect the security of the Palestinian society.

The study reached a number of results, the most important of which are:

A- Apply the concepts of administrative reform and development to the police and exercise the strategies of reform and Administrative Development have not reached the required level,

B- The strategies of administrative reform and development contribute to the strengthening of Palestinian security,

The leaders agreed on the threats that affect the security of the society, including but not limited to the organizational conflict between the Hamas and Fatah movements, the poor economic situation due to the siege, the weakness of loyalty and belonging, the weakness of religion and the spread of drug trafficking.

Based on previous findings, several recommendations were reached, including:

A - The need to adopt the strategies of reform and Administrative Development and practice effectively in the police establishment.

B- Preparing training programs to raise the efficiency of the leadership and work on preparing a plan for the preparation and rehabilitation of police cadres.

C - Dependence on strategic planning that will solve the security problems and eliminate the negative phenomena and practices that threaten the security of the Palestinian society.

2.14. RESEARCHER COMMENT ON PREVIOUS STUDIES

The researcher reviewed (10) studies in the field of e-government and administrative development, published during the period (2004) and (2016), the studies varied in the topics, objectives, results, methodology, sample and society of the study. The following are the aspects of the agreement and the difference between these studies and the current study:

2.14.1. Aspects of the Agreement between the Previous Studies, the Current Study

1. The present study is consistent with most previous studies in the use of the descriptive approach.
2. All previous studies are consistent with the current study in relying on field application using the questionnaire tool.
3. The current study is similar to the previous studies in the interest in the application and activation of Electronic Government.
4. These studies are consistent with the present study in terms of addressing the main focus of this study.
5. The present study is consistent with previous studies in that they target citizens and their understanding of the services provided through e-government, and the extent to which the citizen is satisfied with the services and how to obtain them.

2.14.2. Differences between Previous Studies and the Current Study

1. This study focused on the role of Electronic Government in Administrative Development, while the objectives of previous studies varied. Some of these studies focused on the requirements, areas or obstacles from the point of view of their employees. The study focused on the role of Electronic Government in Administrative Development in the General Directorate of Education in Arbil.
2. This study differs in terms of the society and the sample of the search for some previous studies that were applied in some governmental organizations and agencies. This study was applied to the Directorate General of Education in Arbil.
3. This study is different in terms of time, in 2018, while the previous studies were conducted during the period from (2004) to (2016).
4. The present study differed from the previous studies in the objectives pursued by each of the previous studies on the objectives pursued by the present study due to the different topics that dealt with the previous studies on the topic dealt with in the current study. This study focused on the objective of the role of Electronic Government in development The Directorate General of Education in Arbil, while the objectives of previous studies varied.

The researcher believes that all these studies, although they represent the importance and enrichment of the subject of Electronic Government and Administrative Development in their general sense and in accordance with the particles addressed by the researchers, but none of those studies and others investigated by the researcher and within the limits of his knowledge did not address the subject of Electronic Government and its role in administrative development in the Directorate General of Education in Arbil.

2.14.3. Aspects of Benefit from Previous Studies

The researcher benefited from previous studies by the following:

1. Perform and strengthen the theoretical framework, and directed to some scientific sources through the list of references.
2. Knowledge of appropriate statistical methods to process the data used in these studies.
3. Access to the shortcomings of previous studies, which led to the results of sound research.
4. Interpretation of the findings of the present study.
5. Knowledge of the difficulties faced by other researchers, findings and recommendations of their findings.
6. The researcher helped build the questionnaire tool.

2.14.4. Suggested Research

The researcher also presented some topics that could guide future research:

1. The impact of the Electronic Government application on improving the performance of employees in the Directorate General of Education in Arbil.
2. The role of determining the training needs of employees in the Directorate General of Education in activating the Electronic Government project.
3. Security challenges of Electronic Government.

CHAPTER THREE

THE GENERAL ENTRANCE TO THE STUDY

3.1. INTRODUCTION TO THE STUDY

There have been numerous studies on the subject of Electronic Government and its importance in the public and private sectors alike. As a result of the development and progress of information technology in the world, these institutions have adopted the concept of Electronic Government in order to enhance the relationship between government institutions on the one hand and citizens and private sector institutions on the other.

The process of transition to Electronic Government or paper-free environment requires a thorough definition and description of all activities and processes carried out by the entity internally and externally to provide services to individual or institutional beneficiaries.

The subject of the Electronic Government of the most modern administrative applications that have emerged over the past few years, which is a major place in the future of the administration in the coming years, so this topic has become a vital and has a paramount importance in the various countries of the world where he is the subject of human achievements at the present time the fact that This subject, in which different sciences were established, enabled man to achieve aspirations and even opened up to him a wider future vision.

Governments are seeking to achieve a high efficiency in providing their services to the public and effectively in the exchange of activity between their departments and institutions and achieve savings in performance costs and expenses. Therefore, the idea of Electronic Government is one of the pillars of the collection of all activities and services of information and interactive and reciprocal in one place is the government's official website on The Internet, in an activity similar to what is the idea of the complexes of government departments. And achieve a state of constant contact with the public.

3.2. THE PROBLEM OF THE STUDY

Governments in the developed and developing world alike are looking forward to the transition to Electronic Government because of the support for public services provided to citizens, but this is faced with ambiguities and difficulties in scientific concepts and challenges.

The public departments in the province of Arbil and the region in general, one of the foci that places to provide services to citizens in all areas if the adoption of the modern administrative method in the submission and if it overcome the problems and constraints of their application.

The researcher began to address the problem in the ground and in its finest details and starting with its first lines. He proceeded through the applied study which aimed to identify firstly the problems and disadvantages of the present system which necessitated calling for reform and thus providing and qualifying this reality to suit the requirements of Electronic Government and thus building a new system Proposal for this project. The researcher pointed out some of the following main problems and negatives:

1. Frequent procedures.
2. Weakness coordination between activities and functions.
3. Dependence on structures of a vertical nature that are not commensurate with the employees' ambition.
4. Making special decisions on the scale of a special category of citizens (individuals with interests.
5. Lack of efficient communication systems, and lack of current communication requirements.
6. The phenomenon of mediation, bribery and nepotism among employees of governmental organizations.
7. Not to put the right person in the right place.
8. Non-protection of governmental rights by citizens.

9. The application of administrative development faces many difficulties, such as the challenges of successive and intensive development, whether in the administrative, technical or social aspects, and the information revolution and other images of various challenges, which may hinder the process of administrative development and improve the performance.

3.3. THE QUESTIONS OF THE STUDY

1. Is the conviction of citizens in the application of Electronic Government one of the factors that ensure their success?

2. Are the necessary material and human resources available to support the success of the electronic government in the Directorate?

3. What are the most prominent obstacles to the implementation of the e-government in the Directorate, which is considered from the point of view of the management staff?

4. What are the most important factors that assist the application of e-government in the Directorate, which is considered from the point of view of the administrative staff?

5. What are the means of activating the Electronic Government to achieve the administrative?

6. What are the means of activating the Electronic Government to achieve the administrative development of the department in question?

3.4. THE IMPORTANCE OF THE STUDY

The importance of this study lies in the following:

1. Linking the study to a government agency with a significant impact and plays an important role in the lives of citizens and residents in Arbil.

2. Contributing to the identification of the main obstacles that prevent the implementation of e-government in the Directorate of Investigation.

3. The success of this experience in a governmental organization will contribute to bringing the attention of other organizations in the province and the region to the pursuit of adoption of its applications.

4. Save time, effort and money in addition to achieving many benefits both for citizens or government sectors.

5. Upgrading the quality of service provided to citizens and related parties.

6. Increase transparency between government and citizen.

7. The region will be placed among the map of the countries that have implemented this project.

8. Achieving a kind of keeping pace with the progress achieved in other countries, especially in the technical aspect.

9. The researcher attempts to provide a theoretical and field framework that links the electronic government and the administrative development in the Directorate General of Education in Erbil, as this connection may be a scientific addition worthy of attention to the scarcity of such studies according to the researcher's knowledge of Iraqi writings in the field of organization management.

10. The Directorate General of Education in Arbil benefited from the findings and recommendations in improving performance levels.

11. Modernity and scarcity of research on the subject, where the study examines the subject of modern, but it is of great importance in our daily lives, which necessitates enriching the subject with research and studies.

3.5. THE OBJECTIVES OF THE STUDY

This study sought to identify the application of Electronic Government and its role in administrative development from the point of view of the employees of the Directorate General of Education in Arbil by standing on:

1. Learn the reality of the current e-government applications in the Directorate General of Education in Arbil.

2. Knowledge of the areas of administrative development in the Directorate General of Education in Arbil.

3. Learn how to activate the electronic government to achieve administrative development in the Directorate General of Education in Arbil.
4. Increasing awareness of the implementation of Electronic Government in the General Directorate of Education in Arbil.
5. Identify the obstacles facing the application of Electronic Government.
6. Open the way for future researchers to conduct further studies in this area.
7. Shed light on the relevant studies and clarify the different concepts of administrative development
8. Studying the current reality of the Directorate to investigate the most important problems and negatives that it suffers from, and search for possible solutions to these problems and rehabilitation of their reality to fit the possibility of building a proposed system for Electronic Government.
9. To identify the extent of understanding of the citizens dealing with the Directorate and the extent of their acceptance to implement the Electronic Government project.
10. Statement of the most important requirements for the success of the application and must be available for the launch of this project.

3.6. STUDY HYPOTHESES

In line with the objectives of the study and the test of its model, the study relied on a set of hypotheses:

H₁. There is a strong correlation between the possibility of acceptance of the Directorate examined for this project and the desire of the reviewers in dealing with the Directorate examined.

H₂. There is a significant correlation between the availability of confidence among citizens in Electronic Government services and increase the demand of auditors on Electronic Government services.

H₃. There is a significant correlation between the availability of infrastructure for the use of electronic services and increase the demand of auditors on Electronic Government services.

H4. There is a significant correlation between the high level of knowledge of the computer and the Internet and increase the demand of citizens on Electronic Government services.

H5. This is a strong correlation between the good perception of the advantages of Electronic Government and the increasing demand for Electronic Government services.

3.7. STUDY METHODOLOGY

The study was based on the study of hypotheses on the analytical descriptive method by studying the relation and effect between the main variables and the secondary by collecting the data related to the department under study and analyzing them.

