

The Role of E- Governance in the Success of Organizational Change Strategies: A Field Study of a Sample of Government Departments in Iraq

Ahmed D. Salah El-Deen

Assist. Lecturer

The Republic of Iraq

University of Anbar

Faculty of Administration and Economics

Tarek Tume Atua

Lecturer

The Republic of Iraq

University of Anbar

Faculty of Administration and Economics

Abstract

The current research aims to know the extent to which the government departments in government departments in Iraq can adopt modern and effective mechanisms such as e- governance to reduce the gap between them and the citizens and use it to make successful organizational changes to improve the current administrative organizational reality in the governorate to achieve good governance. Analysis of the relationship between e-governance includes-transparency, e- accountability, e-auditing, and organizational change strategies includes engagement and change Strategy, dialogue and negotiation strategy, deception and camouflage strategy, Learning and communication strategy, and support facilitation strategy. The sample consisted of (80) managers who occupy different organizational levels in government departments in Iraq. The questionnaire was used as a tool for collecting information, Interviews of a number of respondents to confirm the findings of the researcher, which was the most important the government departments in Iraq has used was e-governance, but limited in enhancing the success of organizational change strategies followed by this Departments also show that the government departments in Iraq seriously able to employ the changes that have occurred in the field of e- audit, to bring about more positive changes in achieving success in organizational change strategies.

Keywords: e-governance, e-participation, e-transparency, e-accountability, e-auditing, organizational change strategies.

Introduction

The growing process of technology is driving government departments to think about how ICT can be used to adapt to the environment, its different variables, roles and functions arising from this adaptation from which these governments always need to change to survive and be able to meet the needs of individuals dealing with them, and under the current circumstances and the changes that have undergone technological and cultural factors that are helping to accelerate change the governments need to be constantly changing to meet these challenges as they need to employ different strategies to ensure the success of their ongoing changes.

Managing governments' organizational change is not an easy task. It requires governments to have a deeper view of existing policies and identify the problems they face in implementing these policies. The success of organizational change requires governments to convince their public of the need for change and the effectiveness of the tools used for this process. , One of the modern and important means of change is the creation of new developed ways and innovative methods in the process of managing jobs and offering services and one of these methods is e- governance.

Thus, (e-governance) represents the driving force for change that has a great impact on government policy-making. Such government initiatives need to have a set of features that society must have in order to have an conducive environment to such government initiatives and for these strategies to become effective for change.

The first of these features is the easy access to the Internet and intelligence in the use of options in it, the second access is to information provided by the government and the third is ethics, trust and equity which are the basic values for the control of community activities and finally the continuous quest for growing development in the field of technology to create aspirations of citizens and new expectations to promote and provide high quality services by the government and thus make a qualitative shift by the government in how to deal with citizens and increase confidence among them as well as ensuring accountability and effectiveness and creating interaction between different parties and organizations, in addition, to allow participation in policy-making and decision-making. Providing public services is the rationale for the existence of any government seeking to serve its citizens. Therefore this government makes changes in the traditional administrative systems and achieves confidence and seeks the support of its citizens in the context of the effective provision of public services, for this reason many aspects will be addressed in this research. They are:

The first axis: The Research Methodology.

The second axis: Theoretical Framing of Research.

The Third axis: Description of the Research Variables and Hypothesis Testing.

The Fourth axis: Conclusions and Recommendations.

The first axis: The Research Methodology

First: Research Methodology

1. Research Problem

In light of the circumstances experienced by the Iraqi society in general, and the environmental changes that have continuously and increasingly imposed on the society many challenges and on their organizations as well; this forced the governmental departments have to strive to initiate many radical changes in how to face these challenges, because the existing policies and procedures cannot lead to successful technological changes and, to make these changes and striving for their success, there is a need to find a specialized approach to provide services more efficiently and to help in expressing opinions as well as achieving transparency. This is due to the fact that the government's role is to take advantage of unique opportunities to interact with their citizens and employ these opportunities to impose successful changes to meet the increasing challenges.

