



# The Role of Strategic Planning in Enhancing E-Governance - Federal Public Service Council in Iraq (A case study)

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## ABSTRACT

In the midst of intense and strong competition, organizations seek to possess modern and advanced technology that leads to improving their operations to be more efficient and effective, as well as preparing a human cadre capable of dealing with modern technologies, finding innovative solutions to them, developing themselves professionally, and educating the community about the importance of this technology, represented by electronic governance, as it plays an important role in the transformation of organizations from traditional management methods to modern methods of management that make them more innovative and more effective organizations, and also play an important role. In adopting the approach of creativity and innovation in business.

Strategic planning plays a vital role in managing organizations and achieving their goals efficiently, as this approach aims to identify long-term trends and goals and develop strategies to achieve them. The introduction to strategic planning is the roadmap that guides an organization or organization towards success and excellence. The strategic planning process includes analyzing the internal and external environment, identifying strengths, weaknesses, opportunities and threats. Based on this information, a strategic plan is developed that outlines the objectives, strategies and actions needed to achieve them.

**Keywords:** Strategic Planning in Enhancing, E-Governance, Federal Public Service Council.



## Introduction

The strategic planning process allows the Organization to rationalize the use of resources, increase efficiency, improve organization, and enhance guidance and visibility. It can take different forms in various sectors, ranging from corporations and government institutions to non-profit organizations.

Therefore, the integration and structure of the organization's systems completely electronically encourages organizations around the world, whether governmental or non-governmental, to provide all the necessary requirements of advanced methods in formulating the elements of performance evaluation, measurement and methods of implementation, especially in the government service sectors, as the provision of electronic services is fully dedicated to various segments of society, as a means to develop and improve the level of services it provides to its citizens.

E-governance is a strategy used in the style of good governance or good governance through a set of laws and regulations that work to involve all parties in the same organization to reach good governance to provide government services, exchange information on communications transactions and integrate various systems and services stand-alone between government and citizen, between government and companies, and between governments and each other.

## The first topic Study Methodology

### First: the problem of the study

Electronic governance is one of the results of the technical information revolution in the modern era, as the successive developments in the field of communications and information have led to the innovation of advanced technology, which made the senior management of any organization to think seriously to benefit from the achievements of that revolution in completing its work and providing services to citizens in electronic ways that accustom it to reduce work pressures and eliminate red tape and bureaucracy at the same time, and the real study problem lies in the non-accreditation of most Iraqi organizations, especially public sector organizations, to the application of Principles of e-governance, for several reasons, including the lack of qualified cadres sufficient to adopt and work in accordance with the principles of e-governance, as well as the fact that most organizations do not have the necessary technology to apply the principles of e-governance.

The problem of the study can be expressed through the following questions:

1. Does the surveyed organization conduct an appropriate strategic planning process for the tasks and activities that fall on its shoulders?
2. Is there a weakness on the part of the surveyed organization in investing in e-governance ?



3. Is there a weakness in the extent to which the components of strategic planning include the mechanisms of applying e-governance in the research council?

### **Second: The importance of the study**

The importance of the study stems from the importance of countries played by strategic planning in applying the principles of e-governance that achieve the highest levels of accuracy in drawing up the policies of the surveyed council. Strategic planning can contribute to achieving e-governance objectives, such as improving transparency, increasing access to information, and enhancing data security protection.

In general, the relationship between strategic planning and e-governance contributes to improving the efficiency and effectiveness of government administration and services and enhances trust between government institutions and citizens in the use of technology to achieve public goals and participate in decision-making.

### **Third: Objectives of the study**

The study aims to achieve a number of objectives that can be clarified as follows:

1. Identify whether the surveyed organization The surveyed organization conducts an appropriate strategic planning process for the tasks and activities that fall on its shoulders.
2. Identify the levels of application of e-governance in the surveyed organization.
3. A statement of whether there is a weakness in the extent to which the components of strategic planning include the mechanisms of applying electronic governance in the surveyed council.