3.7.1. Data Collection Methods

In order to obtain the necessary data to achieve the objectives of the study and to test its model and hypotheses, the researcher relied on collecting the required data to implement the theoretical aspect on many sources, which were represented by scientific references from books, magazines, researches, studies and related messages whether available in the country or through correspondence to Arab or foreign countries or on the field side, the researcher used the following methods to collect the data required for the study:

1. Interviews with individuals in the Directorate General are under study with the aim of clarifying the paragraphs of the questionnaire in case of need to ensure the correct answer as well as asking indirect questions that serve the study and employees of the Directorate.

2. The questionnaire was considered a key tool in data collection, considering its ability to diagnose and measure the main and secondary variables of the study. The researcher relied on the determination of its variables on many studies and researches as well as benefiting from the opinions of experts and specialists in this field. The variables of the study in the light of the theoretical and field studies and the nature of the work of the Directorate, and we present the following description of the contents and tests.

3.7.2. Description of the Questionnaire

The questionnaire included two main parts, the first part of which included personal data relating to the individuals who responded to the questionnaire and included (gender, age, academic achievement, number of years of service, number of training courses obtained in the field of Electronic Government, the number of training courses obtained in the field of administrative development. The second part of the questionnaire focuses on the standards of Electronic Government agreed upon by the majority of writers, researchers and specialists in the administration. The study criteria were prepared through the indicators presented by the researchers and developed according to the study dimensions Field Reality This method applies to all study variables, where Electronic Government was addressed by focusing on customers as the focal point of the organization's work, driving force, senior management, communication, technical resources and financial resources of the research department. Twenty-five questions were placed on these inputs:

Five remote questions The customers are the focus of the work of the organization and its driving force and five questions remote senior management and five questions on the distance of communication and five questions remotely technical resources and questions remote financial resources, and secondly, dealing with the standards of administrative development in the Directorate General of Education in Arbil, Collected by most writers, researchers and specialists in business administration as stated in the theoretical side of the study, Twenty-five questions were asked about these requirements, divided as follows: Five distance training questions, five remote questions Human resources and five remote questions Fact-based decision making, five remote questions Staff performance and five remote questions Full participation of working individuals. In all measures of the questionnaire, a five-point scale was used from the word (strongly agreed), which took the weight (5 true) to the words (not strongly agree) that took the weight (1 true) and the response (5-1) With an average of three, each variable of the study was divided into three levels (high - medium - low) based on the respondents' perception of their differences in the five - point scale. The agreement (strongly agreed and agreed) on the paragraphs to their high level, Average for them while expressing a situation that neither strongly agrees nor strongly agrees with.

3.7.3. Tests and Validity of the Questionnaire

For the purpose of measuring the validity of the questionnaire and its stability, the researcher submitted the questionnaire to a number of tests before being distributed to the subjects in the Directorate General of Education (under study).

3.7.3.1. Tests before Distribution of the Questionnaire

* **Measuring the veracity of the veracity:** For the purpose of ascertaining the ability of the questionnaire to measure the variables of the study, it tested the veracity of the questionnaire verbatim after its preparation and presented it to a group of experts and specialists in the administrative sciences to ascertain the veracity of the paragraphs and their suitability to the study hypotheses and objectives and their opinion on the ability of the questionnaire on To measure the variables of the study and to ensure the clarity of the paragraphs and accuracy of the scientific point of view has resulted from the comments were discussed between the researcher and these experts and therefore was the deletion and amendment and addition to them and thus obtained the majority opinion of the judges Experts.

* **Measuring comprehensiveness:** The comprehensiveness of the questionnaire was measured by asking many questions to the arbitrators about the comprehensiveness of the questionnaire. In light of the questions raised, a number of paragraphs were added, some elements were deleted, and a number of statements were corrected and replaced by more appropriate ones.

* **Measurement of the stability of the questionnaire:** An expression of the accuracy of the variables of the resolution of the phenomenon studied when repeating the test with an individual or group of individuals. The researcher conducted a preliminary test of the questionnaire variables for a sample of (15) members of the Directorate in January 2018. The test was repeated after 21 days of the initial test, and the match in the sample answers was 91% High resolution stability.

3.7.3.2. Tests after Distribution of Questionnaire

The researcher adopted a question of importance when distributing the questionnaire. The questionnaire consisted of non-intervention in the responses of the individuals concerned and their impact in order to achieve objectivity and neutrality

and to give the opportunity to express the real opinion of each of the individuals. Each individual was given sufficient and equal time to answer. On the questionnaire, this period extended from 25/3/2018 to 2/4/2017, while the researcher waited for a longer period of time for a number of respondents in order to obtain all the distributed forms, although the process takes more time and effort by reviewing the subjects in question in their workplaces and their presence many times.

3.8. STUDY LIMITATIONS

A. Human boundaries: The human limits the study community includes the staff of the General Directorate of Education in Arbil.

B. Spatial limits the study dealt with the General Directorate of Education in Arbil.

C. Time limits: (1/2/2018 to 10/4/2018).

D. Scientific Limits: Scientific Limits The researcher has relied on the dimensions of e-government (customers, senior management, communication, technical resources, financial resources) and Administrative Development in its dimensions (training, human resources, decision making based on facts and facts, employee performance, full participation of individuals). Staff.

3.9. STUDY MODEL

The methodological treatment of the problem of the study in the light of its theoretical framework and its field implications requires the design of a default model in Figure (2-1), which refers to the logical relationship between the variables of the study as an expression of the solutions that the researcher assumes to answer the research questions raised in the study problem. Built based on:

The possibility of measuring each variable.

*** Inclusive study model**

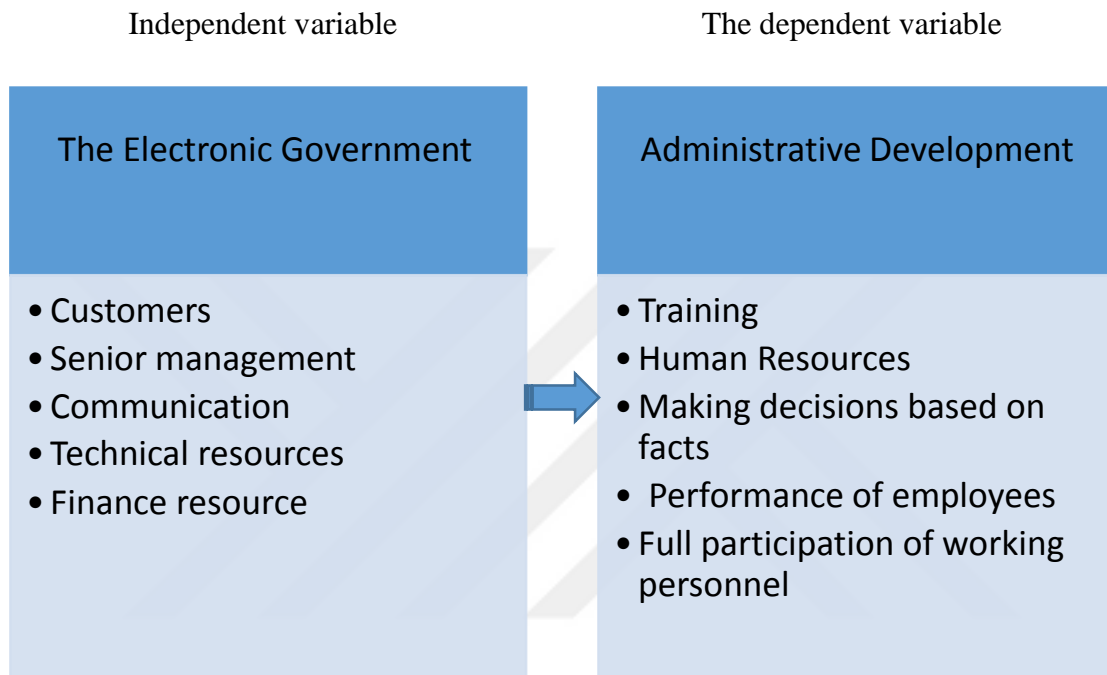
The model included independent and dependent variables as the dimensions of Electronic Government changed independent variables that affect the Administrative Development of the General Directorate of Education because it is a dependent variable.

The reasons for choosing the model and setting it as follows:

* The variables contained in the model reflect the agreement of the greater part of the book.

* The conviction that the researcher has the importance of these variables.

Figure 9: Study Model



3.10. SECONDLY METHODS OF STATISTICAL ANALYSIS

Based on the nature of the objectives of the study and its hypotheses, a number of statistical tools were used:

1. **Frequency, percentages, arithmetic averages and standard deviations:** to be used in describing and diagnosing the variables of the study.

2. **Simple Correlation:** It is used to determine the strength and nature of the relationship between two variables, and has been used in determining the internal consistency of the requirements of e-government and administrative development.

3. **Multiple correlation coefficient:** Used to determine the strength and nature of the relationship between a set of independent variables and dependent variables.

4. **Multiple regression:** Used to measure the moral effect of independent variables in dependent variables.

3.11. PROCEDURAL DEFINITIONS OF THE STUDY

3.11.1. Electronic government

The researcher defined the electronic government procedure that the extent of the use of the Directorate General of Education in Arbil for information and communication systems, especially the Internet to manage, improve and develop the various administrative processes.

3.11.2. Administrative Development

The researcher defined the Administrative Development procedure: that these efforts and activities carried out by the Directorate General of Education in Arbil, through the development of an administrative strategy to eliminate the causes of the inability of the administrative system to perform its function efficiently and to improve the working methods and behaviors of employees.

CHAPTER FOUR

DATA ANALYSIS AND RESULTS

4.1 INTRODUCTION

This chapter presents a study of experimental trends to explore the views of the study sample on the dimensions of the variables of e-government and its role in the administrative development in the Directorate General of Education in Arbil. The chapter aims to:

1. Review the results of the study after testing the data statistically using the SPSS program.
2. Analysis of the data using some statistical methods.
3. Interpreting the results by giving derivative information to certain meanings reflecting their contents.

