

The Role of Electronic Management in Achieving Strategic Success: a Field Study at the Directorate of Education in Baghdad

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Abstract

The current study examines the impact of electronic management and its requirements (support for senior management, technical resources and human resources) in the strategic success, and the study problem was represented by a number of questions, answered to know the extent of the interest of senior management in supporting electronic management applications and thus achieving the strategic success of the research sample (Directorate Education), and then determining the impact between these variables, and that the importance of the study stems from the importance of the role played by electronic management in capacity development and development and improving the services provided that lead the organization to achieve the success in a more general achievement have high enough, has been used as a tool questionnaire for data collection form was designed based on the theoretical side and distributed to a total sample strength of 40 respondents represented Managers and staff of the Directorate of Education, and the results matching the study hypotheses.

The study reached a set of conclusions, the most important of which was the presence of a statistically significant effect of electronic management in strategic success, then a set of recommendations came, the most important of which was the need to implement electronic management by the research department because of its importance in solving many problems, including the negatives of paper handling.

KeyWords: electronic management, strategic success.



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Introduction

The world has witnessed a huge revolution in the recent period in most of the scientific and technological fields that have brought about a change in the daily life of man and has become one of the fundamental and reliable pillars in economic and social development events, and given the rapid changes in the fields of material, technical and cultural life, including the emergence of technology. The information that emerged as a shining star in the modern era, and within the framework of the availability of these technologies, life activities gradually shifted from traditional activities to electronic activities characterized by speed and quality in providing services, and among these activities was electronic management. Ronya, which is one of the fruits of technical achievements in the modern era, and developments in the field of communications and information, innovation of advanced communication technologies and increased capabilities of data storage media in light of the use of the information network (the Internet) have led to serious thinking by countries and governments in benefiting from the achievements of the technical revolution by providing services to the Citizens in an electronic way that contribute effectively to solve many problems, the most important of which are overcrowding, routine, and bureaucracy that hinder administrative work, mediation and other negative factors.

Methodological framework

Research problem

Electronic management is one of the fruits of technical achievements in the modern era, as developments in the field of communications and the creation of advanced communication technologies have led to serious thinking by senior management of many organizations and countries to benefit from the achievements of this technical revolution in completing the business and providing the services to citizens in an electronic way that effectively contributes to solving many problems, including crowding and queues in front of employees, and this is what the Education Directorate suffers for adopting traditional methods of completing citizen transactions, which causes loss of effort, time and cost increase, and therefore the research problem can be presented with the following questions:

- 1- Is there a trend for senior management to use electronic management?
- 2- To what extent is senior management interested in supporting e-management applications?
- 3- Is there an impact of electronic management in achieving strategic success?

Research Goals

- 1- The extent to which the direct relationship factor between the two parties to the transaction can be abolished or mitigated to the maximum extent possible.

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2- The extent of the e-administration's contribution to the advancement and development of the researched organization in order to upgrade it to a high level of performance in dealing with data and processing it to obtain the information sought by state institutions and the Directorate of Education in particular.

3- Supporting and building a positive organizational culture among the organization's employees by employing information technology.

4- Canceling the paper archive system and replacing it with the electronic system because of its flexibility in dealing with the documents and the ability to avoid and correct errors quickly, and to deliver documents to more than one authority in a short time to benefit from them at any time.

5- Absorbing the largest possible number of auditors' transactions at the same time, as the ability of the traditional administration in relation to complete the transactions remains limited, which often leads auditors to wait in long lines.

Research importance

1- Avoid the negatives of paper handling, which is making efforts, wasting time and increasing costs.

2- Re-engineering and restructuring of the organization's activities, operations and administrative procedures.

3 - Accuracy and speed of delivery for easy access to data and information, since all parts of the organization are linked to a network (Intranet).

4- Developing the information infrastructure within the organization in a manner that achieves the integration of the vision that leads to improving the performance of the business efficiently and effectively.

5- The ease of monitoring and evaluating the performance of workers in a organization by senior management.

6- Documenting, storing, preserving and retrieving all documents when needed at a high speed.

