



# **THE IMPACT OF RESOURCE CAPABILITIES IN ACHIEVING THE REQUIREMENTS OF ELECTRONIC GOVERNMENT - A DESCRIPTIVE AND ANALYTICAL STUDY IN THE OF THE IRAQI MINISTRY OF HIGHER EDUCATION AND SCIENTIFIC RESEARCH**

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<b>Article history:</b>		<b>Abstract:</b>
<b>Received:</b>	1 <sup>st</sup> October 2022	The research aims to identify the importance and role of human resource capabilities in public organizations and their effects in creating a work mechanism in a new style through the mechanism of shifting from bureaucratic work practices to electronic work mechanisms in the of the Ministry of Higher Education and Scientific Research. The questionnaire was also used as a main tool in collecting data and information from an intended community of (60) employees, including senior leaders in the ministry. A number of statistical methods were used (normal distribution test, confirmatory factor analysis, descriptive statistics, Pearson's simple correlation analysis, modeling Structural equation, path analysis, coefficient of determination R <sup>2</sup> , test (T) based on the ready-made statistical programs (spss), and the results were obtained from the applied side, which includes the interest of the Ministry of Higher Education in establishing the e-government program through the support of management and senior leadership in developing the capabilities and skills available It has, through working to create an environment and culture, to create that flexible organizational structure that is reflected in the formation of a culture d General and variable in order to be able to perform engineering mechanisms on the mechanisms of business and operations.
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**Keywords:** Human resource capabilities, e-government

## **1- INTRODUCTION:**

The talk about the inflation of the government apparatus and the endeavor to limit the number of its employees began since the middle of the twentieth century, as the expansion of government departments led to inflation in the financial budget in addition to the rampant bureaucracy and the obstruction of business as a result of the complexity of procedures and the exacerbation of routine procedures that exhaust the citizen when he fulfills his needs. It requires resorting to government departments and agencies, as well as routine in completing transactions, in addition to the inefficiency of some administrative agencies that revolve in a vicious circle, in addition to the emergence of the electronic side within the global trade movement, was reflected in the performance of business at home and abroad, so the last millennium was marked by the emergence of technology and communications And its uses in various fields, which led to a wide emergence of the global information

society, that placed man at the center of his interests and allowed him to access the information he wanted with the least possible time and effort during Information and communication technology that is an integral part of building the existing economy on knowledge, so it required carrying out administrative reform processes that require the implementation of change mechanisms that carry with it the mechanism of change and adaptation in addition to those legal and social requirements and other factors and focus on the capabilities of workers and develop them by knowledge to reach performance called the (core values) of the organization through which institutions can Implementation of electronic applications to facilitate daily work through this government

## **RESEARCH PROBLEM:**

The application of the e-government project in our working lives and daily uses is a major shift from the bureaucratic norm among the public of employees and



beneficiaries within the framework of traditional services and the transition to bureaucratic electronic technology and obtaining value and efficient performance, which includes a number of benefits, including an abbreviation (Effort, time and cost), however, developing countries have not yet understood the importance of electronic transformation due to the dominance of that official bureaucracy as well as not accepting the idea of change that leads to re-engineering operations and job roles that may create conflicts due to the mechanism of change in work patterns and the impact of the electronic digital gap between workers. Which was represented in the disparity in capabilities and competencies in the electronic field, so the research problem lies in how to communicate the vision of the senior leaderships of the researched organization to the employees and to find conviction about the importance, advantages and objectives of that electronic transformation, and because the intellectual conviction of the workers in the application of these systems may not be consistent with the narrations of the senior leaders that Reflected on finding the appropriate application for the government program with the available capabilities b The research organization and what it aspires to achieve regarding its future goals, so that the organization faces a dilemma in the mechanisms of successful application of modern systems, and this gives an image of the research problem that is generated by many researchers and writers regarding this disparity between the organization and its employees, which comes through the disparity in understanding to find an e-government program through a phase E-government is in the stage of electronic readiness and electronic maturity

#### **RESEARCH IMPORTANCE:**

The importance of the research is evident through the results that the researcher hopes to reach depending on the problems and issues facing the mechanism of providing services to citizens and to the educational

institutions affiliated to the Ministry of Higher Education and Scientific Research in order and serve the educational process in Iraq and extract a number of positives and negatives through the adoption of the e-government project Depending on the capabilities of its personnel through

- : 1- The importance of its topics, which included the capabilities of human resources and e-government.
- 2- Statement impact between each of the capabilities of human resources and e-government.
- 3- The importance of the research as it is applied in the Ministry of Higher Education through the possibility of linking the educational institutions of the Ministry of universities and institutes with a unified database that facilitates the organization of administrative and scientific work for government employees, professors and students, which contributes to reducing the effort and time to complete the transaction, whether it has administrative or scientific content.
- 4- Enhancing the organizational capabilities of the researched organization by changing the pattern of performing its work from the traditional, routine, bureaucratic mechanism to a smooth electronic pattern that is subject to the policy of the government organization in question.
- 5- The research represents a new and serious attempt in the Iraqi environment, especially in the researched organization, to present concepts and foundations that are modern and the possibility of generalizing them to other organizations that are no less important than the researched organization.
- 6- The research derives its importance from the extent to which technological methods and tools can be employed in the administrative work of the researched organization, which focuses on developing work methods in it while creating a suitable environment for the development of knowledge talents who are ready to work under any circumstances, and this is important and decisive in the success of the researched organization to face challenges. faced in the future

#### **THE MAIN HYPOTHESIS:**

**There is no significant effect between the capabilities of human resources and their dimensions in the e-government and its dimensions.**  
**hypothesis chart**