4.2 RESULTS OF ANALYSIS

Figure 10: Analysis Chart

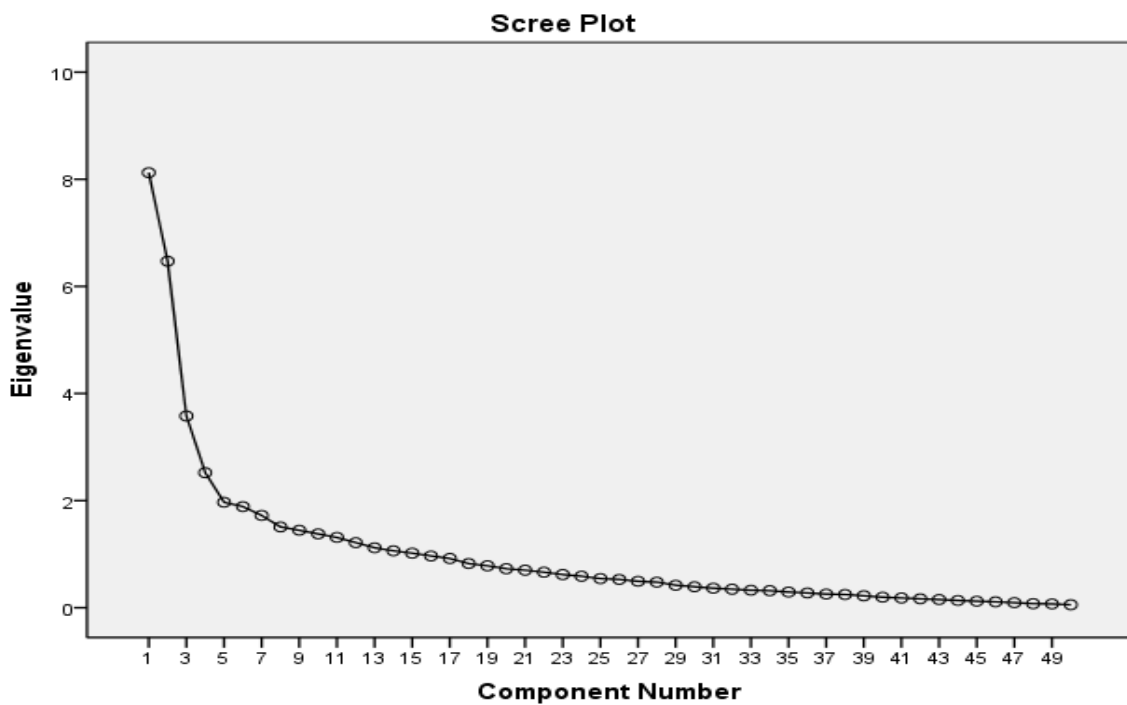


Table 1: Personal information

	%	Count		%	Count
Academic achievement			Gender		
Secondary or below	34	30.4	Male	75	67.0
Diploma	24	21.4	Female	37	33.0
Bachelor and above	54	48.2	Age		
Number of courses			from 20 to 30 years	18	16.1
No Participate	66	58.9	from 31 to 40 years	61	54.5
One course	13	11.6	from 41 to 50 years	25	22.3
Two courses	12	10.7	from 51 to above	8	7.1
More than three courses	21	18.8	Total years of your service		
Number of training courses in Management field			From 1 to 10 years	33	29.5
No Participate	58	51.8	From 11 to 20 years	49	43.8
One course	25	22.3	From 21 to 30 years	23	20.5
Two course	16	14.3	More than 31 years	7	6.3
More than three	13	11.6			

In Table 1, the majority of the sample is male (67% of the total). It also shows that the majority of the sample age groups (31-40) were 54.5%. It also shows that the majority of the sample has a bachelor's degree and more, reaching 48.2%. It also shows that the majority of the sample are groups with a range of years of service from 11 to 43.8%. The table above shows that the majority of the participants who participated in the courses were those who participated in more than three courses and more, and reached 18.8%. Also, the majority of respondents said that the percentage of participants in management training courses are those who did not participate in any course, which amounted to 51.8%.

Table 2: Customers

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Statistical measurements		Ratio of Agreement
							Mean	SD	
X1. Customers' satisfaction with General Directorate services is one of the top concerns and anxieties.	No	9	16	21	39	27	3.53	1.23	70.6
	%	8.0	14.3	18.8	34.8	24.1			
X2. Many Complaints from the Directorate General of the performance of services are provided by customers.	No	7	16	37	42	10	2.71	1.03	54.2
	%	6.3	14.3	33.0	37.5	8.9			
X3. General Directorate works closely to make customers become partners in the making decision.	No	17	36	22	26	11	2.80	1.24	56
	%	15.2	32.1	19.6	23.2	9.8			
X4. General Directorate provides an atmosphere of a thousand with reviewers and addressing them at the same level of their thinking	No	17	25	30	31	9	2.91	1.20	58.2
	%	15.2	22.3	26.8	27.7	8.0			
X5. The manager does not treat employees with transparency and clarity	No	11	31	22	27	21	2.86	1.29	57.2
	%	9.8	27.7	19.6	24.1	18.8			

In Table (2), we can find respondents' answers to questionnaires. In question (X1), we note that 8% do not strongly agree, 14.3% disagree, 18.8% are neutral, 34.8% agree, and 24.1% strongly agree. In the table above, we can see respondents' responses to questionnaires. In question (X2), we note that 6.3% strongly disagree, 14.3% disagree, 33% neutral, 37.5% agree, and 8.9% strongly agree. In the table above, we can find respondents' responses to questionnaires. In question (X3), we note that 15.2% strongly disagree, 32.1% disagree, 19.6% neutral, 23.2% agree, and 9.8% strongly agree. In the table above, we can see respondents' responses to questionnaires. In question (X4), we note that 15.2% strongly disagree, 22.3% disagree, 26.8% are neutral, 27.7% agree, and 8% strongly agree. In the above table, we can see respondents' responses to questionnaires. In Question No. (X5), we note that 9.8% strongly disagree, 27.7% disagree, 19.6% are neutral, 24.1% agree, and 18.8% strongly agree.

Table 3: Senior Management

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Statistical measurements		Ratio of Agreement
							Mean	SD	
X6. The senior management does not support the DG policy of implementing electronic administration and management.	No	9	25	16	37	25	2.61	1.28	52.2
	%	8.0	22.3	14.3	33.0	22.3			
X7. The administrative leadership of the institution enjoys administrative competence.	No	10	22	34	39	7	3.10	1.07	62
	%	8.9	19.6	30.4	34.8	6.3			
X8. The management leadership of Directorate General can raise the slogan or brand of quality services to everyone.	No	17	20	32	31	12	3.01	1.23	60.2
	%	15.2	17.9	28.6	27.7	10.7			
X9. The administrative leadership of Directorate General does not create an appropriate working conditions for the application of E-government.	No	11	13	25	35	28	2.50	1.26	50
	%	9.8	11.6	22.3	31.3	25.0			
X10. Strengthen of the administrative leadership in Directorate General can trust management between all functional levels.	No	14	20	27	33	18	3.19	1.26	63.8
	%	12.5	17.9	24.1	29.5	16.1			

In the (3) table we can see the answers of the respondents to the questionnaires. In question number (X6), we note that 8% strongly disagree, 22.3% disagree, 14.3% are neutral, 33% agree, 22.3% strongly agree. In the above table, we can see the responses of the respondents to the questionnaires. In question number (X7), we note that 8.9% strongly disagree, 19.6% disagree, 30.4% are neutral, 34.8% agree, and 6.3% strongly agree. In the above table, we can see the responses of the respondents to the questionnaires. In question number (X8), we note that 15.2% strongly disagree, 17.9% disagree, 28.6% are neutral,

27.7% agree, and 10.7% strongly agree. In the above table we can see the responses of the respondents to the questionnaires. In question number (X9), we note that 9.8% strongly disagree, 11.6% disagree, 22.3% are neutral, 31.3% agree, and 25% strongly agree. In the above table, we can see the responses of the respondents to the questionnaires. In question number (X10), we note that 12.5% strongly disagree, 17.9% disagree, 24.1% are neutral, 29.5% agree, and 16.1% strongly agree.

Table 4: Communications

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Statistical measurements		Ratio of Agreement
							Mean	SD	
X11. Administrative circulars reach employees through communication channels quickly which results in faster performance.	No	8	20	25	41	18	3.37	1.16	67.4
	%	7.1	17.9	22.3	36.6	16.1			
X12. Successful management is a communication between the organization goals and employee goals.	No	3	3	21	51	34	3.98	0.92	79.6
	%	2.7	2.7	18.8	45.5	30.4			
X13. Successful management communication achieves interaction between the functional levels of the enterprise.	No	3	3	22	50	34	3.97	0.92	79.4
	%	2.7	2.7	19.6	44.6	30.4			
X14. Lack of information about the required limit may lead to confusion of the communication process.	No	7	8	17	44	36	2.16	1.14	43.2
	%	6.3	7.1	15.2	39.3	32.1			
X15 Strong communication between management and staff can increase interaction between them.	No	8	8	17	36	43	3.88	1.21	77.6
	%	7.1	7.1	15.2	32.1	38.4			

In the table (4) we find that the respondents answered the questionnaires. In question number (X11), we note that 7.1% strongly disagree, 17.9% disagree, 22.3% are neutral, 36.6% agree, and 16.1% strongly agree. In the above table, we can see the responses of the respondents to the questionnaires. In question number (X12), we note that 2.7% strongly disagree, 2.7% disagree, 18.8% are neutral, 45.5% agree, and 30.4% strongly agree. In the above table, we can see the responses of the respondents to the questionnaires. In question number (X13), we note that 2.7% strongly disagree, 2.7% disagree, 19.6% are neutral, 44.6% agree, and 30.4% strongly agree. In the above table, we can see the responses of the respondents to the questionnaires. In question number (X14), we note that 6.3% strongly disagree, 7.1% disagree, 15.2% neutral, 39.3% agree, and 32.1% strongly agree. In the above table, we can see the responses of the respondents to the questionnaires. In question number (X15), we note that 7.1% strongly disagree, 7.1% do not agree, 15.2% are neutral, 32.1% agree, and 38.4% strongly agree.

