

## A STUDY ON ELECTRONIC MANAGEMENT AND ITS ROLE IN MANAGERIAL FUNCTIONS

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### Abstract

*These days, the managerial functions face many and multi challenges, where the most important challenge the technological changes that came by the various components of information technology, especially the internet, extranet, increasing in computer use, and development of administrative thought. Accordingly, e-management is the latest in the management school, based on the use of the Internet and business networks in the completion of the managerial functions (planning, organizing, directing, and controlling) electronically. This paper is interested in throwing the light on the concept of E -management and its mechanism application, where it deals with the concept of management science in terms of importance and theories of management science. The aim of this paper is to present the concept of E-management and evaluate its challenge then traces its implementation. This study aimed to investigate the impact of the application and use of electronic management within an organization on its organizational performance.*

**Keywords:** E-management, information system, organizational performance, and managerial functions.

### Introduction

The human communities are living the information age now due to the revolution of information technology and knowledge burst because of the modern communication networks. It is the world of knowledge and information technology now, and what we see now of practical and scientific achievements in the different aspects of life have one main cause in common which is the availability of information and its technical methods that helped eliminate the time and place barriers allowing innovation towards better future (Bel Qasem 2014). The information transformation in light of the economical, political, social, and technical variables participated in achieving a basic and qualitative change in the environment of the public and private business institutes as a vital instrument and one of the institutes' resources to achieve the strategic and relative competitive advantage, develop the institutes, enhance the quality of work, and implement the work strategies and operation management efficiently in the various activities practiced by the institutes on the ground (Al Taii 2009, Abu Aloush 2015).

The efficiency of the management depends on the quality of the managerial decisions it makes which has great importance compared to other managerial practices, and it is considered the backbone of the management, that's why the correct information is needed to help the management in making the decisions in the right form and time to deal with the work challenges and its consequences, and accelerate the procedures and facilitate accessing the services provided by the management, so the customer care won't be an unavoidable evil (Badreddin:2015, Irtaimah et al, 2016). The 21st century witnessed huge steps in the increasing use of the different technological instruments including the modern technologies of information and communication, this digital and information revolution represents a chance for the small and medium organizations to make a large step toward developing its innovative and creative potential and integrate into the international virtual economy, applying the instruments of this modern technology is necessary to make the best use of its efficiency and processing speed to give the desired results in a short time without the mistakes done by the human in his changing and unstable environment (AlKhawaldeh and AlHunaiti,2008) (Sommer and James 2004, Abualoush et al.,2017). Due to all that, the organization considers information technology and organizing the information as a necessary requirement to overcome the increasing challenges faced, and avoid the recession that could lead to losing some of the market share if it didn't keep up with the new developments in the different fields. It became common and usual to do many applications in the different

functions of the organization (productive, marketing, commercial and others like; budgeting, following the receiving and paying accounts, users management, stock management, production planning,...etc) using computers in a short period of time, so organization management doesn't depend on intuition and prediction, but depends on scientific methods. This intervention will list some software and will also focus on the problems facing the users of these software especially the needed database which the user can't obtain, and will try to focus on some of these software that is rich in its content and illustrate how to use it in the applied aspect in the decision making process in the small and medium organizations (Bel Qasem 2014).

### Literature Review

The study of **Al Awamleh (2003)** the issue of the electronic management aiming at providing a comprehensive theoretical analysis for the quality of the electronic government and administration and survey the trends of a sample of employees from public and private sectors in Jordan in order to know their trends regarding the aspects of the electronic management. The study used the descriptive analytical approach and the researcher used a questionnaire to collect the information. The sample of the study was 700 employees in 20 different public and private institutions. After distributing the questionnaires to all the sample members, 581 questionnaires were returned (the ratio was 83%). The results showed that (62%) of the institutions use the computers widely in their work, and (67%) of the institutions use electronic or digital techniques in their activities. The failure of the legislations came in the first place among the obstacles of the electronic management with an average of (4.1). The study recommended that shifting toward electronic government should be done gradually with careful and studied steps, in addition to providing the needed human, financial, technological, information, and legislation requirements before shifting toward electronic government.