### **Fourth: Hypotheses of the study**

**The first main hypothesis: He found a positive correlation with significant significance between strategic planning and e-governance**, and the following sub-hypotheses emerge from it:

- There is a positive correlation of significance between the vision, mission, goals and e-governance.
- There is a significant positive correlation between strategic leadership and e-governance.
- There is a significant positive correlation between strategic analysis and e-governance.
- There is a significant positive correlation between strategic decision-making and e-governance.

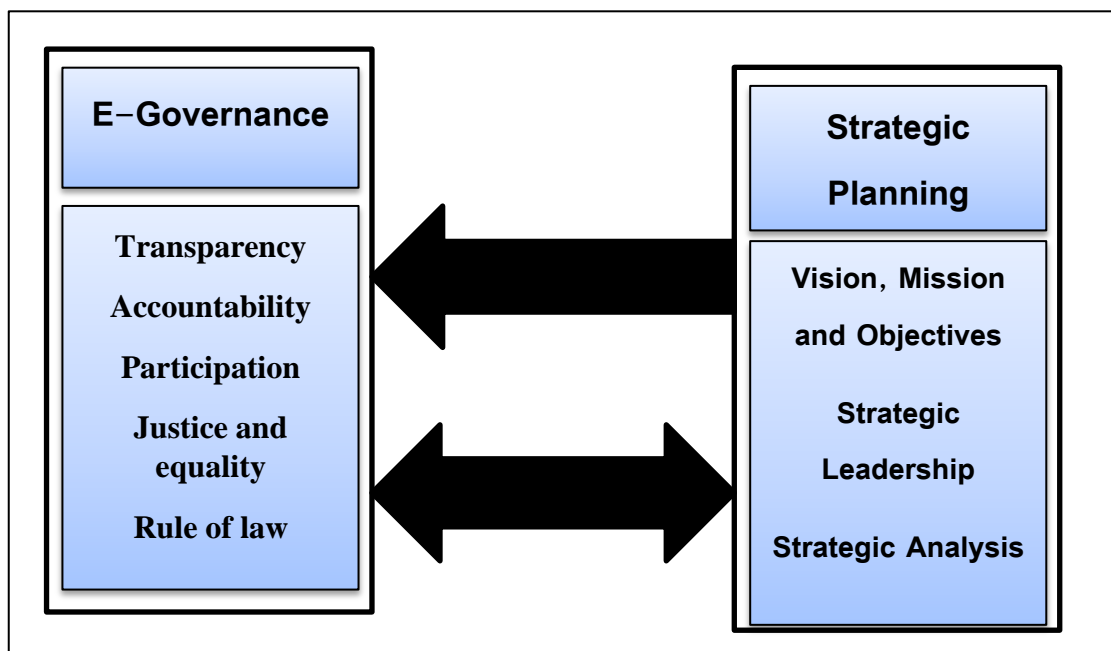
**The fourth main hypothesis: There is a significant impact of strategic planning in its dimensions in electronic governance**, and the following sub-hypotheses emerge from it:

1. There is a significant impact of the mission, vision and goals in e-governance.
2. There is a significant impact of strategic leadership in e-governance.

3. There is a significant impact of strategic analysis in e-governance.
4. There is a significant impact of strategic decision-making in e-governance.

### **Fifth: for the hypothetical scheme of the study**

Figure 1 Hypothesis scheme of the study



### **Sixth: Limits of study**

1. Spatial limitations: The study takes place in the Federal Public Service Council.
2. Time limits: The time frame in which the study was carried out. One year 2021-2022.

### **Seventh : Study Methodology**

The study methodology is a way to describe the subject to be studied through a correct scientific methodology and portray the results reached, and the approach followed is a reflection of the researcher's ideas as a result of his awareness of the problem and his attempt to find solutions to it, as it is a design through which plans can be developed to collect information that makes the study appear in a simplified and coherent manner, In order to meet the requirements of the current study and achieve the desired goals, the descriptive analytical approach method was adopted to identify the problem and frame its dimensions through a questionnaire that included the study variables.