Table 5: Technical Resources

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Statistical measurements		Ratio of Agreement
							Mean	SD	
X16. It is lack of advanced technological equipment suitable for the application of electronic management in the Directorate General.	No	5	6	24	40	37	2.13	1.07	42.6
	%	4.5	5.4	21.4	35.7	33.0			
X17. The absence of the reserve system is to avoid hardware failure during the application.	No	2	7	26	49	28	2.16	0.94	43.2
	%	1.8	6.3	23.2	43.8	25.0			
X18. The authority has the ability in order to provide the best databases that provide confidentiality and security of information.	No	7	17	35	40	13	3.31	1.07	66.2
	%	6.3	15.2	31.3	35.7	11.6			
X19. Employees have the ability to share data through a computer network.	No	8	29	35	27	13	3.07	1.12	61.4
	%	7.1	25.9	31.3	24.1	11.6			
X20. None of various computer programs may contribute to the application of electronic management.	No	4	18	22	45	23	2.42	1.10	48.4
	%	3.6	16.1	19.6	40.2	20.5			

In the table (5) we can see respondents' answers to the questionnaires. In question number (X16), we note that 4.5% strongly disagree, 5.4% disagree, 21.4% are neutral, 35.7% agree, and 33% strongly agree. Note in the above table respondents' responses to the questionnaires. In question number (X17), we note that 1.8% strongly disagree, 6.3% disagree, 23.2% are neutral, 43.8% agree, and 25% strongly agree. In the above table, we can see the responses of respondents to the questionnaires. In question number (X18), we note that 6.3% strongly disagree, 15.2% disagree, 31.3% are neutral, 35.7% agree, and 11.6% strongly agree. In the above table we can see the answers of the respondents to the questionnaires. In question number (X19), we note that 7.1% strongly disagree, 25.9% disagree, 31.3% are neutral, 24.1% agree, and 11.6% strongly agree. In the above table we can see the answers of the respondents to the questionnaires. In question number (X20), we note that 3.6% strongly disagree, 16.1% disagree, 19.6% are neutral, 40.2% agree, and 20.5% strongly agree.

Table 6: Financial Management

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Statistical measurements		Ratio of Agreement
							Mean	SD	
X21. It is important to provide financial support for the purchase and maintenance of infrastructure.	No	10	19	20	32	31	3.49	1.30	69.8
	%	8.9	17.0	17.9	28.6	27.7			
X22. Do you think it is the weak and lack of financial support for research and studies in the field of information technology.	No	7	15	16	37	37	2.27	1.23	45.4
	%	6.3	13.4	14.3	33.0	33.0			
X23. Lack of budget is allocated for the design and development of computer programs and applications	No	5	9	18	47	33	2.16	1.08	43.2
	%	4.5	8.0	16.1	42.0	29.5			
X24. It is a lack of financial allocations for training programs for departments in the field of Electronic Government.	No	6	9	19	41	37	2.16	1.14	43.2
	%	5.4	8.0	17.0	36.6	33.0			
X25 Weak financial allocations in the departments of the Directorate General are (lectures, seminars and workshops).	No	5	14	18	42	33	2.25	1.14	45
	%	4.5	12.5	16.1	37.5	29.5			

In the table (6) we can see the responses of respondents to the questionnaires. In question number (X21), we note that 8.9% strongly disagree, 17% disagree, 17.9% are neutral, 28.6% agree, 27.7% strongly agree. In the above table, we can see the responses of respondents to the questionnaires. In question number (X22), we note that 6.3% strongly disagree, 13.4% disagree, 14.3% are neutral, 33% agree, and 33% strongly agree. In the above table we can see the answers of respondents to the questionnaires. In question number (X23), we note that 4.5% strongly disagree, 8% disagree, 16.1% are neutral, 42% agree and 29.5% strongly agree. In the above table we can see the responses of the respondents to the questionnaires. In question number (X24), we note that 5.4% strongly disagree, 8% disagree, 17% are neutral, 36.6% agree, and 33% strongly agree. In the above table we can see the responses of the respondents to the questionnaires. In question number (X25), we note that 4.5% strongly disagree, 12.5% disagree, 16.1% are neutral, 37.5% agree, 29.5% strongly agree.

***Data on administrative development**

Table 7: Training

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Statistical measurements		Ratio of Agreement
							Mean	SD	
X26. The training and needs approved by the DG are realistic and useful and it is based on the strategy of the DG.	No	10	23	27	30	22	3.28	1.25	65.6
	%	8.9	20.5	24.1	26.8	19.6			
X27. The DG does not rely on regular programs to train and develop new employees to acquire the necessary skills.	No	6	9	32	46	19	2.44	1.04	48.8
	%	5.4	8.0	28.6	41.1	17.0			
X28. The service is determined in the DG through the plan prepared for the training needs.	No	6	18	28	41	19	3.44	1.11	68.8
	%	5.4	16.1	25.0	36.6	17.0			
X29. The DG will make sufficient effort in the field of staff development and growth.	No	13	14	25	41	19	3.35	1.24	67
	%	11.6	12.5	22.3	36.6	17.0			
X30. There is no continuous training for staff in the DG.	No	10	11	17	38	36	2.29	1.26	45.8
	%	8.9	9.8	15.2	33.9	32.1			

In the above table (7) we can see the responses of the respondents to the questionnaires. In question number (X26), we note that 8.9% strongly disagree, 20.5% disagree, 24.1% are neutral, 26.8% agree, and 19.6% strongly agree. In the above table we can see the responses of respondents to the questionnaires. In question number (X27), we note that 5.4% strongly disagree, 8% disagree, 28.6% are neutral, 41.1% agree, and 17% strongly agree. In the above table we can see the responses of the respondents to the questionnaires. In question number (X28), we note that 5.4% strongly disagree, 16.1% disagree, 25% are neutral, 36.6% agree, and 17% strongly agree. In the above table we can see the answers of the respondents to the questionnaires. In question number (X29), we note that 11.6% strongly disagree, 12.5% disagree, 22.3% are neutral, 36.6% agree, and 17% strongly agree. In the table above, we can see the responses of the respondents to the questionnaires. In question number (X30), we note that 8.9% strongly disagree, 9.8% disagree, 15.2% neutral, 33.9% agree, and 32.1% strongly agree.

Table 8: Human Resources

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Statistical measurements		Ratio of Agreement
							Mean	SD	
X31. Lack of flexible employment policies based on qualification or appropriate competence in the selection of human components.	No	6	19	23	40	24	2.49	1.16	49.8
	%	5.4	17.0	20.5	35.7	21.4			
X32. Weakness from some employees may accept the idea of electronic management for fear of losing their jobs. Losing their jobs.	No	9	11	29	41	22	2.50	1.15	50
	%	8.0	9.8	25.9	36.6	19.6			
X33. Human resources in Directorate General possess of essence the initiative and innovation.	No	8	19	43	20	22	3.26	1.17	65.2
	%	7.1	17.0	38.4	17.9	19.6			
X34 Human Resources in the DG does not have experience and skill in IT.	No	14	15	35	33	15	2.82	1.20	56.4
	%	12.5	13.4	31.3	29.5	13.4			
X35. My qualifications are not commensurate with my job.	No	19	18	25	26	24	2.84	1.39	56.8
	%	17.0	16.1	22.3	23.2	21.4			

In the table (8) we can see respondents' answers to the questionnaires. In question number (X31), we note that 5.4% strongly disagree, 17% disagree, 20.5% are neutral, 35.7% agree, 21.4% strongly agree. In the above table, we can see the responses of the respondents to the questionnaires. In question number (X32), we note that 8% strongly disagree, 9.8% disagree, 25.9% neutral, 36.6% agree, 19.6% strongly agree. In the above table we can see the answers of respondents to the questionnaires. In question number (X33), we note that 7.1% strongly disagree, 17% disagree, 38.4% neutral, 17.9% agree, and 19.6% strongly agree. In the above table we can see the responses of the respondents to the questionnaires. In question number (X34), we note that 12.5% strongly disagree, 13.4% disagree, 31.3% are neutral, 29.5% agree and 13.4% strongly agree. In the table above, we can find the responses of respondents to the questionnaires. In question number (X35), we note that 17% strongly disagree, 16.1% disagree, 22.3% are neutral, 23.2% agree, and 21.4% strongly agree.

Table 9: Making Decisions based on Facts

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Statistical measurements		Ratio of Agreement
							Mean	SD	
X36. The way in which decisions are made in the institution is scientific.	No	16	21	34	29	12	3.0	1.21	60
	%	14.3	18.8	30.4	25.9	10.7			
X37. Employees are not given powers to make emergency decisions.	No	9	10	34	39	20	2.54	1.13	50.8
	%	8.0	8.9	30.4	34.8	17.9			
X38. Problems in technological systems and may lead to disruption of the their disruption	No	4	11	28	39	30	2.29	1.08	45.8
	%	3.6	9.8	25.0	34.8	26.8			

.decision-making process									
X39. Timely collection of information increases the effectiveness of decisions	No	2	14	19	47	30	3.79	1.03	75.8
	%	1.8	12.5	17.0	42.0	26.8			
X40. Providing adequate and appropriate information can increase the effectiveness of decision-making.	No	4	7	20	37	44	3.98	1.07	79.6
	%	3.6	6.3	17.9	33.0	39.3			

In the above table (9) we can see the responses of respondents to the questionnaires. In question number (X36), we note that 14.3% strongly disagree, 18.8% disagree, 30.4% are neutral, 25.9% agree, and 10.7% strongly agree. In the table above, we can see the responses of respondents to the questionnaires. In question number (X37) we note that 8% strongly disagree, 8.9% disagree, 30.4% are neutral, 34.8% agree, and 17.9% strongly agree. We note in the above table respondents' answers to the questionnaires. In question number (X38), we note that 3.6% strongly disagree, 9.8% disagree, 25% are neutral, 34.8% agree, and 26.8% strongly agree. In the above table we can see the responses of the respondents to the questionnaires. In question number (X39), we note that 1.8% strongly disagree, 12.5% disagree, 17% are neutral, 42% agree, and 26.8% strongly agree. In the table above, we find that the respondents answered the questionnaires. In question number (X40), we note that 3.6% strongly disagree, 6.3% disagree, 17.9% are neutral, 33% agree, 39.3% strongly agree.