In a study done by **Al Abdullah (2006)** about the electronic government and its impact on the efficiency of the operations by studying the efficiency of the executed operations in aspects of information and services in light of the electronic government in Saudi Arabia. The study consisted of two parts: the first one dealt with the theoretical framework by studying the concept of electronic government, its requirements, elements, benefits, and obstacles on its application. The second part was in the field, and it depended on the descriptive analytical approach and the case study approach and included the public employee and the beneficiary. The researcher selected 400 sample members randomly from Riyadh, Jeddah, Abha, and AlDammam, the returned questionnaires were 299 with a ratio of 78%, out of which 110 questionnaires were from employees without mentioning their nationality and 189 from Saudi employees. The study found that applying the electronic government will increase the efficiency of the operations and unify the procedures, in addition it goes with the customs and traditions and the religious and social values. The low social awareness of the sample members was one of the obstacles that face the application of the electronic government with a ration of 73%. The study recommended putting precise procedures and trains the employees on the information sector to insure executing the operations in the electronic government.

**The study by Al Hadi (2006)** is one of the most important theoretical studies that dealt with electronic government as a tool for administrative reform; it clarified the concept and goals of the electronic government. The researcher discussed the model of the electronic government and how it provides the services electronically; he also highlighted the needed skills to activate the electronic government like: information and knowledge management, technical skills, communication and presentation skills, and electronic government project management. Then the study discussed the elements of the successful shifting toward electronic government including the administrative reform and providing an administrative leadership, cooperation with the society, and the participation of the people and the community based organizations in the decision making process regarding the electronic government. The study also clarified the stages of the development of the electronic government. The researcher concluded with a group of recommendations that help the governments in the successful execution of the electronic government systems including;

provide the basic environment through providing and efficient communication systems, bridge the digital gap to reach to the information, keep the privacy of the information, provide a flexible system for electronic records management.

**The study of Al-Rasasi (2016)** which was titled "the impact of applying the electronic management on achieving the knowledge management in the Jordanian banks". The study aimed at knowing the impact of applying the electronic management on achieving the knowledge management in the banks, and it was an applied study. In order to achieve the goals of the study, the descriptive analytical approach was used, and then the relation between the independent variable (electronic management) and the dependent variable (knowledge management) was analyzed. The results showed that there is a significant impact for applying the electronic management on knowledge management. The study presented some recommendations including introducing the operations of the electronic management on several dimension like, improving the performance and the level and quality of the administrative services.

**Clay (2000)** a study which aimed to identify the technological and training skills to the employee in the state institutions to an appropriate extent won him the qualities that distinguish it from other workers to improve the quality of production. The researcher made up questionnaire (33) the adequacy of training technology is built according to the measurements developed by the International Association for the use of technology, and the study sample consisted of 146 employees in the organizations of the United States of America, in addition to the Director and Head of information Systems sector centers.

### **Electronic Management**

Yaseen defined the electronic management as practicing the different types of work and procedures using the modern electronic techniques and instruments, because the electronic management is one of the modern systems that aim at enhancing the execution of operations using the communication networks (Yaseen, 2010). E-management is an important outcome of IT and communication net mechanisms in the digital world. E-management's systems, tools, hardware and software are examples of the new mechanisms on the internet and in the new economy of knowledge. Electronic mechanisms which are less than one decade old are still in the stage of on-going development. Nevertheless, their impact on the configuration and functions of E-management is immense and comprehensive as it has drastically changed both theoretical and practical applications of E-management through the new systems, tools and models of creating wealth and realizing value added in addition to new ways of competition based on innovation.

### **Importance of Electronic Management**

The availability of modern information systems participates efficiently in achieving the goals and strategies of the organizations globalization and fulfilling the desires of the organization in order to continue and stay up to date. This trend insures the following indicators: (Qandeel, 2004) (Abu Ashour and Alnemri, 2013) - Information systems and technologies are considered an effective instrument to reduce the cost of the production elements

- Participate in the innovation to create new opportunities in putting up new products.
- Improve the customer services by fulfilling the needs in the least time possible.
- Reduce the time and the effort needed to finish the procedures due to the ease of retrieving the information.

It also helps revealing the deviations sooner to prevent its aggravation and put the needed treatment. In the same time, Khammas (2002) assured the importance of information management in the last three decades where it became the motive to enhance its presence in all commercial and services public institutions, due to the role it plays when applied, and this gave it extra advantages.

### **The areas of Electronic Management**

E-management takes different patterns and multiple forms consistent with the nature of the work at the facility in order to achieve their goals, and those patterns as follows (Sari 2011)

#### **A- E-government**

E-government is one of the electronic management styles, and is intended to manage public affairs by electronic means to achieve political, economic and social goals, and get rid of the routine and the central business high level of transparency.