The government's interaction with its citizens and the provision of services in a traditional way, especially in the light of the technological developments witnessed by societies in many countries, as well as the lack of supplies and expertise in the technological aspect and the existence of a bureaucratic style in the administration that has made the service centers in the province less technologically advanced than in other societies. This led to the increasing challenges faced by the departments in the province and thus created a gap between government departments and citizens. This gap has been expanding day by day and citizens have begun to lose confidence in these departments that led to the government's deficit in establishing good governance and having a difficulty in convincing citizens of the need to make a successful change. Consequently the main question of the study is:

Does the adoption of e-governance in the government departments in Iraq helps to increase the chances of success of organizational change strategies adopted by them? This question is divided into:

- A. How well does ICT contribute to strengthening governance practices in the governorate?
- B. Does the adoption of e-governance by governmental departments in the governorate affect the chances of success of the change strategies adopted by the departments in the governorate?
- C. Does the use of e-governance as an alternative to traditional governance have a clear impact on the way government departments operate and in persuading citizens to change?.

2. Research Importance

The research seeks to achieve a number of important points, including:

- A. The adoption of e-governance in the government departments in the Office of the province helps them keep side by side of technological developments in the external environment as well as improve internal organizational processes.
- B. The establishment of an administrative and regulatory framework for the successful changes in the way government departments work through the optimal utilization of information technology contributes to helping citizens to access services in the fastest, least cost and transparent way.
- C. The urgent need to develop a modern mechanism taking into account the technological progress in the province that corresponds with the prevailing economic, political and security situation as well as to help

making a qualitative leap in the success of the changes sought by government departments in the Office of the province.

- D. The need to develop a technological action strategy to deal with potential risks that would confuse the work of local administrations and limit their ability to change.

3. Research Objectives

The current research attempts to determine the extent to which the government departments in Iraq governorate can adopt modern and effective mechanisms such as e- governance to reduce the gap between them and the citizens in order to make successful organizational changes to improve the current organizational reality in the province to reach good governance. The current research also seeks to achieve the following:

- Trying to adopt an effective and appropriate mechanism for the success of the organizational change strategies that the government seeks to achieve through e-governance.
- Transition from the old mechanisms of governance (traditional governance) to more efficient and effective mechanisms, while optimizing the technological developments through the adoption of e-governance.
- Seeking to reduce corruption, increase transparency, and present all information, policies and procedures on official websites and allow citizens to express their views and consider them in the future.
- Enhancing political credibility and accountability of the government by allowing citizens to visit the official sites of government departments and to identify the necessary information;
- Promoting democratic practices by motivating citizens to participate in policy-making and decision-making as well as consultation on issues of public interest.
- Encouraging local administrations to maintain bold and effective steps that will enhance the current reality of the governorate by developing its relationship with citizens and adopting approaches that will contribute to the success of changes and challenges.

4. Research Hypotheses

Research hypotheses are:

- The first main hypothesis:** There is a significant correlation between e- governance and its dimensions and organizational change strategies.
- The second main hypothesis:** There is a significant statistical impact relationship between e-governance dimensions and strategies of organizational change.