Research hypotheses and model

To achieve the research objectives and answer the questions, we formulated the following main hypothesis:

There is a significant statistical effect of electronic management on strategic success

The following sub-hypotheses are subdivided:

- There is a significant impact of support senior management on strategic success.
- There is a significant effect of technical resources on strategic success.
- There is a significant impact of human resources on strategic success.

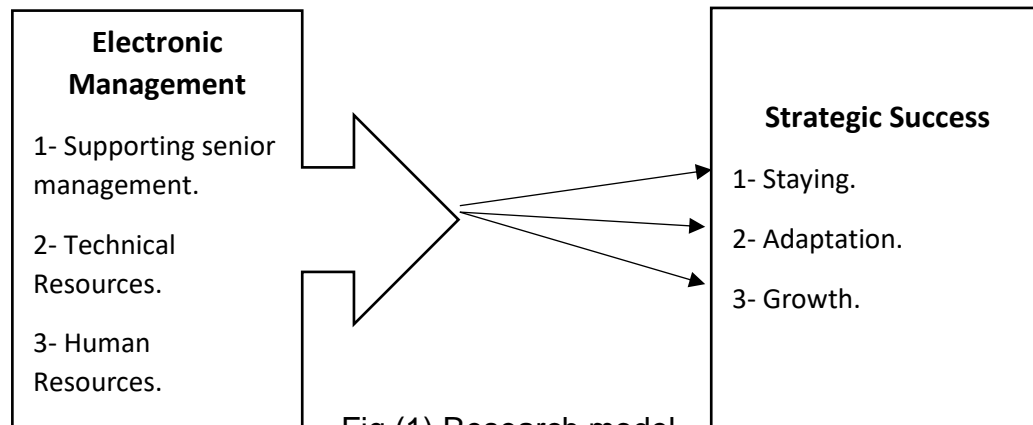


Fig (1) Research model

Research Methodology

The current research relies on the inputs to confirm the results by rejecting or confirming the assumptions, based on data collected from the Baghdad Education Directorate according to the analytical method, and a survey was conducted on 40 managers, department heads and employees from all administrative levels (2019), and the questionnaire that contained On demographic survey questions, in addition to the main questions about the search variables, and the research hypotheses were tested by the statistical program SPSS. The reliability and validity of the measures were confirmed by submitting the questionnaire to (8) specialists in administrative sciences and obtained an agreement rate (0.91), as well as a test of reliability stability. Stability test: The stability of the measuring instrument can be confirmed by checking the internal consistency and stability of the measuring device, then check the internal consistency of the search criteria paragraphs by the Guttman Split-Half parameter.

Theoretical Framework

A. Electronic Management

1- The concept of electronic management

There are many opinions and definitions about electronic management, and we will mention some of them:

* Yassin 2010: 23: It is the process of converting traditional business and administrative services into electronic business and services that are implemented with high speed and infinite accuracy without using paper.

* Al-Ani and Jawad 2014: 33: It is the process of transferring, transferring and changing the form of traditional business and services and making them work implemented through electronic devices through the use of supporting software.

* Al-Arishi 2008: 31: It is an administrative strategy for the information age that works to achieve better services for citizens, institutions and their customers with the optimal exploitation of available sources of information by employing material, human and moral resources in a modern electronic framework in order to optimize the use of time, money and effort and to achieve the targeted demands and the required quality.

* Amer 2007: 35: It is an integrated electronic system that relies on communication and information technologies to convert the manual administrative work into a work implemented by modern digital technologies.

2- The importance of electronic management

(Yassin, 2010: 35), (Esg & Mon, 2004: 12) and Al-Baz, 2007 (2 and (Al-Hassan, 2009: 8- 9)) saw that the importance of electronic management lies through focusing on the following elements:

1- Preserving paper documents: Working with the electronic management system leads to relying on the electronic message as a basic document in conducting transactions, which leads to disposal of papers and eliminates the problem of keeping paper transactions and storing files whose numbers may exceed numbers that exceed the six zeros barrier and is one of the biggest problems facing the Traditional management.

2- Interactivity between employees: Interaction between employees and their superiors takes place through communication via e-mail, authenticating documents electronically, and completing transactions through the website.