Table 10: Employees Performance

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Statistical measurements		Ratio of Agreement
							Mean	SD	
X41. Employee satisfaction reflected clearly to raise the level of performance.	No	5	9	37	35	26	3.61	1.07	72.2
	%	4.5	8.0	33.0	31.3	23.2			
X42. The Department of the Directorate General is satisfied with the results of the performance of the staff.	No	12	17	31	32	20	3.28	1.23	65.6
	%	10.7	15.2	27.7	28.6	17.9			
X43. Non-evaluation of staff performance is Periodically.	No	8	10	21	44	29	2.32	1.16	46.4
	%	7.1	8.9	18.8	39.3	25.9			
X44. Lack of good human relations in the Directorate-General to improve performance	No	5	20	27	40	20	2.55	1.11	51
	%	4.5	17.9	24.1	35.7	17.9			
X45. Identify and accurately distribute the work, prevent duplication and determine responsibility. A continuous assessment process helps to.	No	2	15	27	38	30	3.71	1.06	74.2
	%	1.8	13.4	24.1	33.9	26.8			

In the above table (10) we can see the responses of the respondents to the questionnaires. In question number (X41), we note that 4.5% strongly disagree, 8% disagree, 33% are neutral, 31.3% agree, and 23.2% strongly agree. In the above table we can see the answers of the respondents to the questionnaires. In question number (X42), we note that 10.7% strongly disagree, 15.2% disagree, 27.7% are neutral, 28.6% agree and 17.9% strongly agree. In the above table, we can see the responses of the respondents to the questionnaires. In question number (X43), we note that 7.1% strongly disagree, 8.9% disagree, 18.8% are

neutral, 39.3% agree, and 25.9% strongly agree. In the table above, we can see the responses of the respondents to the questionnaires. In question number (X44), we note that 4.5% strongly disagree, 17.9% disagree, 24.1% are neutral, 35.7% agree, and 17.9% strongly agree. In the above table, we can see the responses of the respondents to the questionnaires. In question number (X45), we note that 1.8% strongly disagree, 13.4% disagree, 24.1% are neutral, 33.9% agree, and 26.8% strongly agree.

Table 11: Full Participation of Working Individuals

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Statistical measurements		Ratio of Agreement
							Mean	SD	
X46.All employees in our directorate work as one team to achieve the objectives of the Directorate.	No	7	10	22	37	36	3.76	1.18	75.2
	%	6.3	8.9	19.6	33.0	32.1			
X47.Our directorate does not encourage employees to make decisions about their work.	No	5	19	36	39	13	2.68	1.03	53.6
	%	4.5	17.0	32.1	34.8	11.6			
48. Directorate works to provide information on its activities continuously.	No	9	16	38	37	12	3.24	1.08	64.8
	%	8.0	14.3	33.9	33.0	10.7			
49. The employee has no right to participate in expressing opinions and constructive criticism of the mistakes that are made within the Directorate.	No	18	26	30	21	17	3.06	1.30	61.2
	%	16.1	23.2	26.8	18.8	15.2			
X50.Our management is keen to form a team to discuss problems related to daily work and propose appropriate solutions.	No	13	20	33	28	18	3.16	1.23	63.2
	%	11.6	17.9	29.5	25.0	16.1			

In the above table (11) we can see the answers of the respondents to the questionnaires. In question number (X46), we note that 6.3% strongly disagree, 8.9% disagree, 19.6% are neutral, 33% agree, and 32.1% strongly agree. In the above table, we can see respondents' answers to the questionnaires. In question number (X47), we note that 4.5% strongly disagree, 17% disagree, 32.1% are neutral, 34.8% agree, and 11.6% strongly agree. In the above table, we can see the responses of the respondents to the questionnaires. In question number (X48), we note that 8% strongly disagree, 14.3% disagree, 33.9% are neutral, 33% agree, and 15.7% strongly agree. In the above table we can see the answers of the respondents to the questionnaires. In question number (X49), we note that 16.1% strongly disagree, 23.2% disagree, 26.8% are neutral, 18.8% agree, and 15.2% strongly agree. In the table above, we can find the responses of the respondents to the questionnaires. In question number (X50), we note that 11.6% strongly disagree, 17.9% disagree, 29.5% neutral, 25% agree, and 16.1% strongly agree.

Table 12: Reliability Statistics

Reliability Statistics

Cronbach's Alpha	N of Items
0.775	50

We note in the table (12) that the value of alpha Cronbach (which is used to demonstrate the stability of the paragraphs of resolution) is equal to 0.775 which is greater than (0.5) this shows the stability of the paragraphs of the questionnaire.

Table 13: Statistics Analysis

	Gender	N	Mean	Std. Deviation	t-test	d.f.	P-Value
Data on Electronic Government (Customers)	Male	75	3.1440	0.68305	4.136	110	0.000 (HS)
	Female	37	2.5946	0.61371			
Data on Electronic Government (Senior Management)	Male	75	2.9787	0.63295	2.355	110	0.020 (S)
	Female	37	2.6811	0.62086			
	Female	37	2.6432	0.66522			
All	Male	75	3.0117	0.32426	2.710	110	0.008 (HS)
	Female	37	2.8351	0.32453			

	Number of training courses in Management field	N	Mean	Std. Deviation	F-test	P-Value (Sig.)
Data on Electronic Government (Customers)	No Participate	58	3.093	0.655	2.968	0.035 (S)
	one course	25	2.616	0.678		
	Two course	16	3.075	0.722		
	More than three	13	2.908	0.819		
	Total	112	2.963	0.708		

In the table (13), we compare the average of the responses of the research to the gender-specific questionnaires (male-female). In the first axis, we observe the average male responses (3.1440) and females (2.5946)

(standard dev.) = (0.68305) and (0.613171)

And the value T-test=4.136

and morally=0.000

They are less than=0.000

Which there are differences of statistical significance between males and females around paragraph (1) the rest of the comparisons are not so significant

P-value>0.05

The absence of any significant differences on the basis of age

Table 14: Statistics Analysis (Academic Achievement)

Where p-value> 0.05 is not significant		Academic achievement			Total
		Secondary or below	diploma	Bachelor and above	
Age	from 20 to 30 years	6	4	8	18
	from 31 to 40 years	15	13	33	61
	from 41 to 50 years	10	6	9	25
	from 51 to above	3	1	4	8
Total		34	24	54	112
Chi-square test=3.271, d.f.= 6, P-Value= 0.774 (NS)					

In the table (14), we test the independence of the chi-square test (level), (age)

Chi-square test=3.271

P-Value= 0.774 (NS)

Which the eyes are independent from each other.

Table 15: Statistics Analysis (Total years of your service)

		Total years of your service				Total
		From 1 to 10 years	From 11 to 20 years	From 21 to 30 years	More than 31 years	
Age	from 20 to 30 years	14	3	1	0	18
	from 31 to 40 years	16	37	5	3	61
	from 41 to 50 years	2	8	13	2	25
	from 51 to above	1	1	4	2	8
Total		33	49	23	7	112
Chi-square test=56.589, d.f.= 9, P-Value=0.000 (HS)						

Note in the table (15) a relationship between the (Age Group) values

Chi-square test=56.589

P-Value = 0.000 (HS), meaning that the two properties are associated

Table 16: Statistics Analysis (Number of courses)

		Number of courses				Total
		No Participate	one course	Two courses	More than three courses	
Age	from 20 to 30 years	14	3	0	1	18
	from 31 to 40 years	32	9	8	12	61
	from 41 to 50 years	13	0	4	8	25
	from 51 to above	7	1	0	0	8
Total		66	13	12	21	112
Chi-square test=15.961, d.f.= 9, P-Value=0.068 (NS)						

Note in the table (16) a relationship between the (Age Group) values

Chi-square test=15.961

P-Value = 0.068 (NS) meaning that the two properties are associated

Table 17: Statistics Analysis (Number of training courses in Management field)

		Number of training courses in Management field				Total
		No Participate	one course	Two course	More than three	
Age	from 20 to 30 years	11	4	2	1	18
	from 31 to 40 years	33	15	7	6	61
	from 41 to 50 years	12	2	6	5	25
	from 51 to above	2	4	1	1	8
Total		58	25	16	13	112
Chi-square test=11.115, d.f.= 9, P-Value=0.268 (NS)						

Note in the table (17) above a relationship between the (Age Group) values

Chi-square test=11.115

P-Value = 0.268 (NS) meaning that the two properties are associated

1-Data –Electronic Government

Table 18: Customers

Questions	Mean	Standard. deviation	Level of Participation
X1. Customers' satisfaction with General Directorate services is one of the top concerns and anxieties.	3,53	1,230	Intermediate Participation Level
X2. Many Complaints from the Directorate General of the performance of services are provided by customers.	3,29	1,026	Intermediate Participation Level
X3. General Directorate works closely to make customers become partners in the making decision.	2,80	1,236	Intermediate Participation Level
X4. General Directorate provides an atmosphere of a thousand with reviewers and addressing them at the same level of their thinking	2,91	1,197	Intermediate Participation Level
X5. The manager does not treat employees with transparency and clarity.	3,14	1,287	Intermediate Participation Level

\bar{X} = 1-2,33 Low Participation Level, 2,34-3,66 Intermediate Participation Level and 3,67-5,00 High Participation Level

In the table (18) the number of sample views is dashed. (Standard deviation) It has been noted that the best services are as follows: Customer satisfaction for DG services is one of the most important concerns and concerns, and staff who handle client or client transactions efficiently. For these expressions, the level of participation and standard deviation is average. On the other hand, customers or reviewers who are satisfied with the Directorate General of Education in Erbil in general, the staff are treated reviewers or customers in a friendly and tolerant manner, the level of participation and standard deviation is intermediate participation level.

Many complaints are submitted by the Directorate General for the performance of services by customers. We note in this paragraph that many complaints are submitted by customers or reviewers and this leads to the improvement and development of administrative efficiency because there are people who have good opinions and ideas. For these expressions, the level of participation and standard deviation is intermediate participation level.

The General Directorate is working closely to make customers become partners in decision-making. In this paragraph we note the support of the General Directorate of Education in Erbil for customers to make customers partners in decision-making. For these expressions, the level of participation and standard deviation is intermediate participation level.

The General Directorate provides an atmosphere of a thousand with the auditors and treating them at the same level of their thinking and this deal leads to the feeling of customers with full confidence in the Directorate General of Education. For these expressions, the level of participation and standard deviation is intermediate participation level.