## The second topic Theoretical framework

### First Theme: Strategic Planning

#### First: The concept of strategic planning

Strategic planning is a vital activity to clarify the future direction of the organization, strategic planning in organizations has become one of the effective tools in setting a coherent basis for decision-making and setting priorities in improving organizational performance, as it can be considered as the process of determining the organization's work for today and the future, and determining the direction of work that must be followed, in light of opportunities, threats, strengths and weaknesses (Al-Kadri & Widawati, 2020: 327).

Strategic planning enables organizations to set their long-term goal and help them develop and include plans to achieve their goals, it is an attempt to prepare the organization for future emergencies and help it control environmental dynamics, as well as strategic planning has a strong contribution to the financial and non-financial performance of organizations (Ahmad & Ahmad, 2019: 753).

The concepts of strategic planning have multiplied as a result of changes in management methods and theories, with the progress of time, new management theories and new planning methods are developed, this can lead to the development of strategic planning concepts and changes in use, and Table (1) shows some of the researchers' opinions on the concept of strategic planning:

Table (1) The concept of strategic planning according to the opinion of some researchers

Strategic Planning	Researcher	t
The way an organization plans are defined to support the achievement of its mission, as well as being one of the most valuable and respected management tools to turn organizational ideas into reality.	(Sadiq et al., 2020 : 147)	1
The process of determining the work of the miniature for today and the future, and determining the direction of action to be followed, in light of opportunities, threats, strengths and weaknesses.	(Al-Kadri & Widiawati, 2020: 327)	2
The process of thinking and preparing a series of action steps to achieve a specific goal, it is a process of proactive decision-making, which includes determining what needs to be done, why it needs to be done, how to do it and when before action is required.	(Mensah, 2020 : 10)	3



A management tool to manage current conditions in setting future expectations, so that strategic plans are used as guidelines for organizations to take advantage of their current conditions	(Priyambodo & Hasanah, 2021: 109)	4
A management technique to guide organizational decisions by defining long-term competitive business strategies by maximizing internal strengths and external opportunities, while avoiding internal weaknesses and external threats.	(Puglieri et al., 2022 : 3255)	5
The process of selecting the organization's objectives, identifying the policies and strategies necessary to achieve the objectives, and identifying the necessary methods to ensure the implementation of the policies and strategies set	(Ali et al., 2023 : 2)	

Source: Prepared by the researcher.

Through what is stated in the definitions brought by the researchers according to Table (1) prepared by the researcher, strategic planning can be defined as strategic planning as the process of determining the main goals and priorities of the institution or organization in the long term and directing efforts and resources towards achieving these goals in the best possible way, as strategic planning is an essential tool for managing organizations and achieving long-term success.

### **Second: The importance of strategic planning**

Many studies have documented the impact of strategic planning as an organizational resource and recognized the important role of strategic planning in dealing with challenges in the organization, with many researchers arguing that strategic planning allows the organization to define its long-term goal and help it develop and include plans to achieve its goals (Ahmad & Ahmad, 2019: 753).

The importance of strategic planning reflects the mechanism through which the organization determines its vision and strategies, and makes decisions about the allocation of its human wealth and other resources to support this strategy, it is generally believed that strategic planning can lead to new unique situations, business models, business processes or positioning for competitors in light of enhanced performance through investment in human capital ( Al-Qershi, 2021 : 1004).

The researcher believes that the importance of strategic planning highlights that it is a vital and essential process for any organization or institution, whether commercial or non-profit, directing efforts: it works to direct efforts and direct resources towards achieving the goals and vision set, allowing the organization to set its priorities and ensure that resources are used efficiently, and the importance of strategic planning through its role in motivating employees and teams working in organization, as it



gives them a clear purpose and vision for the future. In short, strategic planning can be a powerful weapon that helps organizations achieve their goals and build a sustainable and prosperous future.

### **Third: Dimensions of Strategic Planning**

#### **1. Vision, Mission and Objectives**

Strategic planning has been one of the concerns of private and public organizations, as failure in strategic planning will lead to poor performance and effectiveness in the organization, and strategic management is one of the important components of organizations, as these private and public organizations around the world use and implement strategic planning, moreover, strategic planning has become more important in public sector institutions due to the increasing importance that has been developed to achieve levels ( Khalid & Nusari, 2020 : 3463).