#### **B- E-commerce**

E-commerce is the exchange of business information and services via the Internet to achieve economic development rapidly, and bankcards in business operations, and is the first e-commerce application appeared electronic management.

#### **C- E-health**

The e-health and the provision of consulting services and medical information to patients through electronic means, the patient can follow the results of medical examinations and laboratory tests, information and services across the LAN to the hospital or through the Internet.

#### **D- e-learning**

In the e-learning, one can conduct the study and tests editorial and discuss scientific messages via LAN facility or through the Internet.

#### **E- E-Mail publication**

Through electronic publication, one can follow breaking news and economic and social bulletins and access to the latest literature, and take advantage of the various search engines and achieve rapid access to the information from the original sources. From the above, researcher concluded that e-governance comes in the forms of multiple and diverse as, and therefore no organization is complete without the other, but permeated all institutions, whether educational or other terms determine the pattern of these patterns nature practitioner working in those institutions.

### **The Determinants of Electronic Management**

It is known that the main obstacle facing the actual application of the electronic management is the traditional way of working in the public governance, which doesn't prefer the administrative changes. The decision makers in the public sector refuse changing the standards and principles of the administrative work in their institutions in a way that facilitate the application of electronic management. Al-Taei (2007) referred the domain of determinants to main dimension linked to a group of limitations and the weakness points of achieving the electronic management including:

- Economical axis: the shortage of the budget, the poor investment infrastructure and administrative corruption.
- Technical axis: includes the lack of specialized skills in technology and communication, high cost for using the Internet, and the lack of special information standards.

### **The Requirements of Applying Electronic Management**

Adopting the electronic management by the organizations became a main standard for their ability to compete and succeed in light of the challenges they face, and due to the main role of those techniques in having these advantages. Due to all that, it became a must to accredit a group of policies that considered main factors to assure the safety for the best use of information technologies and systems as listed by (Ruth, 2006):

- The commitment of the higher administration to adopt this technology and stick to the standards.
- Provide the infrastructure needed for this technology.
- Provide all the main needs and participate effectively in the work.
- Provide the needed technical and theoretical frames (qualitative and quantitative) as a tool to provide the financial and moral incentives for the individuals.



- Widen the use of computers in the work.

### **Elements of Electronic Management (Dimension of Electronic Management)**

There are many components and elements of the electronic management, from the point of view of (Shilpa, 2010), For example, the technological, social, cultural, political, and psychological components. Salmi (2008), Indicates that the implementation of e-governance require several elements. These elements are as follows devices and equipment, Software of various kinds, Communications, information systems and human resources. From the perspective of the researcher, the electronic elements of management are made up of computer hardware, software and communication networks and knowledge makers.

### **Computer Hardware**

It means computers and its accessories. Due to the development of computer programs and the continuous increase in the number of users of the devices in institutions, it is better for institution to seek behind owning the latest findings of the hardware makers in the world in order to achieve two main advantages:

- a. Provide ongoing development costs and maintenance costs.
- b. Appropriate computer hardware to developments of program and software information systems.

### **Software and Networks**

Software is a programs used to run the computer system and take advantage of different capabilities. While networks are the links stretching across the fabric communicative for intranet, extranet, and Internet network which represents the value of the institution and electronic management (Yasein 2005).

### **Knowledge Makers**

It is the most important element in the electronic management system of digital leaders, Managers and analysts of knowledge resources and intellectual capital in the organization. The makers of knowledge responsible for elements of strategic collaboration management of electronic management on one hand and change the prevailing ways of thinking to reach the culture of knowledge on the other hand. Based on the foregoing it can be said that electronic management is management exercised its elements (the software, hardware, networking, and makers of knowledge) and functions (electronic planning, electronic organizing, electronic leadership and electronic surveillance) and in accordance with the requirements of keep up, efficient and effective use of information technology.