3- Change in the communication style between the administrative agencies: The information systems and networks within these devices have worked to fade the traditional communication between the central and decentralized bodies in coordination between the decentralized authorities and the trust authority through the network and the possibility of data and information flow to the sub-administrative units, which helps in the processes decision-making.

4- Transaction preservation systems: The administration has become dependent on preserving transactions and documents on electronic files that are safe from damage and obsolescence in that electronic space allocated to that, as well as securing these documents using more than one electronic storage medium as a precaution against any accident of the parent network.

5- Retrieving the documents: The paper archiving system is difficult to obtain the information when it is necessary to retrieve it from one of the paper files, it may take hours and days due to the accumulation of files and transactions while the electronic administration does not face this problem to rely on the electronic archive on the network, as it is important to search for a file or a document requires only a few seconds.

3- Electronic management application requirements

1- Administrative requirements: (developing strategies and establishment plans): This requires the formation of a department or a body to plan, follow-up, implement and develop plans for the e-management project and to seek the assistance of consultative and research bodies to study and set general

specifications and standards for electronic management, integration and compatibility between information related to more than one entity. (Supporting senior management): Supporting senior management and its ability to create an appropriate environment for work plays a key role in the success or failure of any business, and the commitment of senior management is necessary to support the plans and strategies of the organization, as well as their follow-up to the project and providing feedback that will ensure the success of the project and its development, The conviction, interest, and support of senior management to apply information technology in all organizations is one of the factors that help in achieving electronic management application (Ammar, 2009: 71).

2- Technical resources: represented by providing the infrastructure for electronic management that includes developing and improving the communication network so that it is integrated and ready to use and absorb the huge amount of communications at the same time in order to achieve the goal of using the communication networks (Internet, intranet, and extranet) (*), as well as Providing appropriate digital technology, including hardware, computers, devices, equipment, systems, databases and programs, and providing all of this using individual or institutional use as widely as possible (Al-Mir, 2007: 29).

3- Human resources: The human element is one of the most important elements in organizations. Without this element, organizations will not be able to achieve their goals even if they possess the largest equipment, machines and devices. Therefore, the human element must be well qualified and the a high level of efficiency. And the need to prepare specialized technical human cadres that are related to the information infrastructure and work systems on electronic communication networks through the implementation of a set of training programs that help in preparing these cadres and the development and development of their skills in harmony and implementation of electronic management applications, (Al-Alaq, 2005: 217) and there are a number of human requirements Humanity, including identifying current and future needs of qualified individuals in information systems and software and working on the Internet, attracting the best-qualified individuals in the field of information systems and software, and creating effective systems to maintain and develop individuals and Their motivation, and the administrative empowerment of individuals in order to allow them to quickly deal with changes in the technological environment.

4- Financial resources: The e-management project is considered one of the huge projects that need huge amounts of money in order to ensure its continuity and success and achieve the desired goals, therefore it is necessary to provide continuous financing for it (Al-Serafi 2006: 67). And there is a need to allocate a separate budget for the project so that it is under review periodically for the purpose of perpetuating its ongoing funding.

5- Security Requirements: The rapid developments in the world that affect the advanced capabilities and technologies aimed at breaching computer systems in order to steal or destroy information has led to serious thinking to

define defensive and preventive methods and procedures to protect computer systems (devices and information) from any breach or sabotage. (Abdul Al-Nasser and Quraishi, 2011: 91) and the necessity to take the necessary measures to protect computer systems from penetration, such as setting security policies for information technology, including the Internet, and adopting a national information security strategy to ensure cooperation between the public and private sectors, and developing laws and Regulatory regulations that limit cybersquatting and violations of the privacy of information in the electronic management. Emphasis will be placed on the requirements of the electronic management represented in (supporting the top management, technical resources and human resources) in the practical aspect as it serves the directions of the current research.

B. Strategic Success

1- The concept of Strategic Success

There are some concepts from multiple perspectives, including the following:

* Al-Tamimi and Al-Khoshali, 2015: 646: Organizations work to reach success through their work by building organizational capabilities and vital competencies (core competencies) that allow them to coordinate highly using available resources efficiently and effectively that contribute to achieving high and distinguished performance results.