### HR CAPABILITIES:

Since the beginning of the last century, administrative theories have contributed to the crystallization of a clear trend towards caring for the human resource . Technology alone, no matter how advanced it is, cannot achieve the goals of organizations away from the human resource, since this resource is the basis for achieving competitive advantage. Through the capabilities of those resources, the organization can Reaching strategic performance and create and achieve value (Jallab and Jassim, 2017, p. 165), Capabilities refer to a set of strategic operations of the organization that distinguishes it from other competing organizations and enables it to change and develop rapidly due to changing environments. Therefore, capabilities have become an attribute that enables organizations to acquire knowledge mechanisms among employees with available resources to form the ability that maintains continuity. (Al-Mahasneh, 2017, pp. 19-20), Capacity is a concept related to a person that refers to a set of dimensions of behavior that make up the individual's superior performance at work and is referred to as competencies. These the capabilities that the employee must have in order to do a good job that is refer to the characteristics of the individual that can significantly differentiate between effective and ineffective performance. Work-related personality traits that include the knowledge, skills, and values that individuals rely on to perform their work well, derived from job analyzes, and consist of the motives that drive behavior (Selmer, J & Chiu, R, 2004, p: 325). It is a series of modules that may not be easily imitated by others, but can be effectively replicated and re-created internally when needed, which are derived from scientific studies in which the most efficient methods are determined and are considered as one of the components important and represent path dependency, resource accumulation, continuous improvement, reliability and production

efficiency. Therefore, capabilities are strongly related to the human resource, and they are a reflection of human resource practices that enhance skills, motivations, or opportunities And that the sum of these practices of human resources gives capabilities to those resources that are reflected in the organizational capabilities (Ying etal, 2012, p: 129-136), It reflects the organization's ability to perform functional activities by possessing metaphysical strategic visions that enable it to recognize the intrinsic value of other resources and develop new strategies before competitors and a new mechanism for value creation (DAVID, 1994, p: 145), Human resource capabilities lead to integration between human resource management and strategic practices, which makes human resource management a partner through the full impact of human resource management practices on creative performance that achieves harmony with the organization's strategy, which leads to the ability to anticipate changes in the surrounding environment early. And responding to it appropriately, and this is due to the increase in trends towards complexity and changing and uncertain conditions, which prompted those institutions and companies to search for their need for innovation through the competencies of their workers and their development, which is one of the most severe challenges facing organizations today (Gerrit etal, 2015, p;1004), The capabilities come from the information exchange mechanism through its human capital. It is based on information. It is an invisible asset that comes from realizing customer perceptions that are developed within the functional field, which is a complex of human, material and technological resources. The organization uses them according to the following cases: 1- In case of uncertainty Which includes cases of economic, industrial, regulatory and technological environments in addition to the behavior of competitors and customer preferences, 2- The



complexity related to the interrelated causes that constitute the organization's environments and the competitive interactions resulting from the different perceptions about this disparity (**Schoemaker & Amit, 1993, 33-35**). The ability within human resources management is a science and practice based on the nature of work relationships, procedures, administrative decision-making and issues that govern that relationship (**Selmer, J & Chiu, R, 2004, p:324**). The fact that the organization obtains the capabilities of its human resources gives it an essential characteristic that is used by strategic management scholars to influence the organizational capabilities of the organization in order to obtain a competitive advantage (**Adham, 2021, p. 74**). The capabilities of human resources are based on the factor of competition based on innovation, which led to the development of the role and tasks of human resources management, so it shifted from the nature of its traditional work, which includes compliance with government laws and following organizational procedures and policies for the selection and employment of employees, to human resources management based on competence that can reach optimization performance To achieve the organization's strategic vision and goals (**Dubois & Rothwell, 1 2004:50-56**). The researcher defines the capabilities of human resources as that, it is that accumulated stock of knowledge, skills, and motor and intellectual capabilities that individuals possess within organizations, which the organization over time has converted into expertise and knowledge through its mixing with the rest of the other resources to form competencies that represent an assembly of its human capital that is subject to To control the organization in a working relationship through which it gives the organization uniqueness in its efforts to gain, maintain and sustain a competitive advantage through its scarce, valuable, unique and irreplaceable human resources that work to exploit the resources available to all organizations in a work formula that gives the organization a fundamental advantage.

#### **Dimensions of human resource capabilities:**

**1- The level of knowledge:** Knowledge refers to those strategic initiatives that activate, transfer, interpret and integrate explicit and tacit knowledge. Knowledge is achieved through these internal and external activities. External communication also plays an important role in creating knowledge, as the performance of the organization depends on the creation and transfer of information and knowledge during interaction. With social networks that include people, which form the nature of the interdependent relationships that occur in society, therefore, the interaction of

knowledge management capabilities with other resources such as networks and human capital works to reshape a large part of the company's resource base (**Rifat, 2013, p: 2017**). Knowledge indicates Those mental processes that are represented by perception, learning, thinking, and a judgment issued by the individual in order to interact with his private world (**Al-Salem, Moayad, 2002, p. 184**). Therefore, knowledge through organizations is broader than individual knowledge, as it is the sum of all the skills and capabilities of individuals in administrative activities, so knowledge is dependent on By organizations as an input to form a strategy that includes both perception, education and thinking, it is valuable information that is found in organizations in the form of databases and educational software. It is part of the organizational structure, as it is an intangible product through which the organization can carry out the process of competition (**Nouri, 2013, p. 24**), so most organizations tended in light of the knowledge economy to adopt knowledge as an inevitable necessity and include it within the essence of work and transform knowledge into the realm of actual application and shift from the work mechanism Routine to work based on knowledge (**Blumentritt & Johnston, 1999, p: 287**), so knowledge enables the organization to obtain a competitive advantage through its ability to adapt to environmental variables, but knowledge is characterized by a short life cycle due to the speed of technological progress and innovative competition, but it is one of The strengths of organizations to seize opportunities (**Al-Enezi et al., 2015, 148**).

**2- Skill level:** The human resources department aims to work on improving the level of employee skills by providing an enabling work environment that provides employees to participate in planning and decision-making in the organization. In general, the main activities of human resources should focus on raising the level of employee skills regularly by understanding their professional needs and increasing The level of their motivation, which is reflected in the level of employee participation that affects performance (**Amit et al, 2019, p:1255**) that the performance of employees depends on their skills (which determine the ability to perform) and the second factor depends on their attitudes about work (which affects the desire to perform) Therefore, performance, skill, and attitudes are not fixed in all work settings, and training and experience are two important factors in shaping the skill that is reflected in performance (**Stanley and Karen, 1991, p:436**). Skill is defined as the level





of skill of the individual in performing a specific task, and skills may combine In self-awareness, setting goals, emphasizing time and conflict management as part of human capabilities, in addition to creativity and innovation, and skill referring to the mechanism of overlap with knowledge as **well (Al-Anazi et al., 2015, 148)**