### **Benefits of E-Management**

The great attention given by the developed world using information technology and its various components caused by the importance and the significant benefits offered by the latter, so countries started compete in applying electronic management in view of the benefits achieved. The following are the most important benefits of electronic administration (Saad, 2006) (Mohammed, 2005)

- 1) Improve the performance and effectiveness of the decision-making by providing information and data to those who want it, and facilitating access to them through their presence on the internal network and access them with minimal effort by means of available search mechanism.
- 2) Flexibility in the employee's work so that the employee can easily access the internal network from anywhere may exist in which to do the work at the time and place where desired, bringing desktop using electronic management applications does not have can be limits to be out of the house, the street, the airport and other interdepartmental geographically distant.
- 3) Ease of meetings remotely.
- 4) There will be no need for the large number of file cabinets and thus providing an area as well as providing dedicated to take care of these files employee expenses.
- 5) Easy and fast access instructions and transactions for administrative staff and customers and reviewers.

- 6) Ease ending reviewers transactions through a single point do the job on behalf of the other departments.
- 7) Ease of storage and archiving of data and information and protection from natural disasters and the factors by keeping backups in places outside the enterprise boundaries.

### **Challenges of E-Management**

It is difficult to draw a comprehensive map for all the digital opportunities accrued as a result of the application of E-management as these opportunities are tied to E-Business activities and the job openings from different organizations, including electronic marketing, electronic services, electronic financing, electronic advertisement and many other activities conducted electronically. Digital opportunities may be classified into three categories:

- Electronic operations opportunities
- Electronic marketing opportunities
- Electronic services opportunities

Electronic operations opportunities use network technologies (extranet, intranet and internet) to effect strategic change in the management process and in the chain of values of main and support activities being conducted. This includes activities of project planning, information management to maximize efficiency, speed up of information flow and computerization of activities and operations in environments both internal and external to the organization. Electronic marketing opportunities open windows to global market through the administration of web site to instantly reach clients all over the world quite easily and at minimum cost. This reinforces inclusion of the organization in the E-Business world and avoiding restrictions of time and place. The opportunities provided by electronic marketing enable the organization to build intimate interactive relations with clients and help meeting their demands.

### **Nature of the Managerial Functions**

The managerial function consists of a specific functions and activities, implementation of it leads to ensure functioning well for all the work of the organization. Thus, this in its role will achieve the desired goals of the institution and surviving in the competitive market. On the whole, the talk about managerial functions means to talk about the following functions:

#### **Planning**

Business organizations at the present time live in an ever-changing conditions, because the consumer preferences in constant evolution, and the ways and methods of work in constant evolution. Thus, if organization left its affairs going where agreed and in accordance to chance, in such circumstances, inevitably doomed to failure. Here, it is necessary for the management of any institution to be concerned to study its current position and what institution want to achieve in the near and distant future, and choose the most appropriate ways that can reach the organization to goals. All this can be achieved only through the planning process. If we look at the destination process, we find that the planning process logically precedes the rest of the other administrative functions, Planning includes the clear and precise identification of the objectives should be directed to the organization's efforts and how they can be achieved (Rifai, 1997). Henry Fayol was defined planning as the process of predict what the future will look like with to prepare for this future. Business organizations at the present time seeking to excellence in performance and searching for best practices that will enable them to adapt to all variables at the global and local levels, and to catch up with modern technological developments in the production and marketing methods and face the internal and external competition, and achieve the objectives of survive and grow.

#### **Organizing**

The second important function of the administrative functions, which are inherent in the process of planning and equivalent in importance. Organizing is a function of the path involves identifying the activities to be performed to achieve the objectives, and identify the

individuals who will implement these activities, so as to assign a particular activity to the person who adapted his abilities with the requirements of this activity and determine the positions of power and responsibility, methods of supervision and coordination of activities, in addition to building the organizational structure that shows who does what, and who is responsible for what, etc., and the results to be achieved (Hafez & Wahb, 2007).

### **Direction and Leadership**

Directing it is the process of influencing the behavior of individuals to ensure that focus their efforts on desired goal, including understanding of the nature of human behavior, motivation, leadership and communication (Al-Tayeb, 2006). Leadership is the core of directing function, and can therefore be defined as the process of influencing individuals towards the achievement of the goals of the institution. The basic point that should be the focus is that enterprises need for strong leadership and a strong administrative system to achieve efficiency and meet all the current challenges, creating future visions, create efficient organizational structure, and overseeing the daily operations (Al-Attayah, 2003).

