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The Possibility of the Application of E- Government and its Impact on
Organizational Agility in Ministry of Financial: An Analytical study

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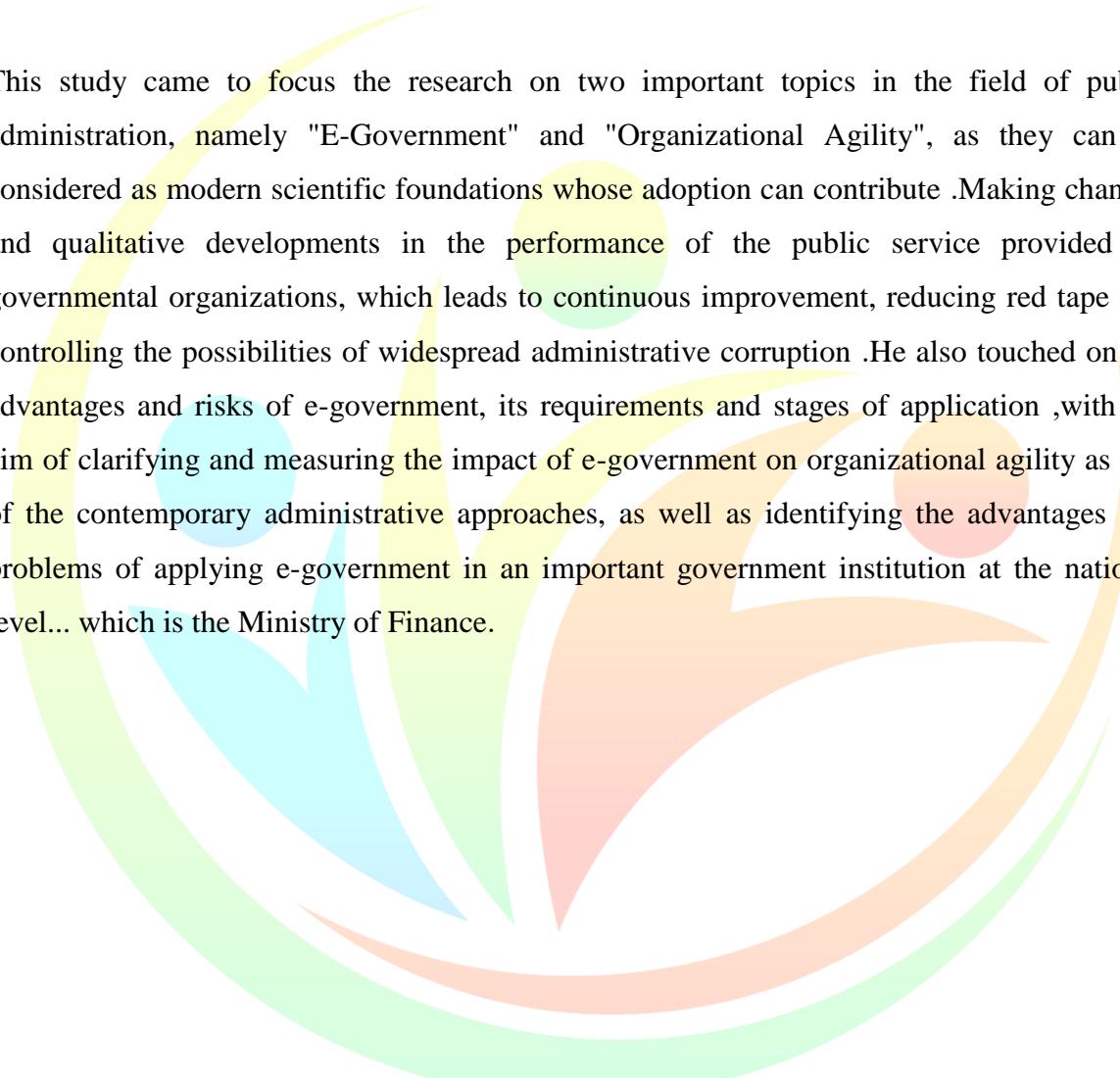