**3- The level of trends:** Many psychologists consider that the study of trends is the main problem of social psychology and that it is an important part of our lives. Ecological factors, social factors, and cultural factors. In other words, the behavior of the individual is affected by his characteristics and personal characteristics, in addition to the influences of the social environment and cultural factors. Hence, the attitudes that affect and the formation of trends appear. Herbert Spencer is the first to use the term attitude when you talk about the attitudes of the mind that helps a person to communicate to his conviction. And its rulings on phenomena are different issues **(Kazem, 2009, p. 2) (Jallab, 2011, p. 108)** indicates that the modern view of attitudes can be known by defining the individual's attitudes through his beliefs and feelings towards the target object, and attitudes are the sum of the cognitive, emotional and behavioral components that control and direct The behavior of the individual. Attitudes are judgments issued by the human being, and they consist of three parts: the perceptual aspect, the affective aspect, and the behavioral aspect, i.e. It perceives the meaning and is affected and then issues a behavior **(Jalal et al., 2021, p. 17)** that the attitudes are affected by the values that are acquired from the same sources that generate values such as friends, teachers, parents and role models, and the attitudes come from the attitudes on certain people or objects while the values have a focus More general and more stable than attitudes, an attitude is defined as a willingness to respond in a positive or negative manner towards someone or something in one's environment. For example when you say you "like" or "hate" someone or something, you are expressing an attitude, value, is a hypothetical construct meaning that one does not see, touch, or isolate an attitude. Instead, attitudes are inferred from the things people say, informally or in formal opinion polls, or through their behavior. The three core components of attitude that make up attitudes (cognitive, emotional, and behavioral) are. The cognitive component of a situation reflects the beliefs, opinions, knowledge, or information that a person possesses. It represents the individual's thoughts about someone or something and the conclusions drawn about it The emotional

component of a situation is a specific feeling regarding the personal effect of past circumstances that is manifested in the cognitive component The behavioral component is the intention to act in a certain way based on the effect on the behavior of the individual that forms the direction **(John & James, 2010, P:27).**

**4- Practice level:** The general purpose of human resource management is to ensure that the organization is able to achieve success through the practices of its people planned by the human resource department, as noted by Ulrich and Lake (1990): Human resource management systems can be a source of organizational capabilities that allow For companies to learn and take advantage of new opportunities, human resource management is specifically concerned with achieving goals through the impact of its practices in the following areas to achieve organizational effectiveness, including human resource management, knowledge management, reward management, and employee relations **(Michael, 2006, p: 8)**. , 2016, p. 71) quoting Ketkar & Sett, 2010:117) that the term practices relates to human resources, as it leads to human resource management practices represented in strengthening skills through continuous training and strengthening motivation by putting employee incentive systems in place as well as empowering staff, delegate appropriate authority, freedom to make decisions, and participate in strategic decision-making that adapts this practice and applies across a variety of situations, across locations, or For the different units of the organization and the speed at which such modifications can be made that indicate human resource practices, the purpose of the practice is to reformulate the role of human resource management functions in a way that achieves compatibility between the capabilities of individuals and their attitudes with the philosophy and orientation of the organization towards its goals **(Edgar, 2020,5)** As a result of the changes that have taken place in these practices in recent times, which have led to a divergence in the opinions and orientations of researchers and specialists in this field in defining their concept, however, they agreed on the importance of the role played by these practices in influencing the behavior, attitudes and performance of workers in a way that makes it compatible with the goals that organizations seek to achieve. **(Tabiu et al, 2013, 250).**

**The electronic government:**

Historically, the United States was the innovator and leader in e-government initiatives. Between 1993 and 2001, the federal government launched more



than 1,300 independent initiatives (**Ibrahim et al, 2005, p: 241**), The establishment of e-government in the mid-eighties in the Scandinavian countries, which is represented in linking remote villages to the center and called them electronic villages, as Lars in Denmark is the first to define the meaning of government services governance electronically in order to get out of the scope of routine work (**Al-Tai, 2007, 3**), indicates that the emergence of electronic government is due to two aspects, namely the information revolution, which led to rapid booms in the field of communication of individuals with each other, so its effects were in the commercial field. The second side is the administrative reality, as it indicates that the term electronic government began It appeared at the global level in 1995, when the Central Postal Authority in the US state of Florida began applying it to its administration, but the official and political birth of this concept was at the Naples / Italy conference in March 2001 (**Al-Quraishi, 2012, p. 35**), indicated that the concept of e-government is restricted and there is not yet a unified definition of the concept. In other words, it is difficult to determine what exactly e-government is. This difficulty stems from the fact that e-government is a specific concept through the objective of activity (transfer of information and government services between governments, their customers, and their suppliers) and that the technology used is only a means to convey the goal and vision to the relevant actors. Hence, many definitions of e-government are somewhat loose and ignore the multiple meanings that e-government may have depending on the specific context, the regulatory environment, and the dominance of a group of actors in the field. Certain position and different priorities in government strategies (**Mete, 2007, p:654**), that the definitions of e-government differ in different foci of e-government and usually center around technology, business, citizen, government, process or functional perspective, and can be affected according to the stakeholders in e-government and others suggested that it is a confusing expression To this end, it is highly dependent on the environmental practices of e-government. Many researchers categorized definitions of e-government into six different domains including citizen, business, government, process, technological, and functional (**Moaman, 2011, 26**), define e-government as the strategic and coordinated use of information and communication technology (ICT) in public administration and political decision-making (**Marcelo & Nicolau, 2015, p:588**), (**Leif Sundberg, 2019, p:22**) E-government (e-

government) is a research field that studies the use of information and communication technology (ICT) in the public sector. Such initiatives are often linked to the promises of the transformative government, which is more efficient and uses modern technology to increase democratic participation. As for the researcher, the researcher believes that the electronic government is that the electronic government: it is a mechanism, technical, electronic, based in its work on laws, instructions, controls and the vision of the strategic leadership of business organizations And public policy makers electronically, it is a gradual shift between bureaucratic centralization and decentralization and the formation of an intermediate entrance between them to refer to transparency, question and citizen confidence that works to solve problems and provide services through the process of mixing between the behavioral side and the technical side to achieve efficiency and effectiveness through the exchange of information through a unified approved electronic portal On the database that comes from the electronic governance mechanism to represent the mechanism of interaction and communication between each of the government and citizens and between the government and between business institutions and to carry out internal government operations between government departments with each other electronically in order to simplify and improve aspects of government in a democratic manner that relates to citizens and business institutions alike, So the talk The mission of e-commerce is not electronic commerce, but rather it is much more than that. E-government is related to our relations with our civil institutions and the foundations of our countries and societies. Understanding what citizens and companies want and how the government, the private sector and the joint sector measure the return on government investment on the Internet is ((challenge)), as it requires Benchmarking revolutionizes new thinking about policy issues, political realities, and their impact on citizen and business satisfaction. As an essential step towards further use of information and communication technology, an integrated model should be sought for evaluating the development of e-government, which will compare the benefits and all costs and funds allocated for the application of new technologies in the public domain. To provide services without profit (**Sakowicz, 2001, p**): Therefore, operations ((re-engineering is the first building block)) of the transformation process, taking into account two important factors, namely functional risks and political risks, the lack of compatibility between these two factors leads to the