The manager does not treat employees transparently and clearly and this leads to the failure of the administrative process and back to back because this deal does not serve administrative development and also leads to distrust. For these expressions, the level of participation and standard deviation is intermediate participation level.

Table 19: Senior Management

Questions	Mean	Standard. deviation	Level of Participation
X6.The senior management does not support the DG policy of implementing electronic administration and management.	3,39	1,276	Intermediate Participation Level
X7.The administrative leadership of the institution enjoys administrative competence.	3,10	1,074	Intermediate Participation Level
X8.The management leadership of Directorate General can raise the slogan or brand of quality services to everyone.	3,01	1,227	Intermediate Participation Level
X9.The administrative leadership of Directorate General does not create an appropriate working conditions for the application of E-government.	3,50	1,259	Intermediate Participation Level
X10.Strengthen of the administrative leadership in Directorate General can trust management between all functional levels.	3,19	1,263	Intermediate Participation Level

\bar{X} = 1-2,33 Low Participation Level, 2,34-3,66 Intermediate Participation Level and 3,67-5,00 High Participation Level

It is noted in the table (19) that the best services are as follows: Senior management does not support the policy of the Director General in the implementation of electronic management and administration. This leads to the failure of the implementation of e-government, which makes the Directorate General of Education cannot further develop, the level of participation and standard deviation is intermediate participation level.

The administrative leadership of the institution has administrative efficiency and as such leads to the improvement and development of administrative efficiency towards a better future, the level of participation and standard deviation is intermediate participation level.

The leadership of the Directorate of the Directorate General can raise the slogan or the quality of quality services for all, and this is also considered as the work that must be done by the Directorate and this work raises administrative efficiency, the level of participation and standard deviation is intermediate participation level.

The administrative leadership of the General Directorate does not create suitable working conditions for the implementation of e-government. This work is

considered negative because such works do not serve the General Directorate of Education and lead to delaying the work of employees and delaying the work of citizens, the level of participation and standard deviation is intermediate participation level.

Strengthening administrative leadership in the Directorate General We can trust the management between all levels of career as trust exists in all employees because lack of trust does not serve everyone, the level of participation and standard deviation is, the level of participation and standard deviation is intermediate participation level.

Table 20: Communications

Questions	Mean	Standard. deviation	Level of Participation
X11.Administrative circulars reach employees through communication channels quickly which results in faster performance.	3.37	1.162	Intermediate Participation Level
X12. Successful management is a communication between the organization goals and employee goals.	3.98	0.920	High Participation Level
X13.Successful management communication achieves interaction between the functional levels of the enterprise.	3.97	0.925	High Participation Level
X14.Lack of information about the required limit may lead to confusion of the communication process.	3.84	1.143	High Participation Level
X15.Strong communication between management and staff can increase interaction between them.	3.88	1.209	High Participation Level

\bar{X} = 1-2,33 Low Participation Level, 2,34-3,66 Intermediate Participation Level and 3,67-5,00 High Participation Level

It has been noted in the table (20) that the best services are as follows: Administrative circulars that reach the employees through the communication channels quickly leading to faster performance and high efficiency, which makes these developments the management process for the better, the level of participation and standard deviation is intermediate participation level.

Successful management is a communication between the goals of the institution and the goals of the staff. Successful management must adhere to the objectives of the institution and the objectives of the staff so that the Directorate develops well, the level of participation and standard deviation is high participation level.

Successful administrative communication achieves the interaction between the functional levels of the institution and this also leads to a feeling of trust and confidence among all the staff in the Directorate. The level of participation and standard deviation is high participation level.

Lack of information about the required limit may lead to confusion in the communication process. Yes, of course, a lack of information leads to administrative delays and creates confusion. The level of participation and standard deviation is high participation level.

Strong communication between management and staff can increase interaction among them. The General Directorate of Education must have continuous communication with the staff so that they know their problems and have full control of the Directorate General better. The level of participation and standard deviation is high participation level.

Table 21: Technical resources

Questions	Mean	Standard. deviation	Level of Participation
X16.It is lack of advanced technological equipment suitable for the application of electronic management in the Directorate General.	3.88	1.075	High Participation Level
X17.The absence of the reserve system is to avoid hardware failure during the application.	3.84	0.935	High Participation Level
X18.The authority has the ability in order to provide the best databases that provide confidentiality and security of information.	3.31	1.066	Intermediate Participation Level
X19.Employees have the ability to share data through a computer network.	3.07	1.121	Intermediate Participation Level
X20.None of various computer programs may contribute to the application of electronic management.	3.58	1.096	Intermediate Participation Level

\bar{X} = 1-2,33 Low Participation Level, 2,34-3,66 Intermediate Participation Level and 3,67-5,00 High Participation Level

It has been noted in the table (21) that the best services are as follows: Lack of advanced technological equipment suitable for the implementation of e-government in the Directorate General. Of course, any shortage of electronic devices will hamper the electronic government because these electronic devices provide services accurately and quickly, the level of participation and standard deviation high participation level.

The absence of a backup system is to avoid hardware failure during the application of course in any organization or organization. The backup tools must be available in the event of any malfunction in the equipment, which must be quickly repaired by the competent technicians so as not to stop the work, the level of participation and standard deviation is high participation level.

The Authority has the ability to provide the best databases that provide confidentiality and security of information. Confidentiality of data is important for every organization or organization. In order not to leak information abroad, the level of participation and standard deviation is intermediate participation level.

Employees have the ability to share data through the computer network. Each employee must know his / her work on electronic devices accurately and effectively. This ensures that the e-government is well implemented. The level of participation and standard deviation is intermediate participation level.

Some of the different computer programs may not contribute to e-management. Yes, some programs may not contribute to the e-government application. We must go to traditional things. The level of participation and standard deviation is intermediate participation level.

Table 22: Financial Resources

Questions	Mean	Standard. deviation	Level of Participation
X21.It is important to provide financial support for the purchase and maintenance of infrastructure.	3.49	1.301	Intermediate Participation Level
X22.Do you think it is the weak and lack of financial support for research and studies in the field of information technology	3.73	1.230	High Participation Level
X23.Lack of budget is allocated for the design and development of computer programs and applications	3.84	1.078	High Participation Level
X24.It is a lack of financial allocations for training programs for departments in the field of electronic Government.	3.84	1.135	High Participation Level
X25.Weak financial allocations in the departments of the Directorate General are (lectures, seminars and workshops.	3.75	1.143	High Participation Level

\bar{X} = 1-2,33 Low Participation Level, 2,34-3,66 Intermediate Participation Level and 3,67-5,00 High Participation Level

It has been noted in the table (22) that the best services are as follows: It is important to provide financial support for the purchase and maintenance of infrastructure. If we want to apply the e-government, we must give money and support the institution with everything we can and buy the important tools and advanced in order to advance the Directorate, the level of participation and standard deviation is intermediate participation level.

Do you think it is weak and lack of financial support for research and studies in the field of information technology financial support for research and studies the development of e-government, the level of participation and standard deviation is high participation level.

A budget deficit is allocated to the design and development of computer programs and applications, a budget deficit to support the electronic government to serve the Directorate General should allocate the budget required to implement the e-government, the level of participation and standard deviation is high participation level.

This is a lack of financial allocations for training programs for departments in the field of e-government. Training is very important for employees because training leads to effective e-government application. The level of participation and standard deviation is high participation level.

The weakness of the funds in the departments of the Directorate General (lectures, seminars and workshops), lectures and scientific awareness is very important for staff, which leads to the implementation of e-government effectively, the level of participation and standard deviation is high participation level.

1- Data on administrative development

Table 23: Training

Questions	Mean	Standard. deviation	Level of Participation
X26. The training and needs approved by the DG are realistic and useful and it is based on the strategy of the DG.	3.28	1.246	Intermediate Participation Level
X27. The DG does not rely on regular programs to train and develop new employees to acquire the necessary skills.	3.56	1.038	Intermediate Participation Level

X28. The service is determined in the DG through the plan prepared for the training needs.	3.44	1.113	Intermediate Participation Level
X29. The DG will make sufficient effort in the field of staff development and growth.	3.35	1.235	Intermediate Participation Level
X30. There is no continuous training for staff in the DG.	3.71	1.264	High Participation Level

\bar{X} = 1-2,33 Low Participation Level, 2,34-3,66 Intermediate Participation Level and 3,67-5,00 High Participation Level

It has been noted in the table (23) that the best services are as follows: The training and needs approved by the Directorate General are realistic and useful and based on the strategy of the General Directorate of course training is very important for administrative development and the General Directorate must take care of training, the level of participation and standard deviation is intermediate participation level.

The general manager does not rely on the regular programs to train and develop new employees to acquire the necessary skills. Of course this is a mistake because these works do not serve administrative development, the level of participation and standard deviation is intermediate participation level.

The service is determined in the Directorate General through the plan prepared to meet the training needs and this work is very impressive, the level of participation and standard deviation is intermediate participation level.

The Directorate General will make sufficient effort in the area of staff development and growth as this leads to administrative development effectively, the level of participation and standard deviation is intermediate participation level.

There is no continuous training for employees in the Directorate General and this work is reflected negatively on the process of administrative development of these works cannot the Directorate to develop itself, the level of participation and standard deviation is high participation level.

Table 24: Human Resources

Questions	Mean	Standard. deviation	Level of Participation
X31.Lack of flexible employment policies based on qualification or appropriate competence in the selection of human components.	3.51	1.162	Intermediate Participation Level
X32. Weakness from some employees may accept the idea of electronic management for fear of losing their jobs.	3.50	1.155	Intermediate Participation Level
X33. Human resources in Directorate General possess of essence the initiative and innovation.	3.26	1.168	Intermediate Participation Level
X34. Human Resources in the DG does not have experience and skill in IT.	3.18	1.202	Intermediate Participation Level
X35. My qualifications are not commensurate with my job.	3.16	1.386	Intermediate Participation Level

\bar{X} = 1-2,33 Low Participation Level, 2,34-3,66 Intermediate Participation Level and 3,67-5,00 High Participation Level

It has been noted in the table (24) that the best services are as follows: Lack of flexible operating policies based on qualifications or competence appropriate in the selection of human components and this work reflected negatively on the process of administrative development and the service of the Directorate General, the level of participation and standard deviation is intermediate participation level.