In a related context, (Mohamed et al., 2019: 1988) indicates that each of the vision, mission and goals reflect the formulation of the organization's strategy, as the organization's strategy provides for evaluating the external and internal environment and integrating the results into the goals and strategies, and the organization's strategy has been widely examined and studied by many researchers and found that the results vary from one organization to another and face many challenges, The experimental results indicate that the formulation strategy had a direct role in the organizational performance of the organization, and studies revealed that there is a distinction between the results and methodologies of measuring the effectiveness of strategy formulation and the performance of the organization, which confirms the need to choose the appropriate methodology to measure the link between the adoption of the strategy and the performance of the organization, it has become clear that the formulation of the strategy represented by (vision, mission and goals) directly affects organizational performance.

#### **2. Strategic Leadership**

Strategic leadership, in its simplest form, is leadership that appears at the highest level of the organization, which includes the board of directors and members of the senior management team, such as the group of executives (e.g., CEO, CFO, CIO, Chief Marketing Officer, Chief Operating Officer, Chief Sustainability Officer, as well as General Managers, and leaders of strategic business units. Strategy, strategic leadership refers to functions formed by individuals at senior levels of leadership (Singh et al., 2023: 1).

As senior level theory developed, most early work on strategic leadership focused on how executive traits, which supposedly act as agents of their values and expertise, influence their decisions and actions (Vera et al., 2022: 2).

#### **3. Strategic Analysis**

Strategic planning is very important in organizations around the world, in addition to that, before discussing and developing strategic plans in organizations,



organizations must when developing strategic plans take into account the general plan of the organization, and a strategic plan should be developed that supports the achievement of its goals, as the strategic plan is developed taking into account the internal and external environment of the organization, Based on the above opinion, the most important step in conducting strategic planning is the ability of planners to look as objectively as possible at the strengths, weaknesses, opportunities and threats of the organization known as SWOT analysis, if the strengths, weaknesses, opportunities and threats can be properly described, it will be easier to make the strategies used to maximize strengths and reduce weaknesses in seizing opportunities and overcoming the threat. Internal factors can be viewed on the strengths and weaknesses of the organization. (Ropianto et al., 2017: 150).

#### **4. Strategic Decision Making**

Strategic decision-making is reflected in the sequence of actions that bridge the gap between the current and future state of the organization; it is among the most influential predictors of organizational success, as strategic decisions are made continuously, and their formulation and implementation have long been a central administrative activity for all types of organizations; large and small, private and public, profit and non-profit, and the controversy has arisen between synoptic (rational) and incremental (political and intuitive) decision models and their effects on results. Organizational since the beginnings of strategic management research (Manolopoulos et al., 2022: 2).

The decision-making process is an integral part of the management process in each organization, and at all organizational levels, and decision-making is a specific task that falls on the responsibility of the senior management of the organization as it seeks to achieve the interest of the organization as a whole, and since some managers enjoy success in decision-making more than others, many studies and research have been conducted to evaluate the roots, causes and effective elements in the decision-making process (Zamani et al.). 2017: 4-5). Verma et al. (2016: 38) argues that decision-making is a broader thinking style that is limited to decision-making tasks only, and reflects many psychological dimensions, including how decision-makers perceive events around them and how they process information.

#### **Second Theme: E-Governance**

##### **First: The concept of e-governance**

E-governance refers to a broader concept than just the use of modern technologies in government to improve the provision of information and services and enhance the concept of citizenship by encouraging citizen participation in decision-making and increasing government transparency, effectiveness and accountability. E-governance has become a globally accepted methodology that seeks to improve transparency, provide information and public services faster and more effectively, improve the efficiency of management and the provision of public services through the adoption of





technology in its various forms and on expertise, skills and cognitive strategies (Onuigbo & Innocent, 2015: 19).