inability of the organization to Understanding its uncertain future strategic needs and generates conflict between the current strategic mechanisms and the degree of change required by automation and electronic re-engineering processes in official government institutions (**Eric & Row, 2016,9-10**), and that the purpose of transformation is to show value through performance across organizations government through ICT initiatives that are primarily a political mission and are determined by officials and officials Sharia, since the motive for any investment in information and communication technology is its ability to create value for the investing institution. Therefore, the decision to invest in information and communication technology comes from different levels within the organization, but the focus remains on political justifications. The justification for investment in information and communication technology in the sector The year is not well understood yet in addition to the legal constraints, so the technological side takes upon itself to highlight two values, namely the economic value, which is represented by reducing costs and increasing efficiencies, and the political value involves increasing the issue, fairness and equality of access (**Alina & Lee, 2003, p794**), that the process of transformation In public sector systems, it takes place in accordance with that changing governing environment, so technology applications have become the cornerstone of government operations. Therefore, electronic government has replaced the bureaucratic principle, and the beginning of the transition to electronic government in the public sector requires public sector governance, and the path of governance is horizontal, being responsible for the distribution of power And knowledge in all organizations in the state in light of the dynamic environment that leads to the emergence Good patterns for the decision-making process and the sharing of power and the matter is reflected even when the emergence of information technology helps the emergence of new models of organizations based on technology structures. (**electronic journal of information systems, 2004, p2**).

#### **Dimensions of e-government:**

- 1- Electronic Technological Infrastructure:** Traditional economic infrastructure plays an important role in facilitating long-term economic growth. Starting in the nineteenth century, the construction of railroads and canals greatly enhanced the economic development of the United States and provided cost-effective access to the natural resources in the region. One by the factory in other regions Efficient combinations of inputs

resulting in low cost production Equally important these transmission networks expanded regional markets into national markets resulting in economies of scale in production and further cost reductions as technology became increasingly important as a strategy Economically, business has developed and adopted a major component based on technology that is involved in the formation of the economic infrastructure of organizations, and indicated (**Ismail, 2008, p:24**) The ability of the information technology infrastructure includes both the technical and administrative expertise required to provide reliable physical services and wide electronic communication within The company and beyond The design of the technological infrastructure comes before or in conjunction with the re-t The core of the business process, the task of infrastructure services is that it extends across organizational boundaries between functions, business units, or companies and represents the ability to access certain departments inside and outside the organization to transfer information and process complex transactions. The technological infrastructure design process comes due to the redesign of business within the organization.

- 2- Organizational culture:** indicated that organizational culture also constitutes barriers to electronic government within the organization, since some departments are reluctant to share their business data or processes with other departments within the same organization or with external partners. They believe that contacting or sharing data will weaken their authority. For these departments and institutions, ownership and control of business data and processes are linked to their strength, which means that politics also constitutes a barrier to the adoption of e-government. The appropriate, which is reflected in the creation of a flexible organizational structure capable of exploiting knowledge in order to enable the organization to adapt during the process of re-engineering mechanisms of operations and business required by the e-government implementation mechanism. (**Zakareya & Zahir, 2005, p:590**)
- 3- Employees' awareness of the advantages of e-government:** He indicated (**Research and Consulting Institute, 1327, p. 29**), the realization comes in a double way for both employees of organizations and individual citizens, as they realize the inevitability of the knowledge factor through the effects of globalization that control the workflow of citizens at the personal level and at the level of organizations within the state and government In light of the knowledge economy, governments today seek to educate society into a



knowledge society by abandoning electronic illiteracy by both citizens and employees of organizations, which has become an approach that helps individuals to obtain better job opportunities in light of the knowledge economy, whose effects come from before by trade Electronic being an earlier emergence of electronic government, **(infodev, 2002, p:9)** pointed out that electronic government is not just an initiative to reduce costs or efficiency, but is geared towards improving the lives of ordinary people. In order to develop this citizen-centered vision, policymakers must keep the average citizen in mind when designing systems. If applicable, policy makers and designers should encourage stakeholders – government and non-government alike – to participate in defining what their shared vision of e-government should achieve. Once this vision is clearly defined

- 4- Flexible organizational structure:** The researcher believes that the flexibility of the **organizational structure is inevitable** in forming the e-government mechanism, since the e-government leads to re-engineering of operations and thus leads to the process of change. They enjoy it, which indicates the role of senior management in cultivating that culture that leads to flexibility, and therefore it is a mechanism for diversifying the capabilities of individuals on the one hand, and on the other hand, it is a strong indication that the organization when it follows the application of the e-government program, it is an indication that it applies the exploration mechanism through that flexibility was done from Thus, flexibility is an indicator of the maturity of the exploitation mechanism and the willingness to launch into the exploration mechanism, which is flexibility is the decisive factor along with the rest of the other dimensions in order to reach the skillful delay in applying organizational ingenuity. The organizational structure is nothing but an indication of the stability and inevitability of the rest of the e-government dimensions, as they all work within the structure Therefore, this case is called the differentiated structure that is included in the mechanisms of organizational ingenuity. The e-government is an exploration mechanism, and it is one of the products of organizational ingenuity, and this is what was referred to by the title of the research. Therefore, the differentiated structure is the ability of the organization to organize the activities of both investment and exploration separately, in a manner that ensures flexibility. necessary towards any change in the surrounding **environment (Vario, 2017:31-54).**

- 5- Human competencies:** The use of the electronic transformation mechanism makes work conditions change dramatically, and this makes it imperative for organizations to respond to those changing conditions. Therefore, organizations must possess those human competencies who represent the organizational capacity that includes human competencies and specialists to design and provide practices that help build that organizational capacity in order to Building advantage and added value on performance **(Dave & Wayne, 1995, p: 474)** and **(Zoran, 2010, p: 7)** indicated that capacity building focuses on developing an effective educational system and human resources. In order to provide an adequate base of trained employees who have the tools to compete in global markets, one of the strategic priorities of e-government is capacity-building, as is the case for the e-government authority in the context of its planning to build and enhance human capacities. It offers a series of free training courses for citizens in the field of information technology and aims to reduce computer illiteracy among citizens.