5. The Descriptive Plan of the Research

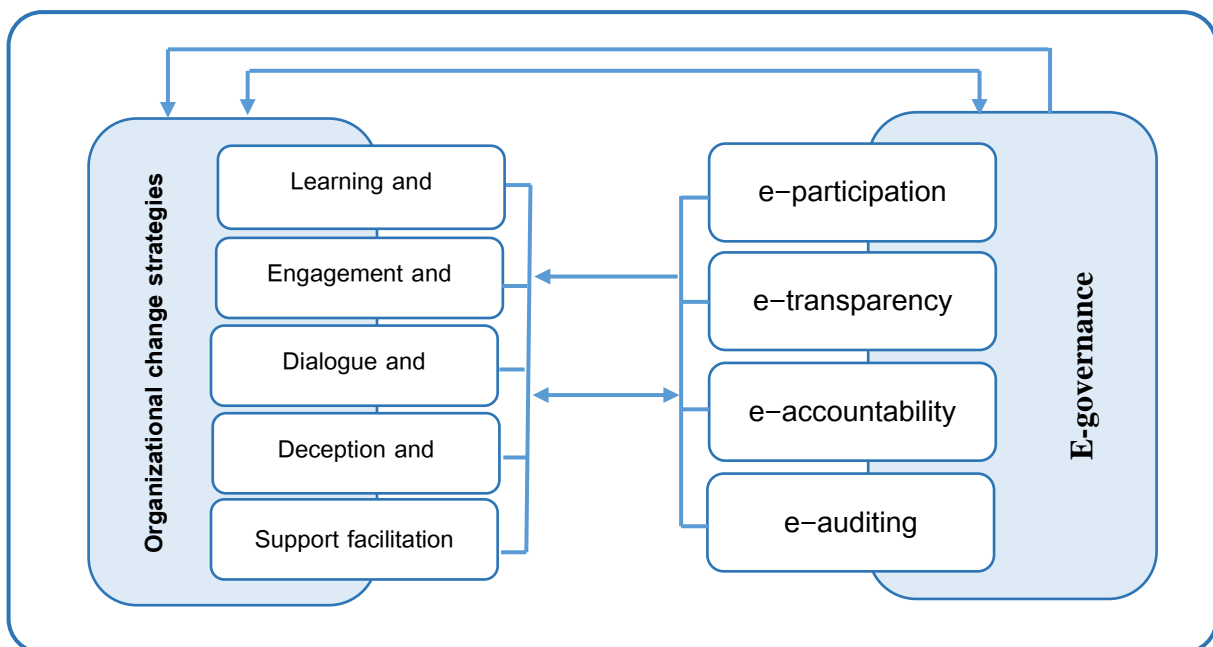


Figure (1): The Descriptive Plan of the Research

6. Research Limits

- A. **Human Boundaries of Research:** Directors who represent the upper class of the government departments in the government departments in Iraq (Director General, Director of Department, and Director of Division) were depended upon for the purpose of this research.
- B. **The spatial boundaries of the research:** Sample of the government departments in Iraq.
- C. **The temporal boundaries of research:** The period of the research was from 15/8/2017 to 24/1/2018.

7. Research Tools

The methods of data collection and statistical methods for analysis are:

- A. **Tools of the theoretical framework:** was based on the contributions of writers and researchers, which the researcher collected from the sources of scientific references of books, magazines, illustrations, and research.
- B. **Tools of Field Framework:** The researcher used a number of tools and methods to collect data, namely:
- Field visits:** The researcher made several visits to the research community and conducted a number of meetings and dialogues with some managers to take their views and get some preliminary data on the subject.
 - The questionnaire:** the main and reliable tool in this research for data collection which was designed to cover all the variables of the research model. The Likert scale was adopted; it has a value of between (5), was completely agreed, and grade (1) is not fully agreed.

8. Standards used in Research

- A. **e-governance standard:** e-governance (e-accountability, e-auditing, e-transparency, e-participation) and e-governance in which (Oktem, et al., 2014, and Thatcher, 2016) standards were adopted. There were also some adjustments were made to the scale and presented it to specialized arbitrators in this field.
- B. **Organizational Change Strategies Scale:** it was based on the (Matejk& Julian 2010) scale, which dealt with (Education and communication strategy, Participation in change strategy, Support and facilitation strategy, Dialogue and negotiation strategy, and deception and camouflage strategy).

8. Statistical methods used in Research:

In order to analyze the data of the research variables and test hypotheses, a series of statistical methods were used by applying the statistical program (SPSS). The mathematical mean, the standard deviation and the variation coefficient were calculated for each paragraph to determine the degree of approval by the sample members of the research variables and their dimensions. The simple linearity of the dimensions of the search variables and the validity of its hypotheses were also used.

The Second axis: Theoretical framing of research.

First: e-governance

1. The concept of e-governance

E-governance, a unique dimension and effective tool of public administration, gained considerable momentum in the early 1990s. It is often used to describe the networking model and decentralize government and citizens. It is also a tool for enabling governance experts to use ICTs to make governance effective for citizens in terms of efficiency, transparency and cost efficiency (Calista & Melitski, 2005: 33). Table 1 illustrates this concept:

Table (1): The concept of e-governance according to the views of some researchers

No.	Source	The Concept
1	(Singh & Sharma, 2009:2)	Use the public sector for ICT to improve information and service delivery, encourage citizen participation in the decision-making process and make the government more accountable, transparent and effective.
2	(Sapru&Sapru, 2014:313-314)	The process of enabling governance experts to use ICT to make governance more effective for citizens in terms of efficiency, transparency and cost-effectiveness.
3	(Abdul Salam, 2013:9)	The application of ICTs to government processes to achieve simplicity, ethics, accountability, responsiveness and transparency in government administrative work.
4	(Rahman & Rajon, 2012:21)	The process of applying modern e-means to improve interactions between government and citizens on the one hand, government and business on the other, as well as the use of e-means in the internal government processes to simplify and improve the democratic process of the government and the commercial aspects of the government to improve administrative efficiency
5	(Oktem&Demirhan, 2014:1927)	Use of ICT to Achieve Governance-Related Goals Governance in terms of its components can be interpreted as participation, transparency, accountability, and the provision of effective information, services and communication among individuals

2. The Importance of e-governance

e-governance seeks to provide e-services and provide e-information to citizens and companies as well as providing facilities for commercial transactions and improving the efficiency, effectiveness and transparency of interactions within and between departments of the government (Singh & Sharma, 2009: 3). noted (Onyancha, 2009 :2) that e-governance is important for both citizen and governments by improving the internal regulatory processes of governments, providing better information and more effective services, increasing transparency of government action, reducing corruption, enhancing political credibility and accountability, and enhancing democracy through public participation and consultation. (Zwahr, et al., 2004: 33) believe that the importance of e-governance is gaining momentum through the introduction of ICTs by providing information on the services provided by the government to citizens, as well as providing the opportunity to audit this information in a more transparent and accountable manner.