The word e-governance refers to a wide range of applications that have been defined and created in order to solve various administrative issues, i.e. government services or issues related to the government sector / and the development in the use of information and communication technology has extended to new areas ranging from entertainment and information exchange, to medicine, education and science, and that most e-governance services are web-based applications, This helps citizens have better access to various e-governance services (Sahoo et al., 2022: 65). Table (2) shows the definitions of e-governance according to the opinions of a sample of writers and researchers as follows:

**Table (2) The concept and definition of e-governance according to the opinions of a sample of writers and researchers**

<b>E-Governance</b>	<b>source</b>	<b>t</b>
<b>Use information and communication technologies such as wide area networks, mobile data, internet, etc. to provide downstream services to citizens.</b>	<b>(Birda &amp; Dadhich, 2019: 39)</b>	<b>1</b>
<b>Harnessing the potential of ICTs at various levels of government and the public sector to promote good governance.</b>	<b>(Hamad and Saeed, 2020: 243)</b>	<b>2</b>
<b>The use of ICTs and especially the Internet as a tool to achieve better government as well as continuous improvement of service delivery and community engagement through the transformation of internal and external relationships through technology, the Internet and new media.</b>	<b>(Sepasgozar et al., 2020 : 2)</b>	<b>3</b>
<b>A set of actions or concepts for interaction with citizens that involve the use of ICT to enhance the effectiveness and efficiency of public services.</b>	<b>(Hartanto et al., 2021 : 4)</b>	<b>4</b>
<b>A new pattern in the organization and management of state affairs helps to achieve a positive transformation in the management of the state and its organizational structure, by adding value to operations and services across information and communication technologies, and constantly adapting them as a leading means of driving these transformations.</b>	<b>(Leheza et al., 2022 : 447)</b>	<b>5</b>
<b>Use ICT to improve information, service delivery and stakeholder participation in the decision-making process to implement accountability, responsiveness and transparency in administrative work.</b>	<b>(Fattah and Aboudi, 2022: 212)</b>	

Source: Prepared by the researcher based on the sources given in the table.



The researcher believes that the definition of e-governance is the government's use of modern technology, Internet applications and other information and communication technologies and electronic platforms, along with the processes that implement these technologies to enhance access to government information and services and provide them to citizens, agencies and other government entities with transparency, rapid response and clear accountability.

### **Second: The importance of e-governance**

E-governance has quickly become an essential element in the success of any government in providing fast, transparent and affordable services to citizens, the expansion of ICT and affordability has made it easier for governments to launch and implement new projects, access to public services on one platform is also important, and interconnectivity and interoperability with other systems must be key to successfully providing comprehensive services to everyone in one place, we live in an information and knowledge age where Everyone needs fast and efficient services, so organizations have increased online services, with attention to data security measures, and recognizing the powers of e-governance, governments have taken several initiatives to provide e-services by potentially combining other similar services to use shared information in order to improve government services (Chandra et al., 2022: 11).

The importance of e-governance comes as it represents a system that provides multiple government services to citizens via the Internet, including submitting government reports, accessing judicial systems, obtaining digital certificates, and managing business operations via the global network, and with the advancement of information and communication technology, it has become easier for citizens to access the Internet using smart devices, which has increased the spread of e-management services. In the current e-services management system, users have to register directly on each government server to benefit from the services they need, however, this approach is ineffective, as users must re-register everywhere new (Cho et al., 2022 : 74352).

### **Third: E-Governance Dimensions**

#### **1. Transparency**

Transparency is seen as a common confidence-building tool, the interaction between trust and transparency reflects the quality of the internal product of the organization, and the importance of trust has led to a lot of discussion about how to build it, and one of the prominent mechanisms proposed to build trust is transparency that is achieved through the disclosure of information, "Many researchers have argued the subject of transparency as a disease that helps build trust, and those studies have



suggested Increased disclosure can help beneficiaries confidently access the information to be used (Richard et al., 2022: 2).

Many concepts of transparency play important roles in clarifying and explaining different aspects of human interactions with public organizations, and there is an urgent need to clarify and explain how these different types of transparency interact, so many researchers have provided many concepts about transparency and its nature (Andrada et al., 2023 : 1322).