* Nagy 2014: 73: The ability of the organization to achieve its long-term goals in the light of the available capabilities that can be obtained by keeping pace with developments and changes in the needs of organizations and adopting values, philosophy and goals that enable them to implement their strategic plans and work to align between the goals of workers and the goals of the organization.

* Halalma and Al-Azzawi 164: 2009: It is a group of factors that lead to achieving excellence and leadership, increasing returns and adding higher value to business, growth and continuity through adopting (clear strategy, effective implementation, executive culture, employee talents, active leadership, continuous innovations and repeated deals).

* Waldron & A 153: 2008: The Organization's Capacity to Create Value for Shareholders.

* Thomas 3: 2005: It is the success of a leadership or management that understands the goal of the organization and what is happening in the business environment and anticipating events and facing reality with a long-term view that focuses on critical success factors for a competition to add value to the customer as well as the vision and possibility of developing intellectual capital and focuses on workers Their motivation, satisfaction, feedback, evaluation and review are considered a sustainable success for the organization.

* Maller 1-4: 2002: Is the successful implementation of the strategic plan by the organization as it counted (strategic success = strategic planning).

2- The importance of strategic success

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Achieving strategic success depends on three stages that can support the competition of organizations, namely:

1- Environmental analysis: It is concerned with analyzing the internal and external environment with a view to discovering the strategic elements that may affect negatively or positively in the future. The latter is embodied by the model (SWOT) in the strengths and weaknesses of organizations and the corresponding opportunities and threats in the external environment, (Daoudi and Mahboub, 2007: 47-46).

* **Strengths:** are a resource, skill or other advantages that give the organization a competitive advantage.

* **Weak points:** it is a limitation or shortage of skills and resources that reduce the ability of organizations to confront.

* **Opportunities:** are preferred or desired positions in the organization's environment, the exploitation of which results in greater returns.

* **Threats:** are problems or potential damage that may arise from unfavourable changes in environmental conditions that should be avoided or at least minimize their effects.

And through the analysis of the environment, diagnosis, or environmental assessment, which is the methodological method for determining the distinctive capabilities that organizations possess and the rapid transformations they are experiencing at several levels, including economic, social, cultural, knowledge, technological, political and legal.

2- Choosing a competitive strategy: The strategy is a preliminary environmental vision for the future visions of the organization, drawing its policy and determining its goals in the long term and determining the dimensions of the expected relations between them and its environment, which contributes to clarifying the opportunities and risks surrounding them and their strengths and weaknesses, with the aim of making strategic decisions affecting in the long run. And review and evaluation. While (Wheelen & Hunger, 2006: 14) described it as the overall master plan for achieving the goals of the organization and achieving its mission by investing opportunities and bypassing threats. Or it is a long-term vision of what the organization will be in the future and it is more aware of the intrinsic ability within the organization and competition.

3- Implementing the strategy:

The strategy is implemented through (implementation and monitoring of performance) as follows:

* **Implementation:** It is done through the following:

- **Developing executive programs:** The executive program prepares a text defining the various activities to accomplish a specific job.

- **Setting the budgets:** A budget is established for each executive program, and these budgets represent a translation of the organization's programs in the form of financial values that include cost lists and in detail for each program.

- Executive procedures: Sometimes called operating procedures, and they consist of a sequential system of steps, procedures, and methods that describe how to accomplish each job in a detailed description.

* Performance Control: According to the concept of strategic success, performance monitoring consists of two main dimensions:

- An executive dimension: It relates to reducing the gap between what is planned and what was actually reached by comparing the current results with the goals set.

- A strategic dimension: It relates to reducing the gap between what is planned and what is expected to be achieved, i.e. if the organization is operating under a current strategy to achieve its desired goals, then any possible change in the factors of its environment may require a modification in this strategy to reach the desired goals. (Dawoodi and Mahboub, 2007: 56)

3- Dimensions of strategic success

1- Survival: Survival is the essence of strategic success and the main pillar from which the organization can start looking for an appropriate position to conduct more adaptations to the environment surrounding the organization, and strive for more growth and stability and then adaptation, and so on according to a sequential framework that begins and ends with survival, which is a sign For the way senior management think in the field of competition, as survival is an indication of strategic success (Al-Rikabi, 2004: 347-349). As the survival of the organization depends on understanding its ability to understand asset management, there must be a correlation between the organization's goals and strategies and the exploitation of knowledge assets (Al-Azzawi, 2008: 145).