The weakness of some employees may accept the idea of e-management for fear of losing their jobs and this also adversely affects the process of administrative development, the level of participation and standard deviation is intermediate participation level.

Human resources in the Directorate General have the essence of initiative and innovation and this leads to the process of administrative development well and fruitful, the level of participation and standard deviation is intermediate participation level.

Human resources in the Directorate General does not have experience and skills in the field of information technology and this leads to the obstruction or failure of administrative development because the experience in the field of technology is very important because technology every day and every month progresses and we

must develop a divide in technology, the level of participation and standard deviation is intermediate participation level.

My qualifications do not fit my job and this is never valid for the administrative development process and also leads to the failure of the administrative development process, the level of participation and standard deviation is intermediate participation level.

Table 25: Making Decisions based on Facts

Questions	Mean	Standard. deviation	Level of Participation
X36. The way in which decisions are made in the institution is scientific.	3.00	1.208	Intermediate Participation Level
X37. Employees are not given powers to make emergency decisions.	3.46	1.130	Intermediate Participation Level
X38. Problems in technological systems and their disruption may lead to disruption of the decision-making process.	3.71	1.077	High Participation Level
X39. Timely collection of information increases the effectiveness of decisions	3.79	1.032	High Participation Level
X40. Providing adequate and appropriate information can increase the effectiveness of decision-making.	3.98	1.074	High Participation Level

\bar{X} = 1-2,33 Low Participation Level, 2,34-3,66 Intermediate Participation Level and 3,67-5,00 High Participation Level

It has been noted in the table (25) that the best services are as follows: The way in which the decisions are taken in the institution is of course scientific work gives accurate results and sound and this point is very important for administrative development, the level of participation and standard deviation is intermediate participation level.

Employees are not given powers to make emergency decisions. This is not positive because sometimes the staff member should be given powers to make decisions in case of emergency. The level of participation and standard deviation is intermediate participation level.

Problems in technical systems and their interruption may disrupt decision making. These problems are encountered. However, any organization must have good

engineers and technicians to take the necessary action. The level of participation and standard deviation is high participation level.

Gathering information in a timely manner increases the effectiveness of decisions in an organization. Staff must gather information accurately so that decisions are made well without error. The level of participation and standard deviation is high participation level.

Providing adequate and appropriate information that can increase the effectiveness of decision making. Providing accurate information from competent and relevant authorities. We have achieved the effectiveness of decision making accurately. The level of participation and standard deviation is high participation level.

Table 26: Employees Performance

Questions	Mean	Standard. deviation	Level of Participation
X41. Employee satisfaction reflected clearly to raise the level of performance.	3.61	1.068	Intermediate Participation Level
X42. The Department of the Directorate General is satisfied with the results of the performance of the staff.	3.28	1.232	Intermediate Participation Level
X43. Non-evaluation of staff performance is Periodically.	3.68	1.164	High Participation Level
X44. Lack of good human relations in the Directorate-General to improve performance.	3.45	1.114	Intermediate Participation Level
X45. A continuous assessment process helps to Identify and accurately distribute the work, prevent duplication and determine responsibility.	3.71	1.062	High Participation Level

\bar{X} = 1-2,33 Low Participation Level, 2,34-3,66 Intermediate Participation Level and 3,67-5,00 High Participation Level

It has been noted in the table (26) that the best services are as follows: The satisfaction of employees is clearly reflected to raise the level of performance on the general manager to pay good attention to staff satisfaction because this work contributes to administrative development, the level of participation and standard deviation is intermediate participation level.

The management of the Directorate General is satisfied with the results of the performance of staff and this indicates the accuracy of the work of staff and this will build confidence between the Directorate General and staff because the lack of confidence leads to the failure of the process of administrative development, the level of participation and standard deviation is intermediate participation level.

Failure to evaluate the performance of employees periodically and this leads to the failure of the administrative process and this indicates that the employee is not encouraged to develop itself, the level of participation and standard deviation is high participation level.

Lack of good human relations in the Directorate General to improve performance Good relations between staff are very important in the process of administrative development, which creates an atmosphere of continuous cooperation among them, the level of participation and standard deviation is intermediate participation level.

The ongoing evaluation process should help to define and distribute the work accurately, prevent duplication and determine responsibility in this area. The public administration should carry out the continuous evaluation process, define the work fairly and distribute it accurately, and do not differentiate the management between the employees. The level of participation and standard deviation is high participation level.

Table 27: Full participation of Working Individuals

Questions	Mean	Standard. deviation	Level of Participation
X46. All employees in our directorate work as one team to achieve the objectives of the Directorate.	3.76	1.180	High Participation Level
X47. Our directorate does not encourage employees to make decisions about their work.	3.32	1.033	Intermediate Participation Level
X48. Directorate works to provide information on its activities continuously.	3.24	1.084	Intermediate Participation Level
X49. The employee has no right to participate in expressing opinions and constructive criticism of the mistakes that are made within the Directorate.	2.94	1.296	Intermediate Participation Level
X50. Our management is keen to form a team to discuss problems related to daily work and propose appropriate solutions.	3.16	1.234	Intermediate Participation Level

\bar{X} = 1-2,33 Low Participation Level, 2,34-3,66 Intermediate Participation Level and 3,67-5,00 High Participation Level

It is noted in the table (27) that the best services are as follows: All employees in our directorate work as a team to achieve the objectives of the Directorate and this indicates the continuous cooperation between all functions because the cooperation also leads to administrative development, the level of participation and standard deviation is high participation level.

Our directorate does not encourage employees to make decisions about their work. This is reflected negatively on the Directorate General and leads to administrative development. This work leads to a lack of self-confidence. The level of participation and standard deviation is intermediate participation level. The Directorate provides information about its activities on a continuous basis. This indicates self-confidence and perseverance in the administrative work. This also indicates that the Directorate performs its work accurately and this also leads to the process of administrative development. The level of participation and standard deviation is intermediate participation level.

The employee is not entitled to participate in the expression of opinions and constructive criticism of the mistakes made within the Directorate and this work reflected negatively on the Directorate General and this work to the failure of the process of administrative development, the General Directorate must listen to each employee because there are some things or errors may not see the general administration but the employee For those errors, the level of participation and standard deviation is intermediate participation level.

Our management is keen to form a team to discuss problems related to daily work and propose suitable solutions. This work is considered positive to solve all the problems related to the daily work and to identify a specialized team for this work because this work leads to administrative development. The level of participation and standard deviation is intermediate participation level.

CONCLUSIONS

It was found during the progress of research in the field or theoretical side set of results research findings in the light of those findings will be reviewed a set of conclusions are as follows:

1- The most important problems faced by organizations can be seen in the size of the archived paper archive, the unjustified repetition of paper assets, the repetition of information in various documents, The pattern of information flow between the center and branches takes a lot of time, the cost of producing and circulating paper assets is very high, Dealing with computer technologies as a substitute for typewriters in most cases and not taking advantage of their other technical characteristics, Waste and exhaustion of the efforts of routine workers, increasing the number of administrative staff at the expense of technical personnel.

2- Directorate surveyed may have a limited vision of a strategy on e-projects but may not have sufficient means to adopt and apply, but have aspirations in this electronic field But far from implementation because of the many obstacles or problems or lack of infrastructure necessary for this as well as a set of other key factors necessary for the adoption and application of Electronic Government this applies to the Directorate General of Education in Arbil may apply to the rest of the other organizations, both in the region in particular or in other organizations in Iraq and the world at large, but varying rates and different response rates for each dimension or variable of search variables.

3- The Directorate may have activities related to the development of intellectual capital well but did not exploit those minds in a good manner, but can be adopted and use these ideas in the event of the Directorate is expected to adopt the electronic government and work in the future.

4- The existence of human obstacles most important: weak English language skills, lack of awareness of the importance of e-government, and lack of training courses.

5- A large percentage of respondents are very familiar with the advantages of Electronic Government.

6- Lack of government failure to use e-government awareness mechanisms and how to deal with them.

7- Respondents are concerned about privacy breaches when dealing with e-services.

8- There is great confidence among the respondents that the problems of traditional services will be solved through electronic services.

9- There is a conviction among respondents that e-services take their interests into account.

10- The absence of a specialized administrative unit in the Directorate, which has the capacity and resources necessary to plan and implement the activities of the Electronic Government and to move gradually to electronic work fields.

11- There are a range of regulatory, technical, human and financial requirements, necessary.

12- The results of the study showed some challenges to the development process.

13- The study concluded that the development of a significant impact on the performance of employees in each department.

RECOMMENDATIONS

Through the results of the study, the researcher believes that the need to highlight many of the recommendations that are believed to have a positive impact on the possibility of applying the e-government in the Directorate General of Education in Arbil, explaining the necessary work mechanisms, which are the following recommendations:

1- The Directorate General of Education in Arbil to provide Internet service to all departments and sections of the branch.

2- The Directorate General of Education in Arbil to hold seminars and meetings and workshops necessary to remove fears of the ambiguity of the concept of Electronic government.

3- The Directorate General of Education in Arbil shall provide the human cadres of administrators and technicians required for the implementation of the Electronic government.

4- It is necessary for the Directorate General of Education in Arbil to broadcast confidence and confidence in the employees to overcome the fears expressed by some of the application of Electronic Government, or the resistance of some managers for fear of their leadership positions as a result of changes that result

from the application of Electronic government, Bureaucratic performance and shift towards transparency of performance.

5- Converting archived paper asset content to digital content stored on computers, ensuring backups on CD-ROMs and linking them to a retrieval system that allows search of their text content with carefully selected keywords.

6- Providing financial resources and the necessary financial resources to implement Electronic government.

7- See what is new in the field of Electronic Government applications, which is reflected in the development of innovative procedures and means in the performance of their functions.

8- Enhancing attention to the legislative and legal aspects of electronic transactions through the development of the executive regulations necessary for the management of electronic transactions in the Directorate General of Education in Erbil.

9- Organizing visits to the information centers by teachers to inform them about the methods of providing electronic services, and proving their transparency, accuracy and speed, as well as the possibility of violating their privacy.

10- Benefit from the experience of developed countries in the application of Electronic government.

11- Develop appropriate solutions to address the various obstacles that prevent the implementation of Electronic Government in the Directorate General of Education in Erbil.