- 6- Support and commitment of senior management: (Jon & Tom, 2012, p:2-7)** indicated that it is expected that the participation of senior management, organizational commitment, and group effectiveness will have a positive impact on the benefits of implementing the IT infrastructure library, and specifically this support should lead to more From participation, commitment and effectiveness, and as a result, achieving a greater degree of achievement, and the group's effectiveness proved to be stronger due to the participation of senior management, which works to direct the capabilities of the participants in applying the e-government mechanism, as the support and participation of senior management works to adopt a service-oriented and process-oriented philosophy, and thus can lead Motivations and overcoming obstacles that prevent the implementation of the process The goal is to support and participate in senior management in order to obtain commitment from employees and to identify skills and capabilities in order to work on their development and training in order to obtain group effectiveness, and senior management must provide feedback and guidance during implementation, and managers must possess At all levels, the goal of redesigning central operations according to existing best practices is indicated **(Vedabrata etal, 2001, p:514-515).** He pointed out **(Lifta, 2004, p. 35)** that the application of the e-government mechanism is a strategy that needs leadership support from the higher managements. Therefore, those departments





seek to form a new culture in order to succeed in the change mechanism and in order to implement its vision through achieving commitment by employees. The matter is reflected To create innovative capabilities, so senior management seeks to find satisfaction, create improvements, reduce costs and increase benefits in order to obtain value over performance.

**7- Existence of effective leadership: The Institute of Research and Consultations, 1327, p. 26** indicated that effective leadership plays a sound role in the formation of e-government, that e-government requires strong political leadership to achieve its success. By taking all the necessary steps for implementation through the ability of the leadership to obtain the support of officials of government agencies and external agencies, the idea of e-government revolves around the axis of the citizen, so the leadership and policy makers should take the visions of citizens and the interest of the citizen when designing the e-government system and strive to encourage citizen participation according to the difference in Local cultures (infodev, 2002, p:7) In order to achieve transformation in e-government, elected officials and administrators are needed at all levels of government who understand technology and policy goals and who will drive reform as e-government requires strong political leadership to succeed. Strong leadership can Ensure the long-term commitment of resources and expertise and the cooperation of disparate factions. Leadership can

also a We define a unified theme that can drive the e-government initiative through all the necessary steps. Ultimately the goal is to create a fully e-learning society. Leaders need to understand that the results will be most likely if they raise the public profile of their vision and push for its successful implementation by linking it to the broader goals of human development and democracy.

**Practical side: research hypothesis testing**

In order to make a decision on the main hypothesis, the effect of each dimension of the human resources The results of the transaction values used in measuring the impact of human resourc In order to make a decision on the main hypothesis, the effect of of the human resources capabilities variable is measured in each dimension of the e-government realization variable, as well as the total effect by calculating the simple linear regression equation, which is( $y = a + \beta_i X_i$ ) Then, the effect relationship was tested by using the (F) test to indicate the significance of the calculated (effect) equation or regression model, and the use of the (T) test to indicate the significance of the calculated regression, influence, or tendency coefficient, as well as the use of the corrected determination coefficient (R2) to interpret the amount of variance Or the real differences that are explained by the dimensions of human resource capabilities in the dimensions of e-government achievement, both separately and in aggregate, using the statistical program (SPSS) and interpreting the results shown in Table (1) as follows:es capabilities dimensions on the dimensions of e-government achievement

transactions							variants	
indication	Corrected coefficient of determination (AR2)	Determination coefficient (R2)	The calculated (F) value	Calculated (T) value	regression parameter $\beta$	fixed limit $\alpha$	Z Dimensions of e-government investigation	X
Moral significance	0.42	0.43	41.724	6.459	0.66	-0.30	technological infrastructure	HR capabilities
Moral significance	0.60	0.61	86.576	9.305	0.78	-0.12	Organizational culture	
Moral significance	0.48	0.49	53.288	7.300	0.70	-0.18	Employees' awareness of the advantages of e-government	
Moral significance	0.56	0.57	72.392	8.805	0.75	-0.12	Flexible organization	

							al structure	
<b>Moral significance</b>	<b>0.58</b>	<b>0.59</b>	<b>79.217</b>	<b>8.900</b>	<b>0.77</b>	<b>-0.13</b>	<b>human competencies</b>	
<b>Moral significance</b>	<b>0.43</b>	<b>0.44</b>	<b>43.551</b>	<b>6.599</b>	<b>0.67</b>	<b>-0.74</b>	<b>Support and commitment of senior management</b>	
<b>Moral significance</b>	<b>0.36</b>	<b>0.38</b>	<b>32.972</b>	<b>5.742</b>	<b>0.61</b>	<b>0.23</b>	<b>Having effective leadership</b>	
<b>Moral significance</b>	<b>0.69</b>	<b>0.70</b>	<b>126.499</b>	<b>11.247</b>	<b>0.84</b>	<b>-0.35</b>	<b>Total E-Government Achievement Variable</b>	

The tabular value of (t) at the degree of freedom (55) and the level of significance (0.05) = 2.004

The tabular value of (t) at the degree of freedom (55) and the level of significance (0.01) = 2.668

Tabular (F) value at two degrees of freedom (55.1) and a significant level (0.05) = 4.016

Tabular value of (F) at two degrees of freedom (55.1) and a significant level (0.01) = 7.119

**A-** The results of the statistical analysis in Table (1) showed that there was a statistically significant effect at the level of significance (0.05) and (0.01) for the total variable (human resource capabilities) in the dimension (technological infrastructure), because the calculated value of (F) amounted to (41.724). ) is greater than its tabular counterpart, amounting to (4.016) and (7.119), respectively, and for both levels of significance (0.05) and (0.01), and the independent variable (human resource capabilities) was able to explain (42%), which is nearly half of the total real changes Which occur in the values of the dimension (technological infrastructure), according to the value of the corrected coefficient of determination, while the remaining percentage (58%) is attributed to the contribution of other variables not included in the model, and thus the regression equation is estimated for the effect of the total variable of human resource capabilities in the technological infrastructure as follows: **Technological infrastructure = (-0.30) + (0.66) human resource capabilities**, The value of the regression coefficient in the above equation, which is (0.66), indicates that an increase in human resource capabilities by one unit will be accompanied by an increase in technological infrastructure by (66%). t) calculated and amounting to (6.459) is greater than its tabular counterpart, which is equal to (2.004) and (2.668) respectively and for both levels of significance (0.05) and (0.01). If human resources are equal to

zero, the value of the technological infrastructure will not be less than that value.