### **Control**

Control is a key element and an important component of the administrative process carried out by an admin at any administrative level, the importance appears of being a tool that works to identify and measure the performance of activities that occur in institutions in order to achieve its objectives. Control is a planned operation that aims to develop standards for performance supposed to be placed in advance for the various aspects of activities, and also satisfying with the desired goals. On the whole control can be defined as the process of measuring and correcting the performance of assigned activities of subordinates in order to ensure that the goals of the organization and plans that are designed to reach them have already achieved.

### **Decision-Making**

The process of decision-making represent one of the main activities of the leaders of administrators, this process includes a choice between alternatives, they are lifeline of any organization, and if this artery stops working life of the enterprise came under threat; decision-making process is the activity that has a status continuity depends primarily on the information available about the circumstances and the surrounding conditions. In addition, the decision-making process is a pervasive process in the following main functions: planning, organizing, directing, and controlling, where we find that every function of these functions cannot be carried out or exercised by individuals without relying on the decision-making process (Rezqallah, 2000).

### **Electronic Management's Contribution to the Development of Managerial Functions**

Electronic management is new style of administration left aroused wide on institutions and their areas of work, strategies and functions, and in fact, the effects are not due only to the technological dimension goal of digital technology, but also to the dimension of the administrative goal of the evolution of management concepts that have accumulated for many decades and became engaged to achieve more administrative flexibility in the mandate and administrative empowerment and team-based management. The digital revolution has contributed in making deep changes in the work environment and methods, including (Najem, 2004):

1. The transition from physical activity management to the default management activity.
2. The transition from direct management of face-to-face to remote management.
3. The transition from hierarchical organization based on a series of commands to the organization's network.
4. The transition from leadership based on tasks or driving workers to mix-based technology - customer.
5. The transition from the concept of control compare actual performance with planned to immediate direct control.

These changes have created two clear trends in the assessment of the effects of these variables on management functions (Baker, 2009):

- See that the Internet and the digital revolution that could lead to the end of the institutions and the redistribution of management tasks, and therefore the digital revolution has transformed strategies into crumbs, and thus blown traditional management systems and littered principles and entered a new era requires a search for a new style which is a digital management.
- See that management is management in the same force that confirms the investors that business is business, and therefore, the administration and their functions, although affected by deep and reconsider its dimensions and its past, remains the heart of institutions, although planning, organizing and directing business and control has become is more efficient and effective as a result of reliance on the electronic administration.

### Research Objectives

This research seeks to achieve the following objectives:

- a. To highlight the importance of managerial functions and increase its effectiveness through the use of information technology.
- b. To shed light on the reality of e-management in the organization under study.
- c. To identify the degree of implementation of e-management at the organization under study and their contribution to the development of managerial functions

### Research methodology

The theoretical side has been relying on the descriptive analytical method for the collection of secondary data sources and scientific references, but the practical side has been relying on the questionnaire to collect the raw data directly from respondents. The population of this study comprised of employees of **XXX**. Accordingly, a random sample of one hundred (100) was selected. The questionnaires were analyzed and used for the study. Percentage and simple average calculation were used to analyze the data collected and later presented in a tabular form.

### Analysis

	<b>Variable</b>	<b>Frequency</b>	<b>Percent %</b>
<b>Gender</b>	Male	71	71
	Female	29	29
<b>Age</b>	20-25 years	18	18
	26-30 years	29	29
	31-35 years	8	8
	36-40 years	38	38
	More than 40 years	7	7
<b>Education</b>	Intermediate	10	10
	Bachelor	85	85
	Master	5	5
	PhD	0	0
<b>Years in current position</b>	Less than 5 years	56	56
	5-10 years	6	6
	11-15 years	33	33



	More than 15 years	5	5
<b>Years of experience with the current organization</b>	Less than 5 years	55	55
	5-10 years	10	10
	11-15 years	30	30
	More than 15 years	5	5

Table (1) shows the demographic variables of the study through 5 sections about the Gender, Age, Educational Level, Years in the current position, and years of experience in the current organization. First section (Gender) reflects that the majority of respondents (71%) were Males, whilst only (29%) were Females in the sampled organization.

Second section (Age) concerned about reflecting the age categories of respondents; while the "36-40" category represented the highest percentage of employees (38.0%), The second level of the respondents which reached (29%) from the sample size. while the "20-25" category represented the third percentage of employees (18%), the "26-30" category ranked. Whereas both "41 and above" category and "31-35" category represented the same percentage (8%) of the sample size.