12- The staff to develop their skills and abilities to meet the self-transformation of the electronic application requirements, in addition to the training programs provided to them by management.

13- The development of the staff of the Directorate surveyed English language skills, through which you must take into account the use of technical and technological concepts that serve the Electronic Government applications, with the requirement that applicants for positions in the Directorate of English language proficiency researched training courses.

14- Restructuring the Directorate, which is updated in a manner that meets the requirements of change and in line with the application of Electronic Government, by defining (objectives - tasks - administrative link - procedural evidence - guides for services ... etc..).

15- Develop alternative plans for Electronic Government to be used directly in case there are obstacles or potential technical or administrative problems depending on the impact of the use of this method.

16- Develop the necessary plans for the training and training of employees and follow up their implementation so as to enable them to deal with the use of modern technologies and the application of Electronic government.

17- Attracting distinguished human resources in the field of Electronic Government from trainers, consultants and experts in the design and development of programs, to benefit them when applying the Electronic Government, whether in training staff or solving obstacles to the application of electronic management.

18- Graduation of the use of Electronic Government between the administrative units within the Directorate, or between the Directorate and the external perimeter.

19- The provision of adequate infrastructure in support of the Directorate surveyed Electronic Government applications.

20-To support and encourage researches and studies dealing with Electronic Government in the Directorate of Investigation.

21- Providing qualified human resources needed to support Electronic Government applications to achieve administrative development in the Directorate.

22- Provide programs for the protection of data and information on the beneficiary in all electronic trading in the Directorate of the surveyed.

23- To urge the senior management of the Directorate to support the policy of applying Electronic Government to promote administrative work.

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APPENDIX

Bingöl University

Faculty of Administration and Economics Sciences

Department of Business Administration

Questionnaire form

Sample of questionnaire, experts' opinions in measuring the validity of the questionnaire

Subject: Validation of Questionnaire

Dear Professor/ Dr.....

The researcher seeks to study” Electronic-Government and its role in Administrative Development Applied Study on the Directorate General of Education in Arbil”. Due to the non-Availability of Measures that Estimate most of the Research Variables, the researcher tries to utilize and apply the Questionnaire to measure its research. Variables and elements which are described in the appendix. Kindly mention your opinion about overall Questionnaire items and your opinion about the following questions:

- Does paragraph have a clear understanding? And does it measure the purpose that has been developed for?
- Does each Paragraph that is listed under each Dimension belong to the Specified Dimension?
- Are there other Paragraphs that can be added within each Dimension?
- Are there other Additional Dimensions that can be added to that Dimensions?
- Are alternative Measurements suitable? If not, do you suggest any other Alternatives?

Appropriate alternative
measurements

Inappropriate alternative
measurements

Suggestions

Sincerely thank you for your cooperation in the services of the scientific march, wish you continued success in your works.

Researcher

Supervisor

Master Student

Assoc. Prof. Dr. Abdulvahap Baydaş

Salar Abdelghafar Abdelsatar

Business Administration Department

Mob No: 07517455211

Bingöl University

Email; Salar99wandzy@gmail.com

Bingöl University
Faculty of Administration and Economics Sciences
Department of Business Administration
Sample of Questionnaire form
Subject/ questionnaire form

This form is part of the Master project for business administration department which titled "Electronic-Government and its role in Administrative Development Applied Study on the Directorate General of Education in Erbil ". Your Participation Will Enrich the Significance of the study and have a positive Impact on overall Research Process and its results.

It is of my Honor, to thank you and Appreciate for choosing the answer that you believe is appropriate for each Question. Be sure that all information will be kept Confidential and be used only for Scientific Research Purposes. Thanks again for your kind Participation and Positive Responses.

Wishing you all the best and success in your works

Researcher

SALAR ABDELGHAFAR ABDELSATAR

Master Student – Business Administration

First: personal information

Please tick (✓) in the box as appropriate for your situation:

A. Gender:

Male ()

Female ()

B. Age:

1. 20 - 30

2. 31- 40

3. 41-50

4. Above 51 years

C. Total years of your service:

1. (1 - 10)

2. (11 - 20)

3. (21 - 30)

4.(More than 31 years)

D. Academic achievement

1. Secondary or below

2. Diploma

3. Bachelor and above

E. Number of courses

1. No Participate

2. One

3. Two

4. More than three

F. Number of training courses in Management field

1. No Participate

2. One

3. Two

4. More than three

Second: The questions of changes research
Please tick (✓) in the box as appropriate for your situation:

2- Data on Electronic Government

A- Customers

N	Questions	The answers				
		Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1	Customers' satisfaction with General Directorate services is one of the top concerns and anxieties.					
2	Many Complaints from the Directorate General of the performance of services are provided by customers.					
3	General Directorate works closely to make customers become partners in the making decision.					
4	General Directorate provides an atmosphere of a thousand with reviewers and addressing them at the same level of their thinking					
5	The manager does not treat employees with transparency and clarity.					

B- Senior Management

N	Questions	The answers				
		Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
6	The senior management does not support the DG policy of implementing electronic administration and management.					
7	The administrative leadership of the institution enjoys administrative competence.					
8	The management leadership of Directorate General can raise the slogan or brand of quality services to everyone.					
9	The administrative leadership of Directorate General does not create an appropriate working conditions for the application of E-government.					
10	Strengthen of the administrative leadership in Directorate General can trust management between all functional levels.					

A- Communications:

N	Question questions	The answers				
		Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
11	Administrative circulars reach employees through communication channels quickly which results in faster performance.					
12	Successful management is a communication between the organization goals and employee goals.					
13	Successful management communication achieves interaction between the functional levels of the enterprise.					
14	Lack of information about the required limit may lead to confusion of the communication process.					
15	Strong communication between management and staff can increase interaction between them.					

D - Technical resources:

N	Question questions	The answers				
		Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
16	It is lack of advanced technological equipment suitable for the application of electronic management in the Directorate General.					
17	The absence of the reserve system is to avoid hardware failure during the application.					
18	The authority has the ability in order to provide the best databases that provide confidentiality and security of information.					
19	Employees have the ability to share data through a computer network.					
20	None of various computer programs may contribute to the application of electronic management.					

E-Financial Resources:

N	Question questions	The answers				
		Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
21	It is important to provide financial support for the purchase and maintenance of infrastructure.					
22	Do you think it is the weak and lack of financial support for research and studies in the field of information technology					
23	Lack of budget is allocated for the design and development of computer programs and applications					
24	It is a lack of financial allocations for training programs for departments in the field of electronic Government.					
25	Weak financial allocations in the departments of the Directorate General are (lectures, seminars and workshops).					

Data on administrative development:

A- Training:

N	Question questions	The answers				
		Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
26	The training and needs approved by the DG are realistic and useful and it is based on the strategy of the DG.					
27	The DG does not rely on regular programs to train and develop new employees to acquire the necessary skills.					
28	The service is determined in the DG through the plan prepared for the training needs.					
29	The DG will make sufficient effort in the field of staff development and growth.					
30	There is no continuous training for staff in the DG.					

B - Human Resource

N	Question questions	The answers				
		Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
31	Lack of flexible employment policies based on qualification or appropriate competence in the selection of human components.					
32	Weakness from some employees may accept the idea of electronic management for fear of losing their jobs.					
33	Human resources in Directorate General possess of essence the initiative and innovation.					
34	Human Resources in the DG does not have experience and skill in IT.					
35	My qualifications are not commensurate with my job.					

C-Making decisions based on facts

N	Question questions	The answers				
		Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
36	The way in which decisions are made in the institution is scientific.					
37	Employees are not given powers to make emergency decisions.					
38	Problems in technological systems and their disruption may lead to disruption of the decision-making process.					
39	Timely collection of information increases the effectiveness of decisions					
40	Providing adequate and appropriate information can increase the effectiveness of decision-making.					

D-Employees Performance

N	Question questions	The answers				
		Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
41	Employee satisfaction reflected clearly to raise the level of performance.					
42	The Department of the Directorate General is satisfied with the results of the performance of the staff.					
43	Non-evaluation of staff performance is Periodically.					
44	Lack of good human relations in the Directorate-General to improve performance.					
45	A continuous assessment process helps to Identify and accurately distribute the work, prevent duplication and determine responsibility.					

E. Full participation of Working Individuals

N	Question questions	The answers				
		Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
46	All employees in our directorate work as one team to achieve the objectives of the Directorate.					
47	Our directorate does not encourage employees to make decisions about their work.					
48	Directorate works to provide information on its activities continuously.					
49	The employee has no right to participate in expressing opinions and constructive criticism of the mistakes that are made within the Directorate.					
50	Our management is keen to form a team to discuss problems related to daily work and propose appropriate solutions.					

Table (6-4): List the Names of the Jury to form Questionnaire

Seq	Scientific title and certificate	The name	Specialization	Site Work (faculty /university)
1	Prof.	Amgad Sabir Al-Delawi	Accounting	President of the University of Cihan
2	PHD	Lukman Mohammed Saeed	Accounting	Head of Accounting Department, University of Cihan
3	Prof.	Mowaffak Ahmed Ali	Management	Lecturer-Banking and Financial Science Department, University of Cihan
4	PHD	Aboud Mohammed Al-Mashhdani	Statics	Lecturer – Accounting Department, University of Cihan
5	PHD	Ali Shawket Al-Obaidy	Economic	Lecturer – Accounting Department, University of Cihan
6	PHD	Mujeeb Hassan Muhammed	Economic	Lecturer-Banking and Financial Science Department, University of Cihan

ÖZGEÇMİŞ

KİŞİSEL BİLGİLER

Adı Soyadı	Salar Abdelghafar Abdelsatar
Doğum Yeri	Baghdad
Doğum Tarihi	01/01/1969



LİSANS EĞİTİM BİLGİLERİ

Üniversite	Cihan Üniversitesi
Fakülte	İdari ve İktisat Fakültesi
Bölüm	Muhasebe

YABANCI DİL BİLGİSİ

İngilizce	KPDS (.....) ÜDS (....) TOEFL (....) EILTS (....)
...	Iyi

İŞ DENEYİMİ

Çalıştığı Kurum	Genel Eğitim Müdürlüğü / Arbil
Görevi/Pozisyonu	Memur
Tecrübe Süresi	3

İŞ DENEYİMİ

Kurslar	
Projeler	

İLETİŞİM

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