**The researcher defines transparency as a principle or concept that refers to the degree of clarity and clarity of information, decisions and actions, the concept of transparency aims to make information available and understandable to all without any obscuration or concealment, this principle also includes laws and rules that guarantee the integrity of activities and decisions.**

## 2. Accountability

Accountability refers to the relationship between two parties, where one party, the host, is responsible for its performance by the second party, the manager. Accountability can be internal or external; internal accountability exists within the bureaucracy of the organization, for example, the head of service in the local authority is accountable to the executive branch of the council, moreover, public sector employees are subject to the code of conduct of their professional bodies, and accountability refers to (vertical accountability in the organization) refers to actions taken by state managers and citizens to push office holders to report and respond to their actions, this category is the demand side of accountability, the rise in popularity of accountability is seen as an antidote to weak state-centered accountability, and a growing body of research is examining its effectiveness and impact on the overall achievement of policy and governance objectives (Sharma et al., 2021: 260).

**Accountability is a concept that refers to the idea of holding individuals, institutions and governments accountable for their actions and decisions. Accountability includes monitoring authority and reviewing decisions and actions by the public and society. Responsible entities must be held accountable for their actions and impact on people and the environment.**

## 3. Participation

Participation in the context of e-governance has been defined as the real participation of citizens and other organizations in the formulation of policies and strategies, the decision-making process in the public sector, and the implementation of those decisions, in the administrative literature participation has been integrated into the practice of smart governance and the move towards a user-centered or citizen-centered approach, where the focus is on the electronic participation of citizens in decision-making, along with joint creativity with citizens in E-participation,



consisting of three main elements, namely electronic information, e-consultations, and e-decision-making (Lim & Yigitcanlar, 2022: 74).

**The researcher defines participation under e-governance as a concept that refers to the role and participation of citizens, institutions and stakeholders in decision-making processes and e-administration, this concept aims to enhance interaction between government and society and enable citizens to participate effectively in government processes and decision-making.**

#### **4. Justice and equality**

Researchers have recognized the importance of justice, equality and the use of ICTs that help achieve good governance and the pursuit of justice through an easier platform, as well as all stakeholders, be they people, institutions, society, etc., have realized that e-governance is essential and with the use of ICTs, wider participation is ensured that is inclusive in nature and deeper participation of the masses ( Rajeshwar & Roy, 2022 : 184).

In other words, we can say that inclusive good governance brings everyone together, i.e. democracy, respect for human rights, justice and the rule of law, which are the key to the country's future political and economic transformation, as a new innovative tool in that governance process is equally important in achieving development and paving the way towards inclusive good governance in the coming era (Ahmed & Hussain, 2021: 554).

**The researcher points out that justice and equality in e-governance refers to the need to provide equal opportunities for access and participation in government services and decisions through electronic means, as access to ICT must be available to everyone without discrimination, including marginalized social groups, justice and equality also mean treating individuals equally and without discrimination during the provision of services and decision-making.**

#### **5. Rule of law**

The rule of law is one of the main pillars of good governance, which can only be achieved through the use of information and communication technology in government departments to simplify the public service system, which represents a major challenge in modern electronic countries, e-governance is the use of electronic tools to facilitate communication between citizens and government agencies (Ahmed & Zehra, 2022: 419).

The rule of law, as well as the protection of fundamental rights, are values that can and should remain in the age of automation, without the need for far-reaching changes in legislation, for this to be possible, it is important to understand what, how and why this change is being addressed, how people perceive it, and with this knowledge, what needs to be thought about can be drawn in the legal system to better protect



rights and strengthen the rule of law, which means that the state It does not have a great deal of legislation on e-governance (Metcalf, 2019 : 4).

**The researcher points out that the rule of law in the context of e-governance refers to adherence to the principle that the law is the superstructure and control entity that regulates and directs behavior and decision-making in the digital environment, as individuals, institutions and government agencies must adhere to recognized regulations and laws applied in the electronic and technical context.**

### **Third Theme: The relationship between strategic planning and e-governance**

Leadership plays a critical role in the development of e-governance applications, by relying on successful strategic planning processes for innovation and quality management (Goel et al., 2012: 4).