3. e-governance, e-government and e-democracy

e-governance includes the use of information and communication technology to support government operations, engage citizens and provide e-services to them (Abdul Salam, 2013: 9). (Savic, 2006: 25) believes that the concept of e-governance is broader than the concept of e-government because it can change the way citizens are connected to governments. E-governance can also create new concepts of citizenship both in terms of citizens' needs and responsibilities. He added that the e-government is concerned with the provision of e-services and the digitization of operations, while e-governance is related to the management of democratic activity and ensuring fairness and transparency in decision-making. E-democracy is the use of information and communication technology to support democratic decision-making, but this concept has been strongly opposed because it does not support the traditional concept of democracy and has become a threat to democracy in the introduction of new information technology. Many researchers believe that e-democracy is the use of ICT to engage citizens and support Democratic decision-making processes and the promotion of traditional democracy (Macintosh, 2004: 1).

4. Components of e-governance

e-governance consists of accountability, transparency, participation, rule and law, effectiveness, responsiveness, consensus, and efficiency to connect citizens to their government and build interaction with the society in which the government operates (Abdul Salam, 2013:10). And there is a set of components that govern the work of e-governance, which are all in the field of providing service to citizens as the introduction of modern technologies on the concept of governance led to the development of the process of providing services to citizens(Naz, 2009: 191). These components are: citizen's service- providing, citizen's participation, efficiency, increasing complexity, integration. Thus, the views of the writers and researchers were differed in determining the components of e-governance. Table (2) illustrates the viewpoint of the writers and researchers in the components of e-governance:

Table (2): The components of e-governance according to the views of some researchers

Researchers	Human Conduct	openness	e-integrity	e-interaction	e-auditing	e-accountability	e-transparency	e-participation
(Bovaird, 2003)	✓	✓	✓					
Savic, 2006		✓	✓	✓		✓		
(Ongancha, 2007)			✓			✓		✓
(Abrahams & Reid, 2008)		✓			✓		✓	
(Singh & Sharma, 2009)					✓	✓	✓	✓
(Makarava, 2011)	✓				✓	✓	✓	✓
(Sapru & Sapru, 2014)				✓	✓	✓		✓
(Ojo, 2014)	✓				✓	✓		✓
(Oktem & Demirhan, 2014)				✓		✓	✓	✓
(Thatcher, 2016)		✓	✓		✓	✓	✓	✓
Total	3	4	4	3	5	8	5	7
Percentage	%30	%40	%40	%30	%60	%80	%50	%70

According to (Oktem & Demirhan, 2014: 1929); (Rahman & Rajon, 2005: 122); (Thatcher, 2016: 37); (Gerardo et al., 2007: 17); (Sapru & Sapru, 2014: 322); and (Millard, 2008: 21) the components agreed upon in the current survey will be clarified as key components of e-governance (e-participation, e-accountability, e-transparency, e-auditing) they are in the following:

- A. **e-Participation:** Technological innovations provide new opportunities to achieve the objectives of e-governance as the concept of e-governance is based on the effective participation of citizens and increased knowledge to get it easier and faster, and the role of government in this area is to provide opportunities that pave the way for easier access of citizens to information and services to provide views and proposals.
- B. **e-transparency:** Information and communications technologies are the most effective and powerful management to enhance transparency and connect citizens, organizations and groups with the government. Technology provides opportunities for citizens to search for information and communicate with other citizens. ICT also imposes pressures on government and organizations to be more open to everyone.
- C. **e-accountability:** ICT is an effective and efficient tool to help citizens take an important and effective role in the accountability process. Information and communication technology (ICT) requires the government to present information about its periodic operations, allowing citizens to compare this information and ensure its accuracy.
- D. **e-auditing:** Despite the importance of participation of citizens in the audit process, there is a barrier to citizens that reduces the effectiveness of citizens in the participation (time, effort and cost), but the provision of ICT in the field of governance leads to new effective and innovative ways to investigate the operations carried out by the government and provide all the information of the government to citizens with the least effort, the fastest time and the lowest costs, and therefore the government is working to provide reports through the means of communication and on the Internet, which makes it easier for citizens to access this information and periodically check it.