2- Adaptation: Adaptation is the true measure of the strategic success of organizations that are measured by their ability to adapt to their external and internal environment, and that the essence of this adaptation is the culture and values that the organization believes in, so some see that adaptation is the organization's ability to predict internal and external problems You will face it in the future, and find ways to control it as much as possible "(Al-Shamaa and Hammoud, 2000: 344). (Al-Rikabi, 2004: 47) promised to adapt as "the extent to which the organization is able to respond to any change in its internal or external environment. The image of adaptation of many organizations is framed with environmental variables, especially (the external environment) by accommodating those variables when defining their goals (Al-Naimi, 2000: 391) Finding mechanisms to meet it and prepare to confront it.

3- Growth: Growth is a natural and fundamental phenomenon, as it is considered one of the complex, important and desirable processes that create an impetus to seize opportunities and the availability of incentives and capabilities to confront threats and challenges, and that the growth of the organization means a change in its size as it is measured by the number of individuals working in it, or it is a stage of The life cycle stages of the

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organization through which you develop the skills and knowledge to create the value that makes them gain additional resources "(Khazraji, 2013: 72).

Testing the Hypotheses

The research seeks to indicate the level of answers of the study sample related to the independent variable (electronic management) and its requirements (support for senior management, technical resources and human resources) and the dependent variable (strategic success) and its factors (survival, adaptation and growth), through weighted arithmetic mean, standard deviations and relative importance to her.

Research sample description

Likert tripartite average gradient was approved in the distribution of weights, 50 questionnaires were distributed to managers and heads of departments at all administrative levels, while only (40) forms were applied in the applied aspect, for their validity while 10 forms were neglected due to their inaccuracy by the respondent group to fill The questionnaire The identification form included identifying information as it aims to describe the members of the research sample in addition to the questions related to the research variables.

Analysis of the variable of Electronic Management

The value of the weighted mean of this variable has reached (2.52), which is greater than the value of the hypothetical mean of (2). This confirms that the level of importance of the sample responses for this variable tended towards an agreement, while the value of the standard deviation (0.64) was recorded, which indicates the extent of homogeneity in The levels of answers, while the relative importance of this variable (83.98%) was recorded, which confirms the agreement of most individuals in the research sample on the paragraphs of the independent variable (electronic management), while the results of the analysis of the axes of electronic management were as follows:

Table (1)

Analysis of the variable of Electronic Management

Dimensions	Arithmetic mean	standard deviation	Relative importance
support senior management	2.61	0.57	86.93
Technical resources	2.54	0.64	84.6
Human Resources	2.41	0.70	80.4
Electronic management variable	2.52	0.64	83.98

Analysis of the variable Strategic success

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The value of the weighted mean of this variable has reached (2.42) which is greater than the value of the hypothetical mean of (2). This confirms that the level of importance of the sample responses for this variable tended towards an agreement, while the value of the standard deviation (0.67) was recorded, which indicates the extent of homogeneity in The levels of answers, while the relative importance of this variable (80.6%) was recorded, which confirms the agreement of most of the study sample individuals on the paragraphs of the dependent variable (strategic success), while the results of analyzing its factors were as follows:

Table (2)
Analysis of the variable Strategic success

Dimensions	Arithmetic mean	standard deviation	Relative importance
Staying	2.57	0.59	85.5
Adaptation	2.27	0.73	75.6
Growth	2.41	0.70	80.4
Strategic Success variable	2.42	0.67	80.6

Impact test between study variables

To test the effect of the electronic management variable with its three requirements (support for senior management, technical resources and human resources) in strategic success, F (T-TEST) will be used if the probability value corresponding to the calculated value of (F) is less or equal to the level of significance used in the study of (0.05), This indicates the existence of a significant effect of electronic management in achieving strategic success, and the value of the determination factor (R²%) was found to show the impact ratio.