Suril (2012: 183) notes that government e-projects evolve over a period of time, most often requiring immediate corrective action. Such projects, designed and implemented as part of the traditional planning and implementation framework, are therefore expected to be affected by public order constraints. In order to enhance commitment to e-governance and promote and raise awareness by leadership of the importance of e-governance, leaders in the organization must train employees and enhance their confidence by focusing on structured strategic planning to reach the best possible practice (Sachdeva, 2002: 18).

Sushil (2017: 76) points out that comprehensive strategic planning that first takes into account the need for change and then describes procedures makes e-governance initiatives more effective, and the traditional approach to strategic planning followed in the public sector does not seem to be suitable for e-governance planning, as the desired electronic transformation in government performance requires great strategic thinking, and Traditional planning often inhibits strategic thinking because planning relies more on analysis, while strategic thinking relies more on synthesis.

Although the theoretical concepts of governance are multifaceted, fundamental changes are taking place in traditional concepts based on the principle of state-owned regulatory authority for the governance approach, and in this way, strategic planning processes are thought out for the new co-management between governance and the functions of government institutions, and inter-institutional trends, and these trends include the public sector, the productive sector , and the growing voluntary sector ( Rezende, 2004: 3).

Shrestha & Wenan, 2020: 9) indicated in his study that there is a constant sense of the need for e-services represented by e-governance, but the obstacle that stands in front of government organizations is poor planning in the aspects that enhance e-



governance, especially training and modern information technology, which poses a serious threat that in turn leads to poor performance.

### The third topic Practical side

#### First: Testing the first main hypothesis with its sub-hypotheses

The first main hypothesis states the following: "There is a positive correlation of significant significance between strategic planning and e-governance" and four sub-hypotheses branch out of this hypothesis:

- He found a positive correlation with significant significance between the vision, mission, goals and e-governance.
- There is a significant positive correlation between strategic leadership and e-governance.
- There is a significant positive correlation between strategic analysis and e-governance.
- There is a significant positive correlation between strategic decision-making and e-governance.

For the purpose of testing these hypotheses, the correlation matrix analysis was performed, the results of which are presented in Table (3), and Table (4) presents the result of the second main hypothesis with its sub-hypotheses.

**Table (3) Matrix of correlation between strategic planning and its dimensions with e-governance**

		Correlations					
		SV	SL	SA	SD	STP	GOE
SV	Pearson Correlation	1	743**	651**	706**	876**	696**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
SL	Pearson Correlation	743**	1	631**	663**	891**	712**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
SA	Pearson Correlation	651**	631**	1	639**	** **	646**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
SD	Pearson Correlation	706**	663**	639**	1	864**	753**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
STP	Pearson Correlation	876**	891**	** **	864**	1	826**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
GOE	Pearson Correlation	696**	712**	646**	753**	826**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Program Outputs.

**Table (4) Test results of the second main hypothesis with its sub-hypotheses**

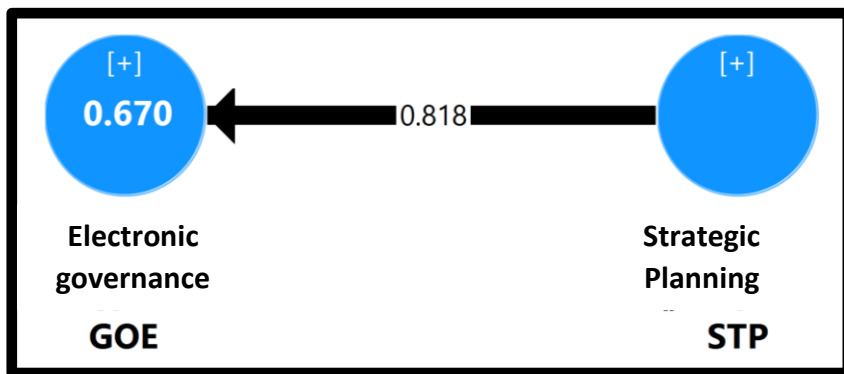
Total	Moral	Correlation coefficient	Relationship	Hypothesis
acceptance	.000	.826**	STP ↔ GOE	H1
acceptance	.000	.696**	SV ↔ GOE	H1-1
acceptance	.000	.712**	SL ↔ GOE	H1-2
acceptance	.000	.646**	↔ SA GOE	H1-3
acceptance	.000	.753**	↔ SD GOE	H1-4
**. Correlation is significant at the 0.01 level (2-tailed).				