Second: Organizational change strategies

1. The concept of organizational change

Change is an unavoidable factor for every organization and every individual working in it because of the urgent need to adapt to dynamic environment variables. Therefore, change means moving from one situation to another due to a variety of different circumstances.

This change itself is the adaptation and changing the status of the organization in terms of its social and economic factors and the transition to a new environment in order to be able to function more effectively, and as a result, the organizational change can be the result of a large number of factors and conditions that are associated with both the internal and external environment of the organization (Stavros et al., 2016: 310). This first concept is taken according to Table (3):

Table (3): The concept of organizational change according to the views of some researchers

No.	Source	The Concept
1	(Naveed et al, 2016:16)	The urgent need to move towards a better situation to avoid threats and seize opportunities. Organizational change is also a means of moving workers and their behavior to a new position that will help them to carry out their tasks more effectively and efficiently as well as to overcome their fears against that change.
2	(Wanza&Nkurarn, 2016:191)	The management style is designed to encourage organizations and individuals to deal effectively with the changes that occur at work.
3	(Khatoon& Farooq,2016:2)	A very complex and important process that requires the participation of senior leaders and managers of the Organization in order to develop organizational capacities and to make multiple commitments.

2. Types of organizational change

The researchers differed in identifying the different types of change (Nardin& Canyon, 2014: 136) noted that change includes four types in most organizations: change at organizational level, change at strategy level, change in technology level, and change in staff level. (Rosen, 2014: 10) added that there are different types of organizational change and all require different types of management to make such changes. And (Burnes, 2005: 323) noted that there are two basic types of change. Change is a continuum of interactions related to specific and deliberate steps by the administration. Therefore, change is according to a specific scale. This change is either constant or radical. (Al Shebli, 2016: 42-46) argues that organizational change has several types: planned change, emergent change, incremental change, incremental change, transformational change, radical change.

3. Organizational change strategies

The administrative literature differed in stating the approaches and strategies through which strategic change is achieved in organizations. (Al-Douri, 2003:409) defined two strategies for change: the strategy of depth of change and the strategy of the size of change, while (Hill & Jones, 2001: 484) defined three strategies for organizational change: developing of Administrative operations strategy, re-engineering business operations strategy and creativity in business strategy. (Certo, et al., 1995: 114) had also identified four strategies for change: a strategy for radical change, a strategy of limited change, a routine change strategy, and a strategy for re- Organizational orientation, while both(Kanter, et al., 1992: 339); (Matejk& Julian, 2010: 43) identified five effective strategies as fundamental strategies for organizational change that will be relied upon in the context of the current research as dimensions that are compatible with current research variables and the current research environment which are:

No.	The Strategy	The Concept
1	Education and Communication strategy	The managers are to constantly contact and guide the workers in these organizations, educate them about the need for change and its benefits for the future of the organization, as well as to clarify the main objective behind the process of change, thus creating a sense of confidence for employees and confidence and increased organizational citizenship.
2	Participating in Change Strategy	To participate in the change are different types of encouraging individuals working on competition and ideas and contribute effectively to the decision-making process of change in terms of preparation and implementation, and this, in its turn, helps to reduce resistance to change.
3	Support and facilitation strategy	This strategy is designed to contribute to the training of employees in new skills according to the requirements of the change process, to provide support and provide the ideal conditions for the process of change, in addition to the psychological and emotional support of the workers.
4	Dialogue and negotiation strategy	It is designed to convince the party to resist the process of change in the advantages resulting from the process of change and the success of negotiating depends on the nature of the negotiating party and the ability to convince the other party.
5	Deception and camouflage strategy	It is to provide individuals with information about the process of change and selectively and arrange the incidents rationally so that all support will be harnessed to bring about the required change and provide support for it.

The Third axis: Description of the search variables and hypothesis testing.