**B-** The results of the statistical analysis in Table (1) indicated that there was a statistically significant effect at the level of significance (0.05) and (0.01) for the total variable (human resource capabilities) in the (organizational culture) dimension, because the calculated (F) value amounted to (86.576). ) is greater than its tabular counterpart, amounting to (4.016) and (7.119), respectively, and for both levels of significance (0.05) and (0.01), and the independent variable (human resource capabilities) was able to explain (60%), or nearly two-thirds of the total real changes that occur in The values of the dimension (organizational culture), according to the value of the corrected coefficient of determination. The remaining percentage (40%) is attributed to the contribution of other variables not included in the model. Thus, the estimated regression equation can be formulated for the impact of the total human resources capabilities variable on organizational culture as follows: **Organizational culture = (-0.12) + (0.78) human resource capabilities** The value of the regression coefficient in the above equation, amounting to (0.78), indicates that an increase in human resources capabilities by one unit will be accompanied by an increase in organizational culture by (78%). The amount (9.305) is greater than its tabular counterpart, which is equal to (2.004) and (2.668) respectively, and for both levels of significance (0.05) and (0.01), as the fixed limit



value of (-0.12) indicates that if the value of human resource capabilities is equal Zero, the value of organizational culture will not be less than that value .

**C-** The results of the statistical analysis in Table (1) showed that there was a statistically significant effect at the level of significance (05.0) and (0.01) for the total variable (human resource capabilities) in the dimension (workers' perception of the advantages of e-government), because the value of (F) calculated and reached (53.288), which is greater than its tabular counterpart, amounting to (4.016) and (7.119), respectively, for both levels of significance (05.0) and (0.01), and the independent variable (human resources capabilities) was able to explain (48%), or nearly half The total real changes that occur in the values of the approved variable (the workers' perception of the advantages of e-government), according to the value of the corrected coefficient of determination. The remaining percentage (52%) is attributed to the contribution of other variables not included in the model. Thus, the estimated regression equation for the effect of the total capabilities variable Human resources in employees' awareness of the advantages of e-government as follows: **Employees' perception of the advantages of e-government = (-0.18) + (0.70) capabilities of human resources** The value of the regression coefficient in the above equation, which is (0.70), indicates that an increase in human resource capabilities by one unit will be accompanied by an increase in workers' awareness of the advantages of e-government by (70%). The calculated (t) value of (7.300) is greater than its tabular counterpart, which is equal to (2.004) and (2.668) respectively, and for both levels of significance (05.0) and (0.01), as the fixed limit value of (-0.18) indicates that if The value of human resource capabilities is equal to zero, so the value of workers' awareness of the advantages of e-government will not be less than that value.

**D -** The results of Table (1) showed that there was a statistically significant effect at the level of significance (05.0) and (0.01) for the total variable (human resources capabilities) in the dimension (flexible organizational structure), because the calculated (F) value of (72.392), which is the largest from its tabular counterpart, amounting to (4.016) and (7.119), respectively, and for both levels of significance (05.0) and (0.01), and the independent variable (human resource capabilities) was able to explain (56%), or slightly more than half of the total real changes that occur In the values of the dimension (flexible organizational structure), according to the value of the corrected coefficient of

determination, while the remaining percentage of (44%) is attributed to the contribution of other variables not included in the model, and thus the estimated regression equation for the effect of the total human resources capabilities variable in a flexible organizational structure is as follows : **Flexible organizational structure = (-0.12) + (0.75) human resource capabilities** The value of the regression coefficient in the above equation, which is (0.75), indicates that an increase in human resource capabilities by one unit will be accompanied by an increase in the flexibility of the ministry's organizational structure by (75%). The calculated (t) of (8.508) is greater than its tabular counterpart, which is equal to (2.004) and (2.668) respectively and for both levels of significance (05.0) and (0.01), as the fixed limit value of (-0.12) indicates that if the value of Human resource capabilities equal to zero, the value of a flexible organizational structure will not be less than that value.

**D-** The results of table (1) indicated that there is a statistically significant effect at the level of significance (05.0) and (0.01) for the total variable (human resource capabilities) in the dimension (human competencies), because the calculated (F) value of (79.217) is the largest. from its tabular counterpart, amounting to (4.016) and (7.119), respectively, and for both levels of significance (05.0) and (0.01), and the independent variable (human resource capabilities) was able to explain (58%), i.e. more than half of the total real changes that occur in The values of the dimension (human competencies), according to the value of the corrected coefficient of determination. The remaining percentage (42%) is attributed to the contribution of other variables not included in the model. Thus, the estimated regression equation can be formulated for the effect of the total variable of human resource capabilities on human competencies as follows: **Human competencies = (-0.13) + (0.77) capabilities of human resources** The value of the regression coefficient in the above equation, which is (0.77), indicates that an increase in human resource capabilities by one unit will be accompanied by an increase in the human competencies of the Ministry by (77%). t) calculated and amounting to (8.900) is greater than its tabular counterpart, which is equal to (2.004) and (2.668) respectively and for both levels of significance (05.0) and (0.01), and the fixed limit value of (-0.13) means that if the value of the resources If humanity is equal to zero, the value of human competencies will not be less than that value



**E-** The results of table (1) showed the presence of a statistically significant effect at the level of significance (05.0) and (0.01) for the total variable (human resources capabilities) in the dimension (support and commitment of senior management), because the value of (F) calculated and amounting to (43.551), which is It is greater than its tabular counterpart, which amounts to (4.016) and (7.119), respectively, and for both levels of significance (05.0) and (0.01). The independent variable (human resources capabilities) was able to explain (43%), which is nearly half of the total real changes that It occurs in the values of the dimension (support and commitment of senior management), according to the value of the corrected coefficient of determination. As for the remaining percentage (57%), it is attributed to the contribution of other variables not included in the model. Thus, the estimated regression equation for the effect of the total variable of human resource capabilities in the support and commitment of management supreme as follows **Support and commitment of senior management = (-0.74) + (0.67) human resource capabilities** The value of the regression coefficient in the above equation, which is (0.67), indicates that an increase in human resource capabilities by one unit will be accompanied by an increase in the support and commitment of senior management in the ministry by (67%), and the regression coefficient (or influence or tendency) was significant given Because the calculated (t) value of (6.599) is greater than its tabular counterpart, which is equal to (2.004) and (2.668) respectively, and for both levels of significance (05.0) and (0.01), as the fixed limit value of (-0.74) indicates that if Since the value of human resources capabilities is zero, the value of support and commitment of senior management will not be less than that value.