Third section (Educational Level) concerned about reflecting the educational background of the sample, and it reflects that the majority (85 %) of respondents had bachelor degree, whilst (10 %) of respondents had Intermediate, and only (5 %) of respondents had master's degree, there were no PhD degree holders in the sampled organizations.

Forth section concerned about the years spent in current position and the majority (56 %) of the sample spent round less than 5 years in the current position, whilst (33 %) spent round 11-15 years, and (6 %) spent round 5-10 years, only (5 %) spent more than 15 years in the researched organization.

Last but not least, fifth section concerned about the years of experience in the current organization and reflected that the majority (55%) of the sampled organization spent less than 5 years, when (30 %) of respondents spent round 11 to 15 years, while percentage (10 %) represented employees spent round 5 to 10 years, and percentage (5%) represented the employees who spent more than 15 years in the sampled organization.

**E-Administration application are similar across all business units/departments /divisions**

Response	No. of respondents	Percentage
Strongly agree	32	32
Somewhat agree	25	25
Neither agree nor disagree	10	10
Somewhat disagree	20	20
Strongly disagree	13	13
Total	100	100

32 % of the respondents strongly agree that Increase in disposable income followed by 25% of respondents somewhat agreeing that bank bikes Increase in disposable income. Only 10% of respondents feel neither agree nor disagree about Increase in disposable income. Additionally 20 somewhat disagree about the Increase in disposable income and 13% respondents feel Increase in disposable income is not essential.

**E-Administration application supports the routine day to day tasks of organization**

Response	No. of respondents	Percentage
Strongly agree	40	40

Somewhat agree	20	20
Neither agree nor disagree	15	15
Somewhat disagree	10	10
Strongly disagree	15	15
Total	100	100

Majority i.e. 40 % of the respondents strongly agree that Better safety at roads followed by 20% of respondents somewhat agreed. Only 15% of respondents feel neither agree nor disagree about Better safety at roads. Additionally 10% somewhat disagree and 13% respondents strongly disagree that Better safety at roads.

**E-Administration application supports the decision making of Organization**

Response	No. of respondents	Percentage
Strongly agree	30	30
Somewhat agree	20	20
Neither agree nor disagree	20	20
Somewhat disagree	10	10
Strongly disagree	20	20
Total	100	100

Majority i.e. 30 % of the respondents strongly agree that Suits the lifestyle and personality followed by 20% of respondents somewhat agreed. Only 20% of respondents feel neither agree nor disagree about Suits the lifestyle and personality. Additionally 10% somewhat disagree and 20% respondents strongly disagree that Suits the lifestyle and personality.

**E-Administration application supports the forecasting of organization**

Response	No. of respondents	Percentage
Strongly agree	20	20
Somewhat agree	20	20
Neither agree nor disagree	20	20
Somewhat disagree	20	20
Strongly disagree	20	20
Total	100	100

20 % of the respondents strongly agree that bikes of this company have consistent quality followed by an equal number of 20% of respondents somewhat agreed. 20% of respondents feel neither agree nor disagree about bikes of this company have consistent quality. Additionally 20% somewhat disagree and 20% respondents strongly disagree that bikes of this company have consistent quality.

**E-Administration application aims at increasing the performance of organizational forecasting for market needs**

Response	No. of respondents	Percentage
Strongly agree	41	41
Somewhat agree	5	5
Neither agree nor disagree	20	20
Somewhat disagree	12	12
Strongly disagree	22	22
Total	100	100

41 % of the respondents strongly agree that bikes of this company are well made followed by a small number of 5% of respondents somewhat agreed. 20% of respondents feel neither agree nor disagree about bikes of this company are well made. Additionally 12% somewhat and 22% respondents strongly disagree that bikes of this company are well made.

**E-Administration application aims at reducing the inconsistent practices across different functional areas.**

Response	No. of respondents	Percentage
Strongly agree	20	20
Somewhat agree	15	15
Neither agree nor disagree	20	20
Somewhat disagree	25	25
Strongly disagree	20	20
Total	100	100

20 % of the respondents strongly agree that bikes look durable followed by 15% of respondents somewhat agreed that bikes look durable. 20% of respondents feel neither agree nor disagree that bikes look durable. Additionally 25% somewhat disagree and 20% respondents strongly disagree that bikes look durable.

