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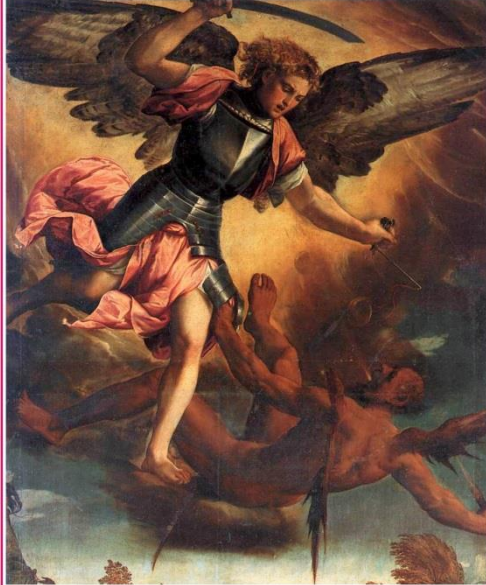
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# **Obstacles To The Application Of Electronic Management In Iraqi Universities**

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## **Abstract**

**This study aimed to investigate the technical obstacles that face the application of electronic management at Tikrit University, and to discover the organizational and human problems, all this from the Administrative and Academic Leadership point of view, and to reach the findings that help in improving the practice of electronic management at the university properly. The researcher used the descriptive method, and questionnaire as a tool, and the researcher applied the tool on (108) persons from Administrative and Academic Leadership at Tikrit University as a study society. The results indicated that the average of the areas of obstacles used in this research is ranked according to the mean, First: the radar obstacles and the mean 3.38, second: human obstacles and the mean 3.24, finally, technical obstacles reached an average of 3.14. The study showed statistically significant differences between the responses of members of the study community to the obstacles of applying the electronic management due to the variable of scientific qualification in favor of holders of master's and doctorate qualifications towards the obstacles of applying the academic management.**

## **Obstáculos A La Aplicación De La Gestión Electrónica En Las Universidades Iraquíes**

### Resumen

Este estudio tuvo como objetivo investigar los obstáculos técnicos que enfrenta la aplicación de la gestión electrónica en la Universidad de Tikrit, y descubrir los problemas organizacionales y humanos, todo esto desde el punto de vista de Liderazgo Administrativo y Académico, y alcanzar los resultados que ayudan a mejorar práctica de gestión electrónica en la universidad propiamente dicha. El investigador utilizó el método descriptivo y el cuestionario como herramienta, y el investigador aplicó la herramienta a (108) personas del Liderazgo Administrativo y Académico de la Universidad de Tikrit como sociedad de estudio. Los resultados indicaron que el promedio de las áreas de obstáculos utilizados en esta investigación se clasifica de acuerdo con la media, Primero: los obstáculos del radar y la media 3.38, segundo: obstáculos humanos y la media 3.24, finalmente, los obstáculos técnicos alcanzaron un promedio de 3.14 . El estudio mostró diferencias estadísticamente significativas entre las respuestas de los miembros de la comunidad de estudio a los obstáculos de la aplicación de la gestión electrónica debido a la variable de calificación científica a favor de los titulares de títulos de maestría y doctorado frente a los obstáculos de la aplicación de la gestión académica.

### Introduction:

The evolution of communication technology has brought changes in