First: Presenting and analyzing the views of the research sample

The data of the questionnaire and analysis of the sample's responses will be presented and analyzed in terms of e-governance dimensions (e-participation, e-transparency, e-accountability and e-auditing) as an independent variable, and the organizational change strategies are: engagement and change Strategy, dialogue and negotiation strategy, deception and camouflage strategy, Learning and communication strategy, and support facilitation strategy), as a dependent variable, and the length of the category was calculated according to the equation (highest value - lowest value / highest value) i.e. $(5-1 / 5 = 0.80)$, and then the length of category (0.80) is added to the least value or subtracted from the highest value; thus the categories from (1.81- 2.60) is weak, (2.61- 3.40) around the middle, (3.41- 4.20) high, (4.20-5) is very high, which means that there are five categories $(15/5 = 3)$. Consequently, the following computations will be explained to which categories they belong as in the following:

1. Presenting and analyzing the views of the research sample on the dimensions of e-governance:

Table (4) shows the mean, standard deviation, and coefficient variance of the variable of e-governance and its dimensions. It reflects an average of (2.87), indicating a weak level and less than the standard arithmetic mean. This was confirmed by the low harmony in the responses of the sample, (0.508), which was confirmed by the coefficient of difference (17.6%). Below is a presentation of the views of the research sample on each dimension of e-governance as shown in Table 4:

A. **e-participation:** The arithmetic mean of this variable is (2.392), which is a very weak one. This is a sign of the interest of government departments in e-participation very weak. The general standard deviation is (0.491). This indicates a low homogeneity in the answers to this dimension. This is confirmed by the difference coefficient, which reached (20.52%).

- B. e-transparency:** The computational mean of this variable (3.138) is a weak mean. This is a sign of weak interest by the government departments in e-transparency, which is somewhat weak. The general standard deviation is (0.522). This indicates a low homogeneity in the answers in this dimension. This is confirmed by the difference coefficient, which reached (16.6%).
- C. e-auditing:** The mean of this variable is (2.974) which is a mean weak. This is a sign of the weak interest of the government departments in e-auditing, which is somewhat weak. The general standard deviation is 0.510. This indicates a low homogeneity in the answers to this dimension. This is confirmed by the difference coefficient, which reached (17.4%).
- D. e-accountability:** The mean of this variable (3.001) is a weak mean. This is a sign of the weak interest of government departments in e-accountability, which is somewhat weak. The general standard deviation (0.509) indicates a low homogeneity in the answers to this dimension. This was confirmed by the difference coefficient, which reached (16.9%).

Table (4): Mean, S.D and C.V for e-governance N=80

The dimension	Mean	S.D	C.V%
e-participation	2.392	0.491	20.5
e-transparency	3.138	0.522	16.6
e- auditing	2.974	0.510	17.4
e-accountability	3.001	0.509	16.9
e-governance	2.876	0.508	17.6

2. Presentation and analysis of the views of the research sample on organizational change strategies:

Table (5) reflects the arithmetic mean, standard deviation and coefficient of variation of the strategies of organizational change, and reflects the arithmetic mean that reached (2.670), indicating a weak level and less than the arithmetic mean of the standard, confirmed low harmony in the answers to the sample, which reflected the standard deviation of (0.503) which is confirmed by a difference variable of (18.9%). Below is a presentation of the views of the research sample on each dimension of e-governance as shown in Table 5:

- A. Education and Communication Strategy:** The mean of this variable is (2.228), which is a very weak one. This is a sign of the weak interest of the government departments in the education and communication strategy. The general standard deviation is 0.442. This indicates a low homogeneity in the answers to this dimension. This is confirmed by the difference coefficient, which reached (20.3%).
- B. Participation in change strategy:** The mean of this variable (3.091) is a weak mean. This is a sign of the weak interest by the government departments in the strategy of participating in the change. The general deviation is (0.544) which refers to the low homogeneity in the answers to this dimension. This is confirmed by the difference coefficient, which reached (17.5%).
- C. Support and facilitation strategy:** The mean of this variable is (2.663) which is a weak one. This is a sign of the weak interest of the government departments in the support strategy and the facilitation to a certain extent. The general standard deviation (493510) indicates a low homogeneity in the answers of this dimension. This was confirmed by the difference coefficient, which reached (18.5%).
- D. Dialogue and negotiation strategy:** the arithmetic mean of this variable was (2.663) which is (weak), and this is a sign of weak government departments attention to the strategy of dialogue and negotiation are weak to some extent, it has reached the general standard deviation of (0.493). This refers to low homogeneity in answers this dimension. This was confirmed by the difference coefficient, which reached (18.5%).
- E. Deception and camouflage strategy:** The mean of this variable is (3.241) and it is weak. This indicates the weak interest of the government departments in the strategy of deception and camouflage to a certain extent. The general standard deviation is (0.559) of this dimension. This is confirmed by the difference coefficient, which reached (17.2%).