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ABSTRACT

This study came to focus the research on two important topics in the field of public administration, namely "E-Government" and "Organizational Agility", as they can be considered as modern scientific foundations whose adoption can contribute .Making changes and qualitative developments in the performance of the public service provided by governmental organizations, which leads to continuous improvement, reducing red tape and controlling the possibilities of widespread administrative corruption .He also touched on the advantages and risks of e-government, its requirements and stages of application ,with the aim of clarifying and measuring the impact of e-government on organizational agility as one of the contemporary administrative approaches, as well as identifying the advantages and problems of applying e-government in an important government institution at the national level... which is the Ministry of Finance.



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INTRODUCTION

The traditional work in the public administration sector is no longer appropriate and acceptable and is no longer able to absorb the increasing demands on the public service as a result of the growing population and the diversity of its demands, which made it necessary for governments to adopt innovative methods that facilitate government work and suit the changes taking place in our world and in light of the information technology revolution and the ease and speed it provides. Communicate and obtain information in a timely manner. The e-government came as the best assistant for public administration, through which it can invest this technology in reinventing public service in a way that provides benefit to both sides of the government on the one hand and the citizens on the one hand .

RESEARCH METHODOLOGY

Represents the methodology scientific method in the organization identify a specific problem and address, in order to achieve the objectives of the research ;So as to give an idea comprehensive research and dimensions basic

Research Idea and Problem

Through the field experience of the researcher, being an affiliate of the

Ministry of Finance, and based on the initial survey that was conducted, it was found that the Ministry suffers from the limited application of modern administrative models in its departments, and this is reflected negatively on large segments of citizens and government agencies that deal .Therefore, the importance of adopting e-government and studying the extent of its impact is highlighted .In achieving organizational agility as one of the modern administrative models that help provide distinguished service and keep pace with global developments

The research problem can be formulated in the form of questions as follows:-

- 1- What is e-government, what are its most important requirements, chances of success, and the most important problems expected to face
- 2 -What is the awareness of the senior and middle management in the investigated ministry of the importance of e-government and its importance in modernizing the administrative work ?
- 3- Is there sufficient interest and knowledge of e-government requirements and organizational agility in the ministry under study ?

4- Does the application of e-government lead to achieving organizational agility as a modern administrative approach ?

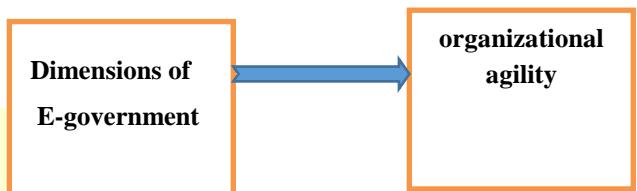
Research Importance

Importance The study of Importance all From Government e and organizational agility, so Most of the developed world countries consider e-government as a tool and a means for electronic interaction, whether at the level of government or between government departments, citizens and private companies. As well as at the local and global level

Research Objectives

- 1 Understand the concept and importance of E-government .
- 2- Investigate the extent the need to me E-Government.
- 3- Recognize the impact of e-government in achieving organizational agility .
- 4- Identify On Risks and threats Which Facing the ministry surveyed when application E-Government.
- 5- Measuring the extent to which there is a significant correlation between E-government requirements and organizational agility dimensions
- 6- Measuring the impact of e-government requirements on the dimensions of organizational agility

- 7 Is there a significant relationship between e-government and organizational agility ?
- 8 Strengthen and development organizational agility in a unit governmental when application Government e.



The hypothesis scheme for the research

Hypotheses of the research

First: hypotheses of the correlation between the variables

.1The first main hypothesis of the research " :There is a significant correlation between e-government requirements and organizational agility".

.2Sub-relationship hypotheses:

A- The first sub-hypothesis: This hypothesis states that “ there is a significant correlation between information infrastructure and organizational agility” .