**E-Administration application aims at reducing the organizational costs**

Response	No. of respondents	Percentage
Strongly agree	29	29
Somewhat agree	22	22
Neither agree nor disagree	14	14
Somewhat disagree	12	12
Strongly disagree	23	23
Total	100	100

Majority of respondents i.e. 29 % of the respondents strongly agree that company offers value for money followed by 22% of respondents somewhat agreed that company offers value for money. 14% of respondents feel neither agree nor disagree that company offers value for money. Additionally 12% somewhat disagree and 23% respondents strongly disagree company offers value for money.

**E-Administration enables evaluating the performance of employees electronically by managers and administrators**

Response	No. of respondents	Percentage
Strongly agree	32	32
Somewhat agree	14	14
Neither agree nor disagree	12	12
Somewhat disagree	22	22
Strongly disagree	20	20
Total	100	100

Majority of respondents i.e. 32 % of the respondents strongly agree that company offers good products for a price followed by 14% of respondents somewhat agreed that company offers good products for a price. 12% of respondent's feel neither agree nor disagree that company offers good products for a price. Additionally 22% somewhat disagree and 20% respondents strongly disagree that company offers good products for a price.

**E-Administration continuously reviews to ensure competitive customer and market advantage**

Response	No. of respondents	Percentage
Strongly agree	25	25
Somewhat agree	30	30
Neither agree nor disagree	25	25
Somewhat disagree	15	15
Strongly disagree	5	5
Total	100	100

Majority of respondents i.e. 25 % of the respondents strongly agree that bikes of this company would be economical followed by 30% of respondents somewhat agreed that bikes of this company would be economical, 25% of respondent's feeling neither agree nor

disagree that bikes of this company would be economical. Additionally 15% somewhat disagree and 5% respondents strongly disagree that bikes of this company would be economical.

**E-Administration application is based on company-wide standard processes and practices.**

<b>Response</b>	<b>No. of respondents</b>	<b>Percentage</b>
Strongly agree	19	19
Somewhat agree	31	31
Neither agree nor disagree	5	5
Somewhat disagree	30	30
Strongly disagree	15	15
Total	100	100

Majority of respondents i.e. 19 % of the respondents strongly agree that company reacts to the price changes of competitors quickly followed by 31% of respondents somewhat agreed that company reacts to the price changes of competitors quickly, 5% of respondent's neither agree nor disagree that company reacts to the price changes of competitors quickly. Additionally 30% somewhat disagree company reacts to the price changes of competitors quickly and 15% respondents disagree that company reacts to the price changes of competitors quickly.

**E-Administration provides and enhances employees with necessary knowledge, skills and competencies to do their job**

<b>Response</b>	<b>No. of respondents</b>	<b>Percentage</b>
Strongly agree	25	25
Somewhat agree	15	15
Neither agree nor disagree	15	15
Somewhat disagree	25	25
Strongly disagree	20	20
Total	100	100

Majority of respondents i.e. 25 % of the respondents strongly agree that they are familiar with the location of showroom/service centre followed by 15% of respondents somewhat agreeing that they are familiar with the location of showroom/service centre, 15% of respondents neither agree nor disagree that familiar with the location of showroom/service centre. Additionally 25% somewhat disagree and 25% respondents disagree that they are familiar with the location of showroom/service centre.

**Findings**

- The electronic management represents a new approach based on the ICT where this approach is characterized by modern advantages, and characteristics that distinguish it from other approaches
- Electronic management is available on a range of elements (hardware, software, networking, knowledge-makers) that help Institution in the performance of its business and various administrative functions.
- E-management application, within the sampled organization, is considered in medium level indicating a medium level of implementation
- Organizational performance, within the sampled organization, is considered in medium level indicating a medium level of implementation.
- Time-To-Market, within the sampled organization, is considered in medium level indicating a medium level of implementation
- The application of electronic management increase the effectiveness and efficiency of the performance of employees largely through serious contribution in raising worker productivity, saving time and effort of employees, and reduce costs ... etc

**Conclusion**



After carrying this research and applied studies the E-management system is the system that through applying it the effective and optimal operations would be achieved in every institutions, organizations, and projects. The results of this study agreed with the results of the study by Al Abdullah (2006) the requirements for applying the electronic management in the Jordanian information systems, where he advised that the transformation to the electronic management is imperative forced by the international changes, where the idea of integration, participation, and applying the information became one of the determinants of the organization's success. The use of electronic management leads to overcome many of the problems that were hindering the process of work, such as the time factor, security Information, barriers of space and time, and others.

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