Table (5): The Mean, S.D and C.V for the Organizational change strategies N = 80

The dimension	Mean	S.D	C.V%
Education and Communication strategy	2.228	0.477	21.4
Participatory Change strategy	2.175	0.442	20.3
Support and facilitation strategy	3.091	0.544	17.5
Dialogue and negotiation strategy	2.663	0.493	18.5
Deception and camouflage strategy	3.241	0.559	17.2
Organizational change strategies	2.670	0.503	18.9

Second: Testing the Hypothesis of Research

In this section, we will examine and analyze the relationship of correlation and influence between the dimensions of e-governance as an independent variable and organizational change strategies as an approved variable as in the following:

1. Test the Hypothesis of Correlation between Research variables:

The correlation between e-governance and its organizational change strategies, as described in the first hypothesis, will be tested and analyzed using a simple correlation coefficient.

The hypothesis is based on the expectation that (there is a significant correlation between e-governance and its dimensions and organizational change strategies). In order to accept the statistical hypothesis or not, the simple correlation coefficients were tested to determine the significance of the relationship between the variables as shown in Table (6):

Table (6): The Correlation between research variables N = 80

Total organizational change strategies	Strategy of deception and camouflage	Strategy for dialogue and negotiation	Support and facilitation strategy	Participatory Change Strategy	Learning and communication strategy	The dependent variable Independent variable
0.449**	0.400**	0.395**	0.352**	0.435**	0.344**	e-participation
0.461**	0.432**	0.390**	0.422**	0.410**	0.345**	e-accountability
0.465**	0.397**	0.400**	0.340**	0.419**	0.377**	e-auditing
0.446**	0.391**	0.413**	0.437**	0.398**	0.387**	e-transparency
0.476**	0.429**	0.418**	0.453**	0.439**	0.411**	Total e-governance

** 0.01, * 0.05

Table (6) shows the following:

- All aspects of e-governance (e-transparency, e-participation, e-auditing, and e-accountability) showed significant correlations with organizational change strategies of (100%) and at a significant level (0.01). The strongest correlation was between the e-transparency and support and facilitation strategy which is (0.437), thus indicating the importance of the support and facilitation of change strategy of e-transparency.
- The total e-governance showed significant correlations with organizational change strategies (100%) and at a significant level (0.01). In light of this result, the first main hypothesis that reads (there is a significant correlation between e-governance and organizational change strategies and at the level of dimensions) is verified.
- The correlations between total e-governance and total organizational change strategies were moderate. The correlation coefficient was (0.476), which is significant at level (0.01). This indicates that the correlation between these variables is moderate.

2 - Test the hypotheses of Impact between research variables:

We will analyze and analyze the relationship between the dimensions of e-governance and organizational change strategies using simple regression. F is used to test the significance of the regression equation, as well as the width of the marginal slope coefficient (B) and the interpretation factor (R^2) to measure the rate of e-governance

and its dimensions for the changes that affect the organizational change strategies, because the second main hypothesis states that (there is a significant statistical impact of e-governance on the organizational change strategies) as in the following:

Table (7): The Impact between research variables N = 80

Total Organizational change strategies			Deception and camouflage strategy			Dialogue and negotiation strategy			Support and facilitation strategy			Participation strategy			Learning and communication strategy			D.v
R ²	B	F	R ²	B	F	R ²	B	F	R ²	B	F	R ²	B	F	R ²	B	F	In D.v
0.411	0.398	29.970**	0.329	0.372	32.900**	0.348	0.298	19.193**	0.466	0.382	29.763**	0.449	0.372	33.900**	0.322	0.212	25.774**	e-participation
0.430	0.400	32.999**	0.416	0.320	34.005**	0.321	0.174	22.824**	0.400	0.412	32.905**	0.316	0.220	24.005**	0.322	0.222	22.774**	e-accountability
0.459	0.422	33.092**	0.332	0.421	27.005**	0.324	0.286	29.714**	0.372	0.339	24.905**	0.480	0.320	31.005**	0.391	0.309	24.774**	e-Audit
0.396	0.339	27.892**	0.316	0.320	26.000**	0.322	0.274	29.110**	0.372	0.312	31.005**	0.416	0.320	28.967**	0.348	0.298	17.193**	e-transparency
0.499	0.429	43.090**	0.387	0.313	33.909**	0.401	0.330	30.900**	0.447	0.429	41.008**	0.403	0.391	37.980**	0.388	0.306	26.178**	Total e-governance

