Role of E-Government in Improving Organizational Performance in the Civil Status and Passports Department of Jordan

Suha Hameed[1] Adnan Al-Shawabkah[2]
1. Information Management Systems Department Isra University, Amman-Jordan
2 Information Management Systems DepartmentTaif University, Taif-Saudi Arabia

Abstract
This study aims to identify the role of the e-government in improving organizational performance in the Civil Status and Passports Department (CSPD) of Jordan, by learning the department's use of information technology and the development of human resources with a capacity and efficiency in achieving work assignments electronically along with using electronic archiving instead of records, and activate the electronic control which positively impacts the organizational performance of the department. And for the purposes of this study questionnaires have been conducted to measure the independent variables {information technology, human resources management, electronic archiving and electronic control} and the dependent variable of improving organizational performance. The study has been conducted on a sample that consisted of 52 employees, and data processing was done using the SPSS statistical program.
Keywords:
E-government, Organizational Performance, Information Technology, Questionnaire Analysis, Electronic Archiving, Electronic Control

1. Introduction:

In light of the enormous technological and scientific developments witnessed by the world in the field of information and telecommunication technology, leading to the spread of the Internet putting the world in the information technology era, there is a growing interest by all types of organizations to improve their organizational performance through increasing services and encouraging creativity, innovation and customer satisfaction. Among the most important initiatives and results created for the community by information technology and modern communication in the field of Business is the emergence of a trend in most countries to what is called a digital organization. This entitles taking advantage of this technology to serve the governmental organizations in their work performance. This came in sync with the new developments in the ideology of modern management, which created shifts in governmental management methods towards the use of the private sector's approaches in running organizational management, delivering public services and being more customer-oriented. Based on that, governments started to prepare to go effectively towards e-governance by initiating the development of strategies for implementing an e-government system. This is considered a gateway for implementing new service delivery methods to the citizens and the business community; it also leads the organization into being more transparent by leaning the grounds of facilitating procedures and lowering the costs of services along with the speeding up response.

Technology also contributed in simplifying the administrative process which led to an increase in the efficiency and effectiveness of administrative work. Therefore the government faced increased complications and a burden in carrying out the functions and services associated with these developments. This naturally required a doubled effort to get the work done. In this sense, governments realized the importance of working electronically and shifting towards applying the electronic government, which aims at raising the level of efficiency and performance of the government's work and reduce the cost of the administrative process.

2. The Research Problem

More than ten years since after launching the initiative of implementing the e-government in Jordan, it is essential to examine, evaluate and review the strategies and the basic requirements adopted in the process. This should be denoting identify the factors that help activate the application by measuring the extent of their ability to achieve efficiency and effectiveness of performing-government public services in the CSPD in Jordan.

Despite the global orientation towards using digital technology in all aspects of life and the fast transition from the traditional government into the e-government, most national organizations do not realize the importance of applying the e-government and its role in improving organizational performance. This raises the research question: {How does applying the e-government impact improving organizational performance in the CSPD?} Thus, the aim of the study is to answer the following questions: -
1) What are the factors that elevate the effectiveness of applying the e-government in the CSPD?

2) What is the level of effectiveness of the electronic services provided in the CSPD?

3) What are the services provided by the e-government to improve organizational performance in the CSPD?

4) What are the methods used in applying the e-government and how do they contribute to improving organizational performance?

3. Research Importance:

The study highlights the importance of Jordan's CSPD through the following aspects: -

1) The current subject that we are dealing with, which is the e-government and its role in improving organizational performance.

2) Presenting and discussing the basic theory in e-government through a review of the relevant literature and previous studies.

3) E-government is considered to be one of the issues affecting the essence of governmental organizations, as these organizations work in an environment that carries the basic characteristic of development and innovation. The need for change became urgent in order to adapt to this development.

4) Maximize the efficiency and effectiveness of the e-government and make sure of its smooth process along with removing all obstacles that stand in the way of its progress.

4. Research Objectives

The study aims at helping the CSPD in Jordan achieve the following: -

1) Identify the factors affecting the success of e-government in Jordan in general, and from the point of view of the employees of the CSPD in Jordan in particular.

2) Identify the concepts and meaning of the e-government in a scientifically accurate way.

3) Identify the level of organizational performance in the surveyed department.

4) Measure the e-government' slink to achieving the significant organizational performance in the surveyed department.

5) Identify the obstacles facing the implementation of e-government to improve organizational performance in the surveyed department.

5. Literature Review

Many studies have addressed the issue of e-government and the application of electronic methods in public and private organizations as well as mixed sectors; and their various aspects were discussed including what was conducted in the Arab or Western world. Here are Some of these studies : -

(Mutawalli, 2008) Study, which used theoretical research to introduce different styles in developing skills and preparing human resources capable of applying e-government in Arab countries. This is in addition to identifying the reasons behind the trend that Arab countries have towards the implementation of e-government and the constraints faced by human resource to implement the new project in Arab countries. The study found a set of results, and the most important are the following: -

1) If the Arab management wants to succeed in applying the e-government, it must provide some requirements related to the human aspect, such as re-organizing human resource departments and developing it radically in terms of organizational structure. This is in addition to developing human resources plans that define the skills and experience required to fill positions and provides their description.