B- The second sub-hypothesis: This hypothesis states that “there is a significant correlation between leadership and organizational agility”.

T - The third sub-hypothesis, which states that "there is a significant correlation

between information security and organizational agility"

D- Fourth sub-hypothesis: This hypothesis states that "there is a significant correlation between human resources, administrative organization and organizational agility".

C- The fifth sub-hypothesis, which states that "there is a significant correlation between knowledge, informatics and organizational agility".

Second :hypotheses of the effect between the variables

.1The second main hypothesis of the research states: "There is a significant effect of e-government requirements on organizational agility".

.2Impact sub-hypotheses: From the second main hypothesis, the following sub-hypotheses are branched:

A - The first sub-hypothesis states that "there is a significant effect of the information infrastructure on organizational agility."

B - The second sub-hypothesis states that "there is a significant effect of the leadership dimension on the organizational agility variable".

C Sub - third hypothesis states that "there is the effect of moral significance for some d information security in the organizational agility variable".

D Sub - fourth hypothesis states that "no indication of the effect of moral Ba d

human resources and administrative organization in the organizational agility variable ".

C- The fifth sub-hypothesis states that "there is a significant effect of the knowledge and informatics dimension on the organizational agility variable" .

Community, Sample and Research Tool

Represents a community search Bureau of the Ministry of Finance, which seeks to apply the government 's e - has been the selection of the Ministry of Finance as a sample to find the **fact that a research**.

THE ELECTRONIC GOVERNMENT

What is e-government ?

The e - government as an electronic mechanisms aimed at providing services for public administration business and government functions directed to citizens a and business sector or between State agencies and a processed through the use of information technology and communication systems so what makes e - government a model active for the production of public service and distribution to citizens, businesses , workers pain There in through the implementation of transactions on the network which means that the government 's attention is focused on the provision of public services to any person or entity or

institution and meet in me any time, and sees a lot of researchers that e-government is a way to modernize the structure of government and how to implement a workers to promote Its positive role in social, cultural and economic development. E-government is unlike official bureaucracies because it seeks efficiency and effectiveness in preparing and distributing public service in light of the needs of the beneficiary and not from the point of view of the government employee who represents the state's administrative machine. The important transformation in e-government is to focus on (the beneficiary) and needs rather than focusing on the needs of the internal M a Ssh public is the recipient of a To serve (or the beneficiary) the center of attention (Ahmed, 80 (2009 :

Advantages of e-government

The government system has many advantages mentioned by researchers (Al-Rifai, 2009. pg. 309 (and) Teiu , (2011.24.25

1. Make services available online 24 hours instead of 7 hours
2. The use of new technology available to citizens and owned by many citizens (personal Computer, internet, printer, mobile phone, etc
3. Increased convenience and efficiency (less tangible files to work with, easier access to them information, the citizen does not need to go personally to solve his claims/problems/statements(
- .4For information that is widely available and delivered faster
- .5Involve citizens in governance
- .6Providing personal services to citizens or companies (tax accounts, profile Overview(
7. Speed of completion: Completing the transaction electronically does not require time compared to completing the transaction in the traditional manner.
8. Increasing proficiency, as the electronic service is more accurate and proficient than manual completion in the traditional government .
9. Reducing costs, as the performance of the service electronically leads to a reduction in the number of employees required to work in the administration compared to the traditional government, as well as by shortening the procedures and stages of work and dispensing with the quantities of papers and office tools used in the performance of services .
10. Simplifying procedures through e-government. Bureaucracy and its bad results can be eliminated, which

leads to wasting effort, time and money through e-government. Procedures are simplified and facilitated through the information network, and work is done quickly and easily, saving time and effort, and reducing expenses .

11. Administrative transparency when transactions are completed electronically, without direct contact between the citizen and the competent employee, which reduces cases of bribery, manipulation and fraud .

Based on the foregoing, the researcher believes that there are many incentives and economic and administrative advantages that push developed and developing governments to take advantage of harnessing information technology to achieve public administration goals faster and at a lower cost, and to raise the efficiency and effectiveness of its administrative apparatus, which is beneficial to citizens.