**F-** The results of Table (1) also indicated that there is a statistically significant effect at the level of significance (05.0) and (0.01) for the total variable (human resource capabilities) in the dimension (existence of effective leadership), because the calculated (F) value of (32.972) It is greater than its tabular counterpart, amounting to (4.016) and (7.119), respectively, and for both levels of significance (05.0) and (0.01). The independent variable (human resource capabilities) was able to explain (36%), i.e. slightly more than a third of the total real changes that occur. In the values of the dimension (presence of effective leadership), according to the value of the corrected coefficient of determination, while the remaining percentage of (64%) is attributed to the

contribution of other variables not included in the model, and thus the estimated regression equation can be formulated for the effect of the total variable of human resource capabilities in the presence of effective leadership as **Existence of effective leadership = 0.23 + (0.61) human resource capabilities**, The value of the regression coefficient in the above equation, which is (0.61), indicates that an increase in human resources capabilities by one unit will be accompanied by an increase in the presence of effective leadership in the ministry under discussion by (61%), and the regression coefficient (or influence or tendency) was a significant indicator. Due to the fact that the calculated (t) value of (5.742) is greater than its tabular counterpart, which is equal to (2.004) and (2.668), respectively, and for both levels of significance (05.0) and (0.01), and the fixed limit value of (0.23) means that in the event that The value of human resource capabilities is equal to zero, so the value of an effective and flexible leadership will not be less than that value.

**G-** At the total level, the results of the statistical analysis in Table (55) showed that there was a statistically significant effect at the level of significance (05.0) and (0.01) for the total variable (human resource capabilities) in the variable (e-government realization), because the value of (F) calculated The amount (126.499) is greater than its tabular counterpart, which is equal to (4.016) and (7.119) respectively, and for both levels of significance (05.0) and (0.01), and the independent variable (human resource capabilities) was able to explain (69%), i.e. a little more. Of the two-thirds of the total real changes that occur in the values of the approved variable (e-government achievement), as reflected in the value of the corrected coefficient of determination, while the remaining percentage (31%) is attributed to the contribution of other variables not included in the model. Thus, the estimated regression equation can be formulated for the effect of The total human resource capabilities variable in achieving e-government is as follows: **E-government achievement = (-0.35) + (0.84) human resource capabilities**

The value of the regression coefficient in the above equation, which is (0.84), indicates that an increase in human resources capabilities by one unit will be accompanied by an increase in the achievement of e-government by (84%) in the Ministry of Higher Education and Scientific Research, and the regression coefficient (or impact) was significant given Because the calculated (t) value of (11.247) is greater than its tabular counterpart, which is equal to (2.004) and (2.668) respectively, and for both





levels of significance (05.0) and (0.01), as the fixed limit value of (-0.35) indicates that if the value of human resource capabilities is equal to zero, the value of achieving e-government will not be less than that value. By achieving human resource capabilities, significant effects are significant in all dimensions of achieving e-government (technological infrastructure, organizational culture, employees' awareness of the advantages of e-government, flexible organizational structure, human competencies, support and commitment of senior management, and the presence of effective leadership), as well as achieving a significant effect. In the total variable of e-government investigation, the rejection of all four sub-hypotheses emanating from the fifth main hypothesis and the acceptance of its alternative sub-hypotheses were achieved as a general result of testing the sub-hypotheses. Human dimensions in the realization of electronic government dimensions).

## **CONCLUSIONS**

1- The results indicated that the Ministry of Higher Education and Scientific Research has an orientation and interest in the possibility of developing its human resources in a growing manner, coinciding with the nature of the Ministry's work and its distinguished knowledge and human resources, especially those with higher degrees, which provides it with a basic base through which it can start in order to Building sustainable entrepreneurial capabilities that are distinct and effective as planned.

2- The efforts of the Ministry's senior management to carry out the electronic transformation mechanism came due to the emergency conditions that the world and Iraq were exposed to due to the (Covid-19) pandemic, which motivated those leaders to make reforms for those failures for the past period by using the electronic side in the practical and scientific side in anticipation of any emergency And make it a working context in order to catch up with the pace of progress in neighboring countries and the world.

3- The studies reached by the researcher showed that the issue of human resource capabilities is still one of the topics that needs extensive studies, due to its overlap with other topics, on the one hand, and its importance in developing the overall capabilities of the organization and enabling it to face the changing environmental challenges and achieve its future projects.

4- The statistical results showed that the employees of the Ministry have a good level of knowledge, so the higher managements should exploit this feature

in developing mechanisms that contribute to supporting the Ministry's projects in the matter of electronic transformation.

5- The statistical results showed that workers have a decisive role by re-employing their expertise, which indicates that the aspect of knowledge and knowledge in the world of electronics circulating among members of society in general, which includes a segment of employees as members of that community, enables the researched organization to exploit and support the mechanisms for carrying out the e-government project in the future.

6- The statistical results showed the interest of the researched organization and its aspirations about the acquisition of modern methods of acquiring knowledge of electronic and technological matters in order to develop the level of its performance in order to get rid of the routine and bureaucratic procedures that prevailed in the implementation of decisions and procedures.

7- There is an actual and clear interest in the process of exploiting the internal forces that enable the ministry to invest in opportunities. As we have explained, the ministry is seeking to improve its ability to seize opportunities and is trying to invest those opportunities that it faces in an effective manner by developing the skills of its existing staff and from all administrative levels that are implemented. By creating the appropriate climate and creating a supportive organizational culture through effective management and leadership.