Source: SPSS Outcomes

Through Table (4), it is clear that there is a significant correlation between the strategic planning variable and the e-governance variable, which amounted to (0.826) and thus accepts the second main hypothesis, as for the dimensions of the strategic planning variable, there is a significant and positive correlation for all dimensions of the strategic planning variable with the e-governance variable and thus accepts all sub-hypotheses of the second main hypothesis.

**Second: Testing the second main hypothesis**

The fifth main hypothesis (H5) states the following: "There is a significant positive impact relationship for strategic planning in e-governance", and for the purpose of testing this hypothesis, the structural model has been built in Figure (2), and Table (5) below presents the results of evaluating the structural model of this hypothesis.



**Table (5) Results of the evaluation of the second main hypothesis model**

R2	Coefficient of determination R2	Effect size f2	Total	p Value	t Value	Path coefficient	VIF	track	Hypothesis
0.666	0.670	1.706	acceptance	0	17.469	0.818	1	STP → GOE	H2

Source: Smart PLS Program Outputs



Table (5) presents the results of the evaluation of the structural model of the second main hypothesis, which showed that the path coefficient (effect) reached (0.818), and to verify the significance of the effect, the values of both t and p meet the required limits, and then accept this hypothesis. For the purpose of demonstrating the explanatory power, the modified coefficient of determination R<sup>2</sup> It reached (0.666) and this indicates that the strategic planning variable explains the e-governance variable by 66% and the rest of the percentage are other factors that were not addressed by the study.

## Fourth topic Conclusions and recommendations

### First: Conclusions

1. It became clear through the results that the research council has a clear vision, mission and strategic objectives, as well as the council clarifying that vision and mission to all interested parties.
2. Based on the results of the statistical analysis, it was found that the leadership of the Council is working intensively in order to achieve the objectives that are of general benefit to the Council.
3. The Council continuously analyzes the internal and external environment to identify and enhance strengths, as well as identify weaknesses and find appropriate solutions.
4. The senior leadership of the Council shall work to make more realistic and logically achievable and implementable decisions.
5. The Council has its own websites on the Internet, which are continuously monitored and updated in terms of information.
6. The Board shall grant appropriate powers to employees in proportion to the completion of the tasks entrusted to them, and these powers shall be subject to accountability in accordance with the laws.
7. The senior management of the Council shares all the information with the employees, and opens the door for dialogue and constructive discussion for them.
8. The Council has a mechanism characterized by fairness and equality in calculating the points of applicants for employment based on merit.
9. The Council works according to well-studied plans to determine the actual need of employees according to modern mechanisms and methods.

### Second: Recommendations

1. Enhance communication and communication: Communication between the Board and all stakeholders, including staff and the community, can be enhanced. This can encourage active participation and promote a shared understanding of goals and vision.





2. Do more detail in internal and external analysis: Greater efforts can be directed towards analyzing the internal and external environment in greater detail to better identify opportunities and challenges.
3. Enhance transparency and accountability: Enhancing transparency in management processes and regular accountability contributes to building confidence and achieving goals effectively.
4. Development of management capabilities: It may be necessary to develop the managerial and leadership capabilities of employees and board members to ensure efficient implementation of strategies.
5. Improve recruitment and selection processes: Recruitment processes should be based on the principles of justice and equality, and based on clear and objective criteria.
6. Organizing training and development courses: Training courses and development programs can be provided to employees and board members to enhance their skills and knowledge.
7. Implementation of a follow-up and evaluation system: A system of follow-up and periodic evaluation of the performance of the Council and the achievement of objectives must be implemented and appropriate recommendations for improvement must be made.
8. Directing more efforts to achieve sustainability and sustainable development: Focusing on sustainable development can contribute to achieving long-term goals and achieving public benefit.
9. Develop operational strategies: Detailed operational strategies and action plans should be developed that contribute to achieving strategic objectives effectively and systematically.

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