E-Government Risks

There is a set of risks when implementing e-government, which some writers mentioned, including (Dr. Abushanab, 2012) and))) Teiu(22 ,2011,

.1Risks of not being able to access e-government for certain groups of people (elderly
People affected by poverty, illiterate, etc. (.

.2alather of the security of data, such as personal data protection, confidentiality, and so forth.

.3Transferring a series of costs to the citizen: buying a computer, connecting to the Internet ,
Printing, etc.

.4Citizens lack access to the Internet, and thus e-government (weak ICT infrastructure . (

.5Cultural barriers or lack of knowledge of information technology (eg: in some countries there are no electronic communications that are considered trustworthy, which means that the majority of people will choose to go to people when they have to deal with governance.

.6Poor level of service, as the citizen in cases prefers to deal with the human element

. 7The health effect associated with using computers and sitting in front of them, which is called human engineering

. 8Unemployment in the substitute labor sector

. 9Risking the privacy of citizen information and business institutions

. 10The social impact of resistance on the use of the Internet and computers, which leads to alienation and isolation from society

. 1 1The risks associated with the Internet, computers and electronic commerce such

as fraud through credit cards, electronic withdrawals, fraud and other negatives

We note from the foregoing that there are several risks when implementing e-government that vary among themselves and the degree of their danger. Some of them can be overcome, such as the risks of lack of access by establishing electronic kiosks for rural cities, and some of them need to complete the infrastructure in addition to maintaining confidentiality and privacy of information for citizens

Requirements for e-Government

1. Information and communication infrastructure requirements

)Al-Kidwa, 2010: 44, 45) believes that the technical requirements are considered as the cornerstone of the electronic government, as it is embodied in the necessary devices and technologies for the success of the project, through which information is represented and electronic transmission of it, and this requires ensuring confidentiality and accuracy and completing transactions and services remotely through electronic networks. It must have health and credibility

2. Administrative and organizational requirements

Need project Government e in order to achieve for organizations Objectives desired by him to me Administration good support Development like change Support

and take all new and novelty in styles administrative As well as on necessity Existence leaders administrative electronic deal efficiently and effectively With technology the information communication and so From Through her ability On Innovation and Re-engineering the culture organizational , so requires application project Government e development clear for ingredients traditional for culture the organization, As well as on that must On all departments in a organizations get rid of From procedures bureaucracy and routine obstructive for every

Development and renewal of the administrative methods adopted in the organizations with the need to develop and simplify the procedures and work steps, which reduces the administrative burdens and the linkage between all services and government procedures in a manner that ensures ease and flexibility of dealing between the various agencies and ministries (Al-Bashri, 2010, 45_46)

.3Information security and reliability requirements

to provide Security electronic and confidentiality e On level high to protect National information and personality, and to preserve archives electronic From Which absurd, and focus On this point ; when she has From Importance and

dangerous On Security national and personal for the state or Individuals (Mohammed, 2016, 89,90)

C : driving

represent Leadership most important Requirements necessary in a drink p Government e

and can to set two types From Leadership They Leadership political and driving Executive The leadership bad politics because IT has The initiative Previous in a Issuance Instructions purposeful to apply Government e With take into consideration Dimensions population and geography As for Leadership Executive it falls On her shoulders Guidance all sector T

Jurisdiction in a area Government e Toward Investigation the aim on it to set roles and follow up Progress of work and guidance and take Measures corrective and make sure From Pay the changes necessary to translate Drawn plans to me reality tangible And most importantly From that tracking performance Envelope stick n y To implement Plans drawn (Qasim: 2003, 71)

H : Knowledge and Informatics

Appeared recently needed to the entrance of a reunion and a depth of data collection, information and analysis, as represented by the concept of) knowledge management systems , (which means the intellectual capital management in the organization .