Table (3) indicates that there is an impact of the requirements of electronic management (support of senior management, technical and human resources) in strategic success, as the calculated value of F for these variables (32.68, 12.54, 15.64), respectively, is all significant, especially since the potential value of The calculated F is less than the level of significance used in the study and it is (0.05) and this indicates the fulfilment of the three sub-hypotheses that state (the presence of a statistically significant effect of support to senior management, technical and human resources in the strategic success variable), and the values of the determination coefficient reached R² % Of these for variables (46. 24%, 24.81%, 29.16%) respectively, which shows the percentage of the impact of these variables on strategic success. The table also indicated that there is an effect of the electronic management variable on strategic success, as the calculated value of (F) was (25.01) which is significant, especially if The probability value of the calculated F is less than the level of significance used in the study, which is (0.05), and this indicates that the main hypothesis that

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stated (the presence of a statistically significant effect of electronic management in the strategic success variable) has been reached.

The definition ($R^2\%$) (39.69%) that shows the percentage of the impact of electronic management on strategic success.

In light of this, we note that the researched organization with its interest in the importance and necessity of implementing electronic management through its requirements of supporting the top management and its technical and efficient human resources will contribute greatly to achieving its strategic success, which will ensure its survival and continuity in the field of competition.

Table (3)
Impact test between study variables

Explanation	F - TEST		coefficient of determination $R^2\%$	Dependent variable	Independent variable
	Probability value Sig.	Calculated F value			
The variable of support for senior management has an impact on strategic success	0.00	32.68	46.24	Strategic success	Support senior management
The variable of technical resources has an impact on strategic success	0.00	12.54	24.81		Technical resources
The human resource variable has an impact on strategic success	0.00	15.64	29.16		Human resources
There is an impact of electronic management on strategic success	0.00	25.01	39.69		Electronic management

Conclusions

Based on what was stated in the theoretical part and the results of the practical part, the research reached the following conclusions:

- 1- The work of the electronic management system leads to the adoption of the electronic message as a basic document in conducting transactions, which leads to getting rid of the negative aspects of paper handling (exerting effort, wasting time and increasing cost).
- 2- The electronic administration contributes to complete the transactions through the employees' communication with their superiors via e-mail and authenticating the documents electronically.
- 3- The electronic administration contributes to preserving transactions and documents on electronic files that are safe from damage and obsolescence.

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- 4- The electronic administration is easy to retrieve information for relying on the electronic archive.
- 5- Electronic administration contributes to getting rid of the complications, bureaucratic and routine procedures that greatly affect the completion of business and the provision of services.
- 6- The success of the organization depends on the human, financial and technical resources it possesses.
- 7- The results showed that senior management is seeking to implement electronic management, but the reality indicates the opposite, on the pretext of the lack of appropriate conditions and insufficient financial allocations.
- 8- The results showed that there is a significant statistical effect of electronic management and its requirements (supporting senior management, technical and human resources) in achieving strategic success.

Recommendations

In light of the above frameworks, we review a set of recommendations, which are:

- 1- The necessity of applying electronic management because of its importance in solving many problems, including the negatives of paper handling.
- 2- The necessity of applying electronic management because it contributes to the process of getting rid of complications, bureaucratic and routine procedures to the process of doing business and providing services with the speed and the right time.
- 3- The need to support young talents by senior management to take advanced managerial positions, because they are positive elements in the process of change and the application of modern technologies and their selection on the basis of academic qualification and specialization rather than choosing them on the basis of personal considerations.
- 4- The senior management should spread the culture of e-work among its employees and know their benefits and benefits that will be realized as a result of applying e-management.
- 5- The necessity of involving workers in the research department (Education Directorate) in making decisions that lead to maximizing the performance of the directorate's work.
- 6- Senior management must overcome all excuses that hinder the implementation of electronic management because it contributes to achieving the strategic success of the organization.
- 7- Attention to raising the sufficiency of the human resource, as it is one of the main pillars of leadership towards strategic success through training, financial and moral support.

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