8- There is an actual tendency by the Ministry of Higher Education and Scientific Research to be proactive in its steps by relying on the principle of electronic performance in achievement, which will have a positive impact on workflow and prevent errors in order to be the basic starting point in implementing proactive projects that compete with similar organizations in The countries of the world and the neighborhood in order to be distinguished and raise the general evaluation of education in Iraq through many areas, including the mechanism for publishing scientific research in the global capacities, as well as the virtual library program, as well as many programs that were stopped due to the delay in the financial aspect.

9- The statistical results showed that the employees of the researched organization have a renewed level of experience that allows them to perform and participate in the implementation of work on reforming the administrative system in the ministry, which comes simultaneously through the ability of workers and their capabilities to employ their expertise, which is consistent with the technological



developments taking place that come through the knowledge of the working individuals. As citizens, they are aware of the latest programs through the use of the smart phone, as well as the electronic applications used in the commercial shopping operations used by them.

10- The statistical results showed the high commitment felt by the employees in achieving the goals of the Ministry regarding its general directions. To strengthen the training mechanisms that lead to the acquisition of knowledge and capabilities that make the workers' performance trends compatible with the ministry's trends in adopting modernity projects in a positive and supportive manner.

11- The results of the statistical analysis showed that the researched organization possesses capabilities through its human resources, as the dimensions of knowledge and skill obtained the highest levels in the dimensions of practice and attitudes. Therefore, the matter requires transforming the role of management into a leadership role of a transformational type by working to inform individuals, involve them, and take their opinions to command. It leads to individuals obtaining a realization that makes them an active partner in order for development and change to occur by controlling those capabilities that effectively generate added value on performance.

12- The statistical results showed that the arrangement of e-government dimensions came in the following order: organizational culture, flexible organizational structure, employees' awareness of the advantages of e-government, effective leadership, effective leadership, and organizational culture, which indicates that finding preparatory behavioral mechanisms has an important role in Finding the forces and capabilities that are thus able to interact with the material resources represented by the infrastructure, which thus contribute to the full exploitation of the internal capabilities that contribute to the formation of organizational ingenuity.

13- The results of the statistical analysis showed that there is a correlation between the capabilities of human resources with their dimensions and the electronic government with their dimensions. This is evidence that the knowledge and skill dimensions of the human resource capabilities variable are the basis for finding and generating the skill and attitudes dimensions for the same variable, which represents that internal behavioral mechanism that unites with the components Internal physical and

behavioral requirements for e-government dimensions.

### **RECOMMENDATIONS**

1- The researched organization should work on acquiring modern methods by finding and developing the knowledge available to it in order to develop its performance level, which comes from activating development mechanisms and training programs that meet the knowledge needs of individuals in departments and units that contribute to removing the researched organization from the circle of traditional performance through the accumulation of experience. And skill through activating training mechanisms that contribute and enable the ministry to create knowledge companies based on knowledge and information exchange between it and its employees.

2- The ministry should work effectively to exploit the foreign expertise that contributes significantly to the implementation of the mechanisms of its innovative work, and make the use of external expertise a training mechanism to increase the mechanisms of knowledge accumulation and transform knowledge into skills that contribute to the possibility of achieving innovative ideas that are characterized by the nature of modernity, especially in the electronic field. .

3- Work on circulating the data of the use of external expertise to all departments of the ministry in order to find an equal perception of the employees of the ministry's departments and their managers, which contributes to the final outcome in developing knowledge and skill that is reflected in finding the effective value on the required performance and reaching the requirements for creating the regional and organizational capabilities in the future.

4- The ministry should integrate the experiences of its employees in the electronic field by emphasizing the training and recruitment mechanisms that contribute to demonstrating how the technical work mechanisms and the data of the administrative work mix.

5- There are low levels regarding the ministry's efforts to establish an ideal climate that helps open-mindedness of the workers, so the senior leaders must work to find a common work formula despite the divergent work orientations of the departments in the researched organization and focus on the mechanism of integration between those departments, which contributes to cultivating a climate Helps in openness and joint cooperation that lead to unifying the attitudes of workers about



the completion of work that is reflected in the effective performance

6- Work to encourage the spread of work behaviors and positive collective interaction among workers, which contributes to further consolidating the ideal climate that helps open-mindedness of the associates, which leads to an increase in information exchange, which enhances awareness and a sense of responsibility that is reflected in performance through defining the problem at hand and possible solutions that contribute to it. Through employees create high quality practices

7- Work to find the technological infrastructure, which is the cornerstone of creating an e-government project, and allocate sufficient funds in order to provide that structure through which it is possible to create and initiate human behavioral interactions through which capabilities and interactions between electronic devices and workers can be extracted, which stimulate the exploitation of internal capabilities. and resources in order to be able to find organizational ingenuity by exploiting and exploring opportunities.

8- Work on consolidating the leadership endeavors of the higher managements by creating an organizational culture that supports change towards electronic work by creating training programs that support this purpose, which enables the organization in the future to activate the idea of change in order to find a supportive mechanism on the possibility of re-engineering operations and businesses that support the process of change that it requires. The mechanism of transformation towards electronic work through the Ministry's keenness to support and participate workers in the implementation of innovative electronic systems that contribute to generating commitment and support.

9- Work on directing employees' awareness of the advantages of e-government by working to direct leadership influence across departments in order to control the attitudes of employees that lead to obtaining performance and practice that is reflected in the acquired skills to reach the required range of capabilities. This process is done through:

A- Work to be able to read the tendencies of employees that the implementation of the e-government project by increasing the awareness of employees contributes to reducing the size of errors, eliminating corruption, and reducing effort and time in completing transactions.

B- Work to find a flexible organizational structure capable of absorbing changes and adapting to the requirements of transformation towards creating an e-government program by activating the

administrative support mechanism through the effectiveness of its leadership in order to exploit the knowledge of workers and develop them into skills and performance.

C - Work to increase the effectiveness of departments through their leaders, heads of departments and managers, through which they contribute to creating a participatory organizational culture that works to create the appropriate climate to create commitment and participation that contribute to the application and support of the future vision regarding the future projects of the Ministry.

10- Emphasizing that employees have primary knowledge about the e-government project and exploiting that knowledge by creating a supportive organizational climate and culture that comes from the presence of effective and supportive management and leadership.

11- Senior management should be effective in adopting a leadership role that enables employees to understand the perceptions of employees towards the establishment of the e-government project, which contributes to assisting the Ministry in proposing the most effective training programs that contribute to directing employees' behaviors and perceptions towards the desired performance.

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