In the beginning, we must clarify the concept of what the word knowledge means, as it was described as) : intellectual capital and added value, and it is not considered as such unless the organization discovers and invests it, and it has been converted into value to create wealth through application) (**Davenport & Prusak , 1998:2**), while others dealt with the concept of knowledge as processing information and mental perceptions of individuals, and they emphasized the interrelationship between knowledge and information, because knowledge is information capable of supporting action) (**Staffady , 2000:4**).

ORGANIZATIONAL AGILITY

The concept of organizational agility

The term agility was formally introduced for the first time in 1991 by (the American IOKAKA Institute) in a report entitled (The Strategy of Industrial Companies in the 21st Century), which emphasized that the current system of mass production is insufficient to ensure that institutions help keep pace with competition, especially the competition coming from Asian companies, and the report concluded that organizations need organizational agility to remain competitive) (young,2013:5 Then) Peter Drucker (presented the concept of business agility to increase the current

flexibility of organizations in the 21st century, which is a management concept to deal with competition and institutional structures for the 21st century and is based on concepts related to consolidating success in turbulent environments, including dynamic capabilities, absorptive capacity and strategic flexibility) .Teece et al,1997:510 (

The importance of organizational agility

be seen) chamanifard et al., 2015: 200The importance of organizational agility is determined by the following points:

- 1Anticipate risks and opportunities.
- 2the speed of decision-making and implementation.
- 3Availability of a suitable environment for experimentation, innovation and joint learning.
- 4Employee empowerment and participation.
- 5Continuous improvement and risk management.
- 6Efficiency and effectiveness.
- 7The ability to adapt, learn and change to face threats.
- 8Getting rid of structural constraints through the adoption of flexible structures (networks.)

Dimensions of organizational agility

The dimensions of organizational agility with three types of select Ha

each (Park, 2011: 23)And) Al - Abedy 2012 , 156 , (They are as follows (sensing agility, decision-making agility, agility practice(

A ::agility sensor

The ability of organizations to work actively to collect and make use of usable data by processing and interpreting them, analyzing their causes and effects, and anticipating and detecting opportunities and threats.(Dove, 2001:8)

B : agile decision-making

Decision-making agility expresses the ability to collect, structure and evaluate the required information from a variety of sources to interpret the effects of events without delay, while identifying opportunities and threats based on the interpretation of events, developing action plans, and guiding how to reconfigure resources and generate new competitive procedures.park,2011:28.(

W : agility practice

The practice tasks consist of a group of activities to regroup organizational resources and modify business processes on the basis of work principles based on

decision-making to address environmental change, as organizations can change their operations according to different procedures and resources or redesign the organizational structure (El-Dahan, 2015: 17),

THE NATURE OF THE RELATIONSHIP BETWEEN E-GOVERNMENT AND ORGANIZATIONAL AGILITY:

One of the most important requirements for implementing e-government is the administrative requirements, which e-government cannot see the light of day without taking them into consideration, such as the ability of government institutions to identify the strengths and weaknesses of their employees in the field of e-skills, in addition to their ability to redesign its organizational structure in line with e-government and If this is done, these measures will have significant administrative effects that help to reach organizational agility(Abbas,2021:7).

BRIEF OVERVIEW OF THE MINISTRY UNDER STUDY

Research community

The research community represents the office of the Ministry of Finance, which

seeks to implement e -government . The Ministry of Finance was chosen as a sample for research , for the following reasons :

- Being one of the vital ministries and the possibility of applying e -government in it will lead to the necessity of adapting the rest of the ministries with this modern system by virtue of their work related to the ministry in question .
- The cooperation of the Ministry's employees with the researcher ,as he is one of its affiliates

To verify the first main hypothesis

There are significant a significant correlation between the regulatory requirements of e - government and Fitness"

In order to decide on the first main hypothesis of the research, which consists of five sub-hypotheses, the relationship will be found by calculating the Spearman correlation coefficient for the rank correlation between each of the dimensions of e-government requirements)information infrastructure ,leadership , information security ,human resources and administrative organization , knowledge and informatics .(and the organizational agility variable, and then test that relationship by using a test) T (to show the significance of the correlation coefficients calculated through the statistical

program(SPSS v.24) The table also shows that the following and interpret the results

as follows:

Table (35) values of Spearman's correlation coefficient and test(T (for the significance of the relationship between the dimensions of e-government requirements and the organizational agility variable

indication	value) T (calculated	Spearman's correlation coefficient)r(X Dimensions of e-government requirements	Y
Significantly	7.644	*0.759	information infrastructure	organizational agility
Significantly	8.041	**0.775	Leadership	
Significantly	4.467	**0.563	Information Security	
Significantly	5.999	**0.675	Human resources and administrative organization	
Significantly	6.373	**0.697	knowledge and informatics	
Significantly	9.90	**0.836	Total e-government requirements	

Source: Prepared by the researcher in light of the results of statistical analysis

value) T (tabular at the level of significance 0.05) . (0 and degree of freedom 2.017 = (43)

value) T (tabular at the level of significance (0.01) and degree of freedom 2.695 = (43)

(*) Significant effect at the level of significance 0.05

(**) Significant effect at the level of significance 0.01

With regard to testing the correlation between the e-government requirements variable and the organizational agility variable, it is clear from the results of the above table that the value of the Spearman correlation coefficient between them amounted to (0.836) . , (0) which is a strong positive value because it is greater than (0.5) and it reflects the existence of a positive directional relationship with significant significance at the level of significance (0.05) . (0) and (0.01) since the

value of) T (which is calculated at (9.990) is greater than its tabular counterpart which is equal to (2.017) and , (2.695) respectively at the two levels of significance.(05) . (0) and , (0.01) and the interpretation of this result indicates that attention to the dimensions of e-government requirements in the Ministry of Finance and its development as a whole will lead to its organizational agility, and thus the first main hypothesis of the research is accepted, which states " there is

a significant correlation between e-government requirements and organizational agility

Hypothesis states a second head of research : as a " was found with significance to the requirements of e - government in the regulatory impact of ORGA . "

In order to make a decision on the second main hypothesis, from which five sub-hypotheses emerge, the impact of e-government requirements on the dimensions of organizational agility is measured by calculating the simple linear regression equation, which are :

$$= a + \beta_i X_i Y$$

And then test the effect relationship using the test) F (To indicate

the extent of moral regression equation) effect (calculated, as well as the use of the coefficient of determination) R ²)To explain the amount of variation explained by the e-government requirements in the dimensions of organizational agility, and using the statistical program(spss , (Explains the table (46) transaction values used in measuring the impact of the surveyed variables.

The impact of the dimensions of the e-government requirements variable on organizational agility will be studied by calculating a simple linear regression equation for the dimensions of the e-government requirements variable with the organizational agility variable, both separately and in the aggregate, using the statistical program .(SPSS) The interpretation of the results shown in Table: (46) is as follows

Table (36) results of the values of the coefficients used to measure the effect of the dimensions of e-government requirements on the organizational agility variable .

Transactions					Variables	
indication	The coefficient of determination)R ² (Values)F (calculate d	regression parameter Beta	fixed limit A	X Dimensions of e-government requirements	Y
Significantly	0.56	54.92	0.75	0.89	information infrastructure	organizational agility
Significantly	0.63	75.73	0.80	1.16	Leadership	
Significant	0.39	27.61	0.63	1.43	Information	

y					Security	
Significantl y	0.53	48.53	0.73	0.63	Human resources and administrativ e organization	
Significantl y	0.53	47.58	0.72	1.10	knowledge and informatics	
Significantl y	0.71	104.32	0.84	0.49	Total e- government requirements	

The table was prepared by the researcher

value) F (Tabulated at the degree of freedom43) . (1and level of significance4.06 = (0.05) value) F (Tabulated at the degree of freedom43) . (1and level of morale7.26 = (0.01)