The value of the tabular F at the mean of 0.01 and the degree of freedom of df(1, 79) = 6.038

Table (7) shows the following:

- A. All the dimensions of e-governance showed influence relationships with organizational change strategies at a significant level (0.01) i.e. (100%), due to the fact that calculated values of F of these models are higher than the tabulated values of F. the biggest interpretation factor (R²) of e-audit with the total of organizational change strategies was (45.9%), and this can be interpreted in terms of e-auditing. While the marginal slope value (B) between these two variables was (0.422). This suggests that increasing the e-audit variable by one unit will increase strategies Organizational change to (42.2%).
- B. All dimensions of e-governance showed significant moral relations with organizational change strategies, which constituted (100%) and at a significant level (0.01). In light of this result, the second main hypothesis that reads (there is a significant statistical significance relationship between e-governance and change strategies Organizational and level of dimensions) is verified.

C. The relationship of the effect of the total e-governance with the total strategies of organizational change was moderate. The value of (f) is (43.090), which is significant at (0.01) and (R^2) reached (0.499) of the changes in organizational change strategies. This can be interpreted in terms of e-governance, and the value of the marginal tendency (B) between these variables was (0.429). This indicates that increasing e-governance by one unit leads to an increase of (42.9%) in development change strategies.

The Fourth axis: Conclusions and recommendations.

First: Conclusions

1. Conclusions on research findings

- A. It has been shown that there is an interest in e-governance in the government departments in Iraq. This concern is due to the interest of the sample (e-auditing, e-transparency, e-accountability, and e-participation) but it was not in the required manner.
- B. There were intermediate levels of organizational change strategies in government departments in Iraq and these levels emerged as a result of the average concern (learning and communication strategy, participatory strategy, support and facilitation strategy, dialogue and negotiation strategy, strategy of deception and camouflage).

2. Conclusions on the Correlation model

- A. It has been shown that the government departments in Iraq Council have used e-governance, but only in a limited way in enhancing their success in the organizational change strategies followed by this contribution, especially in the field of e-auditing, but not in the required form.
- B. It has been shown that the departments of the government departments in Iraq have used e-auditing to enhance the success of their change strategies. This policy has had a clear role in promoting the strategy of e-participation.
- C. e-accountability has played a role in the success of the change strategies of the government departments in Iraq, reflected in enhanced participation in change, promotion and support for change.
- D. It turns out that the departments of the government departments in Iraq use less e-participation in support of success in pursuing change strategies.
- E. The role of e-transparency in the success of organizational change strategies is the least of the dimensions of other e-governance.
- F. e-governance has played a relatively good role in promoting the success of organizational change strategies combined rather than using these dimensions individually. This confirms a logical conclusion that there is coherence and Integration between these dimensions, whose role is more reflected in the collective approach than if used separately.

3. Conclusions on the Impact model

- A. It has been shown that the government departments in Iraq have been able to employ the changes that have occurred in the field of e-auditing to bring about more positive changes in the field of success in organizational change strategies.
- B. It has been shown that the departments of the government departments in Iraq Council have been able to use the change in e-accountability to make more success in the strategies of change followed by it.
- C. By changing the e-participation in the governorate, the departments in the province have managed to make more impact on their success in following organizational change strategies, but this was less than the rest of the dimensions.
- D. The change that e-transparency has contributed to make more impact on its success in organizational change strategies is relatively the slightest one.
- E. The departments of the government departments in Iraq Council have been able to use the changes in the dimensions of e-governance combined to bring about success in organizational change strategies in a society rather than using it individually.

Second: Recommendations

1. To Invest e-auditing, e-accountability, e-participation, and e-transparency, and work to support and benefit from them in the promotion of future successes.
2. To achieve transparency and clarity in the work of the government departments in Iraq to achieve high levels of creativity, and satisfaction by citizens in the province.

3. To involve the majority of citizens who have the vision and experience in the future plans of the province to gain the largest possible number of creative ideas and to identify their views and proposals and reflect them in reality.
4. To increase the interest of departments in the governorate in e-auditing for it has a direct impact on promoting success in organizational change strategies through interest in support and participation in change.
5. To activate and increase the social networks and official sites of the province with other governorates and with the Government of the Center. The aim is to increase experience and exchange information with citizens and other departments as well as facilitating services and transactions with them, which earns the satisfaction and high levels of success in the services provided.
6. To introduce new services that provide advanced services to citizens, which increases the success of their business and thus increase the chances of success in the strategies adopted by the change.

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