2) Identify performance standards and training requirements in accordance with effective methods and provide the necessary conditions to ensure the effectiveness of training while achieving the desired goals.

The study recommended the need to develop programs that aim to bridge the knowledge gap and digital dysfunctions that Arab countries suffer from. This is done through the expansion of establishing an infrastructure of a national innovation system along with information and technology configuration; this comes in addition to enhancing the software industry and its applications while developing a networked knowledge-based economy system and making it a necessary and requirement governing national security. Moreover is the elimination of technology illiteracy problems and focusing on providing technical training while dealing with its constraints considering its benefits for individuals and Arab organizations.

(Rubehat, 2007) Study, this study identifies the impact of security threats from both internal and external sources on information security and its direct and indirect results in the light of applying the e-government in ministries associated with the safe network. This study included a range of Saudi Arabian ministries, which

started implementing four e-government projects while the study sample consisted of 148 employees.
Results showed the following: -

1) There is a statistically significant effect of the technical threats and malicious software in their direct and indirect results.

2) The presence of statistically significant differences for the respondents trends towards the impact of security threats to the security of information, and these are attributed to variables such as gender, age, educational qualification and job title.

It was recommended to give more attention to developing networks to avoid breakdowns which can shake network security, paying attention to the seriousness of internal threats on the security of information, and the providing a security policy that will maintain reliability, privacy and integration for each organization that seeks to preserve the entire information system to support the success of the e-government.

(Jawad and Abu-Zeid, 2007) Study, this study aimed to identify the impact of the availability of e-government success requirements in its future dimensions. The study adopted the analytical methodology. The study community represented Saudi Arabian ministries that applied the e-government program where (6) institutions were chosen. The survey unit consisted of employees in the surveyed institutions. The questionnaire was used to collect statistical data and then analyze and test research hypotheses. The study achieved a set of results, and the following were among the most important ones: -

1) The availability of readiness in success requirements linked to human resource, infrastructure and administrative support and lack of readiness in the requirements related to culture and awareness-raising.

2) The study showed an impact of the availability of success requirements in the future dimensions of e-government.

The study recommended the need to work on spreading Internet among employees and work to broaden the base of services offered by institutions on the sites and the need for involving staff in training courses in e-government.

(Mubaideen, 2006) Study, this study aimed to identify the impact of e-government in the provision of services to the public in Saudi Arabia. Where the researcher tested the impact of the application of e-government in raising the adequacy and effectiveness of government, this study has adopted a random sample of employees of middle and upper ranks and the sector of information systems in public institutions in Saudi Arabia, reaching (300) employees. The researcher has adopted the statistical questionnaire tool in the collection of data and then processing, analysis and testing the research hypotheses.

The study reached a set of results and among the most important was that there is a correlation between applying the e-government and increasing the efficiency of the government and its effectiveness in service delivery.

(Al Rub, 2006) Study This study aimed to identify the information technology and its impact on performing business management from the perspective of employees working in organizing the affairs of Sudanese working abroad, and these represented the study population. The researcher adopted the descriptive and analytical approach to study the information technology. The researcher used periodicals and websites as primary sources of information, while secondary sources were personal interviews and the distribution of statistical questionnaires to collect and analyze data and test hypotheses.

The study found a set of results; the most important was that the use of information technology leads to better productivity in performing business management, and it leads to reduced administrative cost of business. This study has provided a set of recommendations, most important of which are:

1) The need for using information technology in all institutions given its impact in improving business productivity and reducing administrative costs and the time required for production.

2) To increase the training of staff on the use of information technology and pay attention to developing and updating systems and equipment used while bringing in the most appropriate technology to the country

Studies from Western Countries:

(Eric w., 2009) Study relied on a review of the literature dealing with trust and the role of information technology in measuring the satisfaction of citizens with e-government and citizens' confidence in relation to the government. Hypotheses have been developed about the experience of citizens with e-government, their satisfaction with it and with government websites and their confidence towards the government. The study sample included these variables in order to identify the perspective of the citizen for electronic transactions, transparency and internal activity by using data obtained from the government excellence board. The study found a set of results, the following are the most important:-

1) The use of e-government websites is positively tied to the satisfaction with the e-government, and the

satisfaction with the web sites is positively tied with the trust in the government itself.

2) Despite the fact that citizens are generally satisfied with the transparency, there is nevertheless some satisfaction with the electronic transactions and the internal activity of e-government websites.

3) There is a direct impact of e-government strategies, transactions, transparency and internal activity on the satisfaction with e-government; while there is an indirect impact on confidence/trust.

(Halden Wang, 2008) Study. This study aimed at ensuring that the e-government strategy is one to coordinate and use information and communications technologies in management. It has results in achieving a larger adequacy for institutions regarding improving public services, policy participation and transparency. But the fastest results are achieved with institution-building, good technical facilities and infrastructure. The study showed that the obstacles hindering reform are not related to infrastructure or financial difficulties, but are related to policy restrictions.

This study provided a set of recommendations; the most important was the fact that cooperation may be developed in the use of e-government for the implementation of policy and administrative reforms and in improving the market-oriented structures. This is in addition to promoting good governance and strengthening the reform-oriented factors in both infrastructure and policies of civil societies to reduce resistance to change and promote positive attitudes.

(Christopher, 2007) Study. This survey aimed at identifying the perspective of information sources managers in Texas towards the effectiveness of the e-government and the factors affecting it. It is also a pilot study focusing on what the local administrations provided in the form of terms, information and e-government services at a minimum from the perspective of the decision-makers. The impact of certain factors on the effectiveness of e-government was tested. Those factors manifested in the movement to rediscover the government, the pressures of the external environment and the strength of resources. This study reached several results; the most important were: the factors of rediscovering the government and the pressures of external environment are considered to be the most important factors in the effectiveness of the e-government. The size of the agency does not affect the effectiveness of the e-government.

(*Bhalla & Huang, 2006*) Study, this study aimed at looking into the governmental adoption during the implementation of e-government in Australia. A random sample of (100) persons were picked from public and private organizations. Quantitative research methods based on questionnaire data were used in the study. Multiple and qualitative correlation was found and based on interviews. Among the goals of this study was to find out the predictions towards the ease of use and the level of benefit resulting from the use of internet technologies. The study reached the conclusion that it depends on the use of websites for both the levels of benefit and site ease of use, and that there is no connection between the achieved level of benefit and the actual use of the e-government system.

The study recommended the need to introduce other variables in future studies in addition to the perceived interest and perceived ease in examining the question of adoption, such as stimulation mechanisms, social norms and organizational culture.

(Ho and Ni, 2006)Study, this study aimed at identifying the impact of internal organizational factors on the application of e-government in the United States, in addition to the impact of fellow neighboring states on the application of e-government. The study was based on a case study approach. The study community represented offices in the Lawa State Treasury, where a sample of (72) offices were picked up and the questionnaire was distributed to employees. Finally, data was collected, analyzed and hypotheses were selected. The study found a set of results with the most important being that the state is still in the early stages in the application of e-government. Less than 50% of the offices have a website and no more than 3% of them offer to receive taxes through the website.

6. Research Methodology

For the purposes of achieving the desired objectives, the research has adopted the methodology of the descriptive and field analysis search. An office survey was carried out and a review of the theoretical and field researches and studies in the area of information technology, in order to cultivate the principles and premises underlying theoretical framework and to clarify the concept of the e-government and the importance of IT recruitment in different institutions in Jordan in general and in the Jordanian CSPD in particular.

As for the field research analysis, an exploratory survey was conducted on a sample of research community members and they were asked to answer the paragraphs of the survey, which is designed for this study. The data was then collected and analyzed from the questionnaire using appropriate statistical methods through (SPSS) software. After analyzing the data and drawing the preliminary results of the study, research hypotheses were tested for the purpose of achieving the objectives of this study.

7. Research Hypotheses

First main hypothesis: -

H_O: - There is no correlation with a statistical indication at level *(α=0.05)* between the e-government and improving organizational performance, which gives rise to the following assumptions:

First sub-hypothesis: -

H_O: - There is no correlation of a moral significance between information technology and organizational performance variables.

The second sub-hypothesis: -

H_O: - There is no correlation of a moral significance between the human resource efficiency and organizational performance variables.

The third sub-hypothesis: -

H_O: - There is no correlation of a moral significance between the electronic archiving and organizational performance variables.

The fourth sub-hypothesis: -

H_O: - There is no correlation of a moral significance between the electronic controland organizational performance variables.

Second main hypothesis: -

H_O: - There is no difference that is statistically significant at the level of *(α=0.05)* in the answers of respondents in CSPD due to personal and professional changes regarding factors of age, gender, marital status, work experience, career level and training courses for each employee.

8. The Research Sample

The population of the research consisted of the employees at the CSPD associated with the secured network for e-government portal from different specializations, administrative and functional ranks, which were identified during a personal visit for the CSPD. (60) Questionnaires were distributed and (55) questionnaire were returned, while (3) questionnaires were excluded due to insufficient information. Therefore, the total number of questionnaires subject to analysis were (52), representing (86%) of the questionnaires distributed.

The random sample that was selected included all career ranks, and the number of the research community was determined as a whole after a field visit to the Directorate of Human Resources at the Department, from where the raw data was taken. The sample size was identified according to the following formula: -

$n = Z^2(a/2) / \{ 4(E^2) + (Z^2(a/2) /N)\}$

n = sample size.

Z = natural distribution coefficient equal to 1.96

E = the acceptable error is equal to (0.05)

N = statistical community. (The size of the community)

9. Research Tool

The research tool is represented by the statistical questionnaire designed by two researchers to collect data that measures the variables of the study. The questionnaire was divided into three parts as follows: -

Part One: - includes (6) paragraphs about personal and professional data of sample members.

Part Two: - includes (24) paragraphs aimed to measure the independent variables for applying e-government from the perspective of the respondents. This variable was divided to a range of dimensions; information technology, human resource management, electronic archiving, electronic control along with the possibilities of use, the vision and strategy.

Part Three:- includes (12) paragraphs aimed to measure the independent variables of organizational performance represented by {employee satisfaction and creativity, innovation and issuing cards and passports} in the CSPD in Jordan.

Questionnaire weights and paragraphs were defined using the Likert scale of five multiple options, which calculates the weights of those paragraphs in a five-gradation of option (strongly agree), then the option of (agree), then the (neutral) option, the option (do not agree), then finally the option of (strongly disagree).

Tests conducted to ensure validity and reliability of the research tool. To guarantee the veracity of the tool, the researchers conducted sincerity arbitration for the questionnaire (virtual honesty) through presenting it to a number of arbitrators of faculty members in some Jordanian universities as well as a group of managerial and information technology experts. They were requested to judge on the suitability of questions, and the suitability degree of each paragraph for each area of study. As for the stability test, researchers extracted Cronbach Alpha

Coefficient of questionnaire data as a whole, and from each variable of the suggested variables. This was done to ensure the internal consistency of the paragraphs. The Cronbach Alpha Coefficient was greater than (81%), which indicates that the tool is characterized by being relatively stable.

10. Research Variables and Procedural Definitions

This study is based on building the proposed model on the following variables used in the search form prepared by *(Lu Cas, H. C. Jr. , and Lau P. M.,2006)* which are:

1) *Independent Variables: -*
   ❖ *Information Technology (IT): -*

This consists of the hardware and software of computers, databases, internet and online communication networks that help exchanging information easily and conveniently, and operates on receiving, processing, storing and retrieving data for the end user on time to be used in the process of managerial decision-making at the university.

   ❖ *E-Government : -*

Is the digital use of information technology utilized for completing administrative transactions, providing services and communicating with citizens with more democracy and automate the interaction between government departments on the one hand and government departments, business sector and citizens on the other hand.

   ❖ *Human Resource Performance : -*

These are the experiences and competencies trained to work in public sector institutions. A spirit of initiation must exist to be able to apply the techniques needed to develop the electronic government constantly. This is in addition to having individuals who are able to change the work culture prevailing in the labor sector, especially in terms of the ability to respond to citizens' needs just like customers for private enterprises. It also includes the ability to disclose data and participate with others.

   ❖ *Electronic Archiving : -*

E-archiving is the use of new methods rather than the traditional methods in storing folders and necessary documents and archiving them. This is done by using the computer's memory . This new method evolved with the development of storing mechanisms, memory capacity and the development of software, which can save and retrieve information and documents.

   ❖ *Electronic Control : -*

It's the presence of control systems and devices in most organizations. It is important for regulatory agencies to conduct their regulatory practices through adopting computer software designed for regulatory activities as well as having qualified sergeants and inspectors who will practice electronic control. This increases the ability of the management to modify its strategic plans on an ongoing basis due to the constant changes in the external environment considering that it's a system that helps administrators in their assessment of progress made by the organization for achieving its goals.

2) *Dependent Variables: -*
   ❖ *Organizational Performance: -*

Organizational performance is about the organization's ability to use existing resources in an effective and efficient manner so as to reach the highest levels of success and progress in the future. Or it's a tool through which the organization can reach its goals and objectives by best use and investment of its physical, financial or human is resources.

11. Statistical Analysis

The following are the results of the descriptive statistical analysis of the values of arithmetic averages, standard deviation and the relative importance of all the variables of the study, as well as the paragraphs that constitute each variable. Taking into account the Likert scale used in the study where, if the average answers of the research sample are less than (3) then we accept the hypothesis as nihilism *(Ho)*, if the average answers of the research sample are greater than (3) we reject the hypothesis as nihilism *(Ho)*, and accept the alternative hypothesis *(Ha*. Therefore we reject the nihilism hypothesis*(Ho),*if the value of the level of significance *(T < 0.05)*while accept the nihilism hypothesis *(Ho)* if the value of the arithmetic mean *(T > 0.05)*.

First: - Personal and Professional Characteristics of Research Sample

1)   Gender variable

Category	Repetition	Percentile%
Male	*30*	*57.69 %*
Female	*22*	*42.31 %*
Total	*52*	*100 %*

Table (1): Repetition and the percentage of the sample relating to Gender variable

The results of the analysis in Table (1) indicate that the majority of the research sample are males and at a rate of (57.69%), while the percentage of females (42.31%), and this is due to the nature of society and the composition of the population and it reflects the continued increase in the participation rate of males in the quality of service. Therefore, the proportion of male presence in this position more than females is because of the nature of the work and the effort it takes, as well as some of the attributes that could be more available in men than in women.

2)   Marital status variable

Category	Repetition	Percentile%
Single	*14*	*26.92 %*
Married	*38*	*73.08 %*
Total	*52*	*100 %*

Table (2): Repetition and the percentage of the sample relating to marital status variable

The results of the analysis in Table (2) indicate that the majority of the research sample of class married are at a rate of (73.08%), while the percentage of singles (26.92%), and this is due to the nature of society and the composition of the population given their role in the development and stability of individuals, and to raise intellectual and mental awareness, and how this factor impacts on the quality of service.

3)   Age variable

Category	Repetition	Percentile%
20 or less	*1*	*1.92 %*
21-30 years	*15*	*28.85 %*
31-40 years	*20*	*38.46 %*
41-50 years	*12*	*23.08 %*
51 years or more	*4*	*7.70 %*
Total	*52*	*100%*

Table (3): Repetition and the percentage of the sample relating to age variable

The results of the analysis in Table (3) indicate that the majority of the sample members are those who fall within the age groups second, third and the fourth. We find that the second age group for people aged (21-30 years) and their number in (15) by percentage (28.85%), while the third age group for people aged between (31-40 years) and number (20) by percentage (38.46%). The fourth age group for people between the ages of (41-50 years) and number (12) by percentage (23.08%). In view of the age groups as a whole, we find that they fall within the young category. This indicates that the work needs the energies and creative abilities that are available in youth more than in the older age groups; and this means that young people have the ability to improve the quality of the service.

4) Work experience variable

Category	Repetition	Percentile%
5 years or less	10	19.23%
10-6 years	15	28.85%
15-11 years	14	26. 92%
20-16 years	12	23.08%
21 years or more	2	3.58%
Total	52	100 %

Table (4): Repetition and the percentage of the sample relating to work experience variable
The results of the analysis in Table (4) indicate that the experience of the majority of the sample is limited to between Level three and Level four and they also show us through the age groups that the most working-class is the youth. Therefore, employees who have less experience than (5 years) make up a percentage of (19.23%). The class sample ranging experience between (11 - 15 years) accounted for (26.92%). The percentage of workers with experience between (16 - 20 years old) reached, as shown in table, a percentage representing (23.08%). The category corresponds to a class of workers between ages (31-40 years old), amounted to (38.46%). It is clear to us from previous statements that the percentage of workers whose work experience exceeds 5 years (82.43%), which is a high percent, reflecting in turn the ability to perform various businesses with efficiency in the department, where the employee with more years of experience, is ought to provide the service in a better way.

5) Career level variable

Category	Repetition	Percentage %
General Manager	1	1.92 %
Assistant General Manager	1	1.92 %
Department Manager	5	9.62 %
Division Manager	8	15.38 %
Executive Officer	37	71.15 %
Total	52	100 %

Table (5): Repetition and the percentage of the sample relating to the career level variable
The results of the analysis in Table (5) indicate that the majority of the sample is from the fifth category: those who occupy the position of Executive Officer provide the service and they were (37) employees at a rate of (71.15%). It is also clear to us that the functional level of Head of Department with (8) employees is at a rate of (15.38%) and the position of Director of the Department is (5) employees is at a rate of (9.62%). In general, given the previous data we have concluded that the proportion of individuals who qualify for positions enabling them to take decisions is (28.84%) and the remaining percentage (71.15%) are the class that participates in the quality of service provided to citizens.

6) Training Courses Variable

Category	Repetition	Percentage %
Nothing	*9*	*17.31 %*
1 – 3 Courses	*20*	*38.46 %*
6 – 5 Courses	*14*	*26.92 %*
7 – 9 Courses	*6*	*11.54 %*
More than 10 Courses	*3*	*5.68 %*
Total	*52*	*100 %*

Table (6): Repetition and the percentage of the sample relating to the training courses

The results of the analysis in Table (6) indicate that the majority of the sample members are those who received training courses related to the management of human resources in the category (1-3 Courses) and they account for (20) employees at the percentage of (38.46%), while those who received between (4-6 Courses) are (14) employees with a reaching (26.92%) and this is a good ratio to some extent. The number of employees who have not received any training related to the field of information technology were (9) employees and have reached the percentage of (17.31%) which is not minimal. This may be due to how new these workers are, or the fact that they have been nominated to attend these courses but did not actually attend, or that they are waiting for their turn in training courses. As can be seen from the data in the table above, (82.60%) of the sample were enrolled in courses related to the field of information technology and that is a high percentage showing the interest of the CSPDin training its employees and equip them with experience which increases the ability of individuals and the acquisition of skill in the quality of service.

Second: - The results of the descriptive tests to the variables of e-government: -

1) Information Technology

No.	Information Technology	Median	Standard Deviation	Order
1	*Department employees possess computer and software skills*	*4.276*	*3.328*	*2*
2	*The department uses computer networks to connect all of its divisions.*	*3.888*	*3.422*	*5*
3	*Department is keen on providing network security in order to secure the information and maintain confidentiality.*	*4.277*	*3.328*	*3*
4	*Data exchange is conducted with great ease among the department's divisions through the available means of communication.*	*4.166*	*3.355*	*4*
5	*High precision in data retrieval.*	*4.278*	*3.328*	*1*
	Totals	*4.177*	*3.352*	*-*

Table (7): Descriptive test results for information technology

As seen in the table above, information technology has achieved a high median of (4.177) and a standard deviation of (3.352), and this falls in a very high grade. This indicates that the department under study has a great interest in information technology through the use of computers, software, communication networks and information exchange. Paragraphs (1, 2 and 3) have achieved a top median of (4.278) while paragraph (2) had achieved the least median of (3.888).

2)   Human Resources Management :-

No.	Human Resources Management	Median	Standard Deviation	Order
1	The department places the appropriate predictions for its manpower needs.	4.555	3.260	2
2	Employees are nominated for computer and internet training courses.	4.166	3.355	4
3	Giving an opportunity for employees in the department to participate in the decision-making of the application of e-government.	3.777	3.449	7
4	Development of workers in the department on the use of electronic government applications through internal and external missions.	4.221	3.359	3
5	The department seeks manpower training and development in order to respond to developments in the labor systems.	4.222	3.341	1
6	The department seeks to achieve integration between the interests of the individual or organization and to identify the wishes of the workers and their attitudes and needs.	3.944	3.408	5
7	The department seeks to increase the material and moral incentives to encourage employees to attend seminars and workshops on the application of e-government.	3.888	3.422	6
Totals		4.078	3.370	-

Table (8) Descriptive test results for human resources management

As seen in the above table, the human resources management has achieved a general median of (4.078) with a standard deviation of (3.370) and that falls in high grade, which means that the surveyed department has a clear interest in human resources management in order to implement e-government through the training on computers and the Internet, and development of employees to deal with e-government. Paragraph (5) has achieved the highest median at (4.222), while paragraph (3) achieved the lowest median of (3.777).

3)   Electronic Archiving

No.	Human Resources Management	Median	Standard Deviation	Order
1	*The department has appropriate plans and policies around the management of electronic document along with clear objectives*	*4.277*	*3.328*	3
2	*The higher management is interested in the global advancement in global technologies in the field of management and use of electronic documents.*	*4.166*	*3.355*	4
3	*Managers and department heads have knowledge of the nature of the management of electronic documents.*	*4.111*	*3.355*	7
4	*The experience of other departments is studied in order to benefit from it in the application of the electronic documents management system.*	*4.387*	*3.395*	2
5	*The trend towards electronic documents reduces congestion of papers in files and administrative complexities.*	*4.388*	*3.301*	1
6	*The introduction of electronic documents reduces the tasks entrusted to the staff.*	*4.113*	*3.368*	5
7	*Employees can perform their duties under the management and control system of electronic documents.*	*4.112*	*3.366*	6
	Totals	*4.174*	*3.352*	-

Table (9) Descriptive test results for electronic archiving

It is clear from the table above that electronic archiving achieved a general median of (4.174) with a standard deviation of (3.352). This means that it falls into a very high grade, indicating that the department under study has a clear interest in electronic archiving as part of the implementation of e-government. Paragraph (3) has achieved the highest median of (4.111), while paragraph (4) achieved the lowest median at (4.387).

4)   Electronic Control

No.	Human Resources Management	Median	Standard Deviation	Order
1	*Employees can perform their duties under the management and control system of electronic documents.*	*4.111*	*3.368*	3
2	*Identify the training needs of workers in all areas required for the use of information technology.*	*4.333*	*3.314*	2
3	*The ability to cut cost while achieving high precision results, meaning being financially feasible.*	*3.778*	*3.449*	5
4	*The availability of information through the database and the ability to access it.*	*4.055*	*3.382*	4
5	*Electronic control contributes to the ease of linking of all organizational levels while availing effective communication channels.*	*4.444*	*3.287*	1
	Totals	*4.055*	*3.382*	-

Table (10) Descriptive test results for electronic control

It is clear from the above table that the electronic control achieved a general median of (4.055) with a standard deviation of (3.382), and this falls into a very high grade, which means that the department has a clear interest in achieving the electronic control for the electronic administration. Paragraph (5) recorded the highest median at (4.444), while the paragraph (3) achieved the lowest median at (3.778).

Third: - Descriptive Analysis Results for the Organizational Performance Variable: -

No	Organizational Performance Variables	Median	Standard Deviation	Order
1	*Department achieved a significant improvement in the volume of services provided to citizens.*	*3.944*	*3.408*	1
2	*The department was able to achieve a significant improvement in the performance of employees in the services provided to citizens.*	*3.934*	*3.408*	2
3	*Department achieved a significant improvement in the quality of services.*	*3.778*	*3.449*	3
	Totals	***3.888***	***3.421***	-
No	Citizens' Satisfaction	Median	Standard Deviation	Order
1	*Citizens feel satisfied for getting a fast and special service.*	*4.166*	*3.355*	1
2	*Most citizens feel the difference in the type of service provided to them.*	*3.888*	*3.422*	3
3	*Citizens feel confident and safe.*	*4.111*	*3.368*	2
	Totals	***4.055***	***3.382***	-
No	Creativity and Innovation	Median	Standard Deviation	Order
1	*The department cares for the creative ideas and R&D effort.*	*3.777*	*3.449*	4
2	*The department is keen to introduce all the new means and equipment for excellence in performance.*	*4.344*	*3.396*	3
3	*The department achieved an improvement in creativity of designs of new documents.*	*4.345*	*3.395*	2
4	*The department achieved an improvement in creativity of the operation of new documents.*	*4.355*	*3.382*	1
5	*The department achieved an improvement in development and modernization of administrative procedures.*	*3.722*	*3.462*	6
6	*Department achieved a significant improvement in the innovation and creativity of new technologies.*	*3.776*	*3.449*	5
	Totals	***3.888***	***3.468***	-

Table (11) Descriptive test results for the organizational performance variable

It is clear from the above table, that the creativity and innovation in bringing new documents recorded a general median of (3.888) with a standard deviation of (3.468), and this falls within the high grade, which indicates that the surveyed department is in good shape. While the satisfaction of citizens achieved a general median of (4.055)

with a standard deviation of (3.382), and this falls within the high grade, indicating that the department under study has a clear interest in satisfying citizens. Creativity and innovation achieved a general median of (3.888) with a standard deviation of (3.468), and this falls within the high grade, indicating that the department under study does not have the required extent of the creativity and innovation factors. It is also clear that the highest median has achieved the satisfaction of citizens within the variable organizational performance of (4.055), while the creativity and innovation being (3.888).

Organization Performance Variables / E-Gov Variables	Service Improvement	Citizens' Satisfaction	Creativity and Innovation
Information Technology	*0.929*	*0.970*	*0.925*
Human Resources Management	*0.980*	*0.999*	*0.975*
Electronic Archiving	*0.944*	*0.983*	*0.925*
Electronic Control	*0.938*	*0.966*	*0.903*

Table (12) Results of the correlation between the researches variables

The following is made clear through table (6)

1) The correlation coefficient between information technology and between both of {service improvement (0.929), citizens' satisfaction (0.970) and creativity and innovation (0.925)}. This means that there is a strong positive correlation between information technology and organizational performance variables {improve service and citizen satisfaction, creativity and innovation}.

2) The correlation coefficient between the Department of Human Resources and between both of {service improvement (0.980), citizens' satisfaction (0.999), and creativity and innovation (0.975)}, which means that there is a strong positive correlation between human resource management and organizational performance variables.

3) The correlation coefficient between the electronic archiving and between both of {service improvement (0.944), citizens' satisfaction (0.983), and creativity and innovation (0.925)} this means that there is a strong positive correlation between the electronic archiving and organizational performance variables.

4) The correlation coefficient between the electronic control between {service improvement (0.938), citizens' satisfaction (0.966), and creativity and innovation (0.903)} this means that there is a strong positive correlation between the electronic control and organizational performance variables.

5) The above results recorded the highest correlation coefficient of (0.999) between the Department of Human Resources and citizens' satisfaction, while less of correlation coefficient (0.903) between the electronic control and innovation.

Test result of the first main hypothesis:-

Rejecting of the nihilism hypothesis and accepting the alternative hypothesis which states that there is a statistically significant correlation at the level of (α=0.05) between the e-government and organizational performance.

Test result of the first sub hypothesis:-

Rejecting of the nihilism hypothesis and accepting the alternative hypothesis, states that there is a significant moral correlation between information technology and organizational performance variables.

Test result of the second sub hypothesis:-

Rejecting of the nihilism hypothesis and accepting the alternative hypothesis,which states that there is a significant moral correlation between the efficiency of human resources and the organizational performance variables.

Test result of the third sub hypothesis:-

Rejecting of the nihilism hypothesis and accepting the alternative hypothesis which states that there is a significant moral correlation between the electronic archiving and organizational performance variables.

Test result of the fourth sub hypothesis:-

Rejecting of the nihilism hypothesis and accepting the alternative hypothesis which states that there is a significant moral correlation between the electronic control and organizational performance variables.

Test result of the second main hypothesis:-

There were statistically significant differences between the answers of respondents in the CSPD in Jordan due to the variable age and job experience, job level and training courses, while there are no differences due to the variable social situation.

12. Conclusions

The study reached many results; below are the most important:-

1) As a result of the global interest in shifting towards e-government, Jordan's interest increased in this subject and; therefore there is a strategy or a clear public policy to adopt this topic and the existence of legislation assigned to this transformation.

2) There is a strong correlation between the variables {e-government information technology, human resources and electronic archiving and electronic control} and between organizational performance variables

3) There is a significant correlation between the variables of e-government and organizational performance {citizens' satisfaction and creativity and the issuance of cards, passports and renewal}.

4) There are significant differences between the answers of respondents attributed to the variable age and job experience, job level and training courses, while there are no differences due to the variable social situation.

5) There is a clear interest in the application of e-government in terms of the use of information technology and electronic archiving and electronic control and training of human resources to achieve organizational performance with efficiency and effectiveness.

13. Recommendations

In light of the findings of the study the following recommendations are proposed:-

1) Carry out a study on the future of e-government features and ways to use them to achieve organizational performance excellence.

2) Increase the commitment of senior management in supporting the electronic document management system by spreading the culture of use of the system among the staff, and reviewing the experiences of other institutions.

3) Focus on staff training and enable them to deal with the technological tools and work to raise technological awareness and support the positive trends to deal with electronic means, which contribute to building a culture of positivity and raise the level of usability among the staff.

4) Focus on empowering managers to use the tools of modern technology and information systems and databases.

5) Seek to issue a number of legislations and laws in support of the application of e-government, including the special laws of electronic fingerprint and electronic signature, and legislation relating to legal recognition of the information and means of legal protection. This is in addition to legislations concerning the appropriate means of regulation, standards and technical specifications.

6) Collaboration with academic expertise in the preparation of advanced programs for the development of human resources in the field of e-government.

7) Media promotion of e-government services and how to use them and spreading awareness of the benefits by means of effectively marketing the system in order to benefit the majority of the citizens. Naturally this will reflect positively on the organizational performance of the department.

References:

1) Mutawali, Muhammad: The rehabilitation of human resources for the application of e-government in Arab countries, e-Government Symposium: reality and challenges, the Arab Institute for Urban Development, Muscat, 2008.

2) Al Rubehat, Amnah: The impact of security threats to the security of information in the light of the application of e-government: a field study in the Jordanian ministries, Published Master's Thesis, Mutah University, Jordan, 2007.

3) Jawad, Shawki Naji, Abu Zeid, "Mohamed Khair": Future dimensions for e-government in Jordan - the requirements for success, "Jordan Journal of Business Administration, Volume (3) Issue (3), 2007.

4) Al Mubaideen, Maysa Younis: The impact of e-government in facilitating the provision of services to the public in the Jordanian public institutions, PhD thesis, Institute of Arab Research and Studies, the League of Arab States, Cairo, 2006.

5) Al Hadi, Mohammed, "The e-government as a means for development and administrative reform," the magazine (Cybraria Journal) Number 11, 2006.

6) Al Rub, Saeed: The impact of information technology on business performance management (The study of the Affairs Agency of Sudanese working abroad for the period (2000-2005) Master's Thesis, Sudan University of Science and Technology, 2006.

7)   Eric, W., Welch.: Linking Citizen Satisfaction with E-Government "Journal of Public Administration Research & Theory, July 2009, vol. 11, no. 3.

8)   Halden wang, Christian Von., :" Electronic Government (E-Government)" The Europ. Journal of Development Research, 2008, vol.16, no. 2, 2008.

9)   Christopher G. Reddick And Howard A. Frank (2007) E-Government And its Influence on Managerial Effectiveness: A survey of Florida City Managers , Financial Accountability & Management, 23(1), February 2007.

10) Wayne Huang, & Bhalla,:"An empirical Investigation of the Adoption of E-government in Australian Citizens: some unexpected Research Findings " The journal of computer Information System , Vol (43)1 , Fall , 2006.

11) Ho and Ni: e-Government: Five Key Challenges for Management" The Electronic Journal of e-Government, Vol. 4 Issue 1, available online at www.ejeg.com., 2006.

This academic article was published by The International Institute for Science, Technology and Education (IISTE). The IISTE is a pioneer in the Open Access Publishing service based in the U.S. and Europe. The aim of the institute is Accelerating Global Knowledge Sharing.

More information about the publisher can be found in the IISTE's homepage:
http://www.iiste.org

CALL FOR PAPERS

The IISTE is currently hosting more than 30 peer-reviewed academic journals and collaborating with academic institutions around the world. There's no deadline for submission. **Prospective authors of IISTE journals can find the submission instruction on the following page:** http://www.iiste.org/Journals/

The IISTE editorial team promises to the review and publish all the qualified submissions in a **fast** manner. All the journals articles are available online to the readers all over the world without financial, legal, or technical barriers other than those inseparable from gaining access to the internet itself. Printed version of the journals is also available upon request of readers and authors.

IISTE Knowledge Sharing Partners

EBSCO, Index Copernicus, Ulrich's Periodicals Directory, JournalTOCS, PKP Open Archives Harvester, Bielefeld Academic Search Engine, Elektronische Zeitschriftenbibliothek EZB, Open J-Gate, OCLC WorldCat, Universe Digtial Library , NewJour, Google Scholar