The results of the statistical analysis in Table (46) showed a statistically significant effect at the level of significance.(. 05) . (0and (0.01) for the total variable) e-government requirements (in the variable) organizational agility , (because the value of) F (The calculated amount (104.32) is greater than its tabular counterpart, which equals (4.06) and (7.26) ,respectively, and for both levels of significance.(05) . (0and , (0.01) and the independent variable) e-government requirements (explained that it explains ,(71)%that is, approximately three quarters of the total changes that occur in the values of the approved variable) organizational agility (in the researched ministry, which was reflected in the value

of the coefficient of Specification, and the remaining percentage (%29) is attributed to the contribution of other variables not included in the model. Thus, the estimated regression equation for the impact of the total variable of e-government requirements on organizational agility is as follows :

**Organizational agility (0.84) + 0.49 = e-
government requirements**

The value of the regression coefficient in the above equation, which is , (0.84) indicates that an increase in interest towards the practice of e-government requirements in the Ministry of Finance by one unit will be accompanied by an increase in organizational agility by , ,(84)% thus

we conclude accepting the second main hypothesis which states that) **there is Effect relationship with significant significance for e-government requirements in organizational agility .(**

CONCLUSIONS

- 1) .There is a direct, significant, and statistically significant effect of the e-government requirements variable with the organizational agility variable, and this gives an indication of the extent of the significant positive impact that the dimensions of e-government requirements collectively play in the organizational agility variable.
- 2) . The concept of e-government reflects the political and administrative dimension of the application of e-government and gives the traditional government the feature of modernity, through which the Internet is used to provide government services and information to citizens, which requires redesigning jobs in government business in new ways, facilitating accessibility by employees and citizens in an easy way with Maintaining privacy and information security.
- .3) The application of e-government leads to the application of modern administrative approaches, such as the entrance to organizational agility, in addition to the

modernization of administrative work .The electronic transition process aims to simplify procedures, eliminate red tape, speedy completion of transactions, reduce paper use, as well as achieve an abundance in tunnels and achieve returns, especially for commercial activities.

. 4) Iraq occupies a late rank globally and in the Arab world in e-government readiness, as it occupies a late rank, which is (143) globally, based on the United Nations report for the year 2020, due to the low level of progress in the e-government indicators approved by the United Nations represented by the e-services index, the e-participation index, and the development index. Human Capital, Communication Index

.5) The formations of the Ministry of Finance are still in the first stage of the application of e-government in general, and that the requirements of e-government are incomplete and need to be completed to move forward with them, as the results of the computational circles showed a limited dependence on the requirements and application of e-government

6) . The existence of a positively significant relationship (statistically) for the variable of e-government requirements and the variable of organizational agility, and this gives an indication of the extent of the significant positive impact that the

dimensions of e-government requirements combined in organizational agility ,which are due to the interrelated relationship between these two variables .

RECOMMENDATIONS

1) The research recommends that the Ministry of Finance should give appropriate importance to the subject of e-government and prepare its requirements, as the majority of regional and global countries have made great progress in this field, because of the great advantages they have seen in the application of e-government.

2) Interest in adopting the concept of organizational agility with its dimensions in the researched ministry because it is necessary for organizations to survive, develop and keep pace with environmental changes that are characterized by complexity and speed, especially in light of the current situation after the spread of the Corona pandemic, which imposed social distancing, which enhances the importance of the recommendation towards electronic work and the provision of government services electronically

3) The development of the project' s transfer of the payment system of employees ' salaries to the electronic system ,when diagnosis (fingerprint) to verify the presence of the staff ,which was adopted in most of the ministries of Iraq and benefit from it in other projects with errors that occurred when processing to be the nucleus for an electronic government ,

4) The e-government enables the ministry to apply more advanced budgets such as program and performance budget or zero budget in an easy and consistent manner with the Iraqi environment through the use of technological systems and modern technology.

5) Not moving forward with the pace of administrative reform, including restructuring and simplifying administrative procedures to be a base upon which to implement the steps of electronic transformation .This requires the establishment of a number of training programs and workshops to develop the capabilities of employees in dealing with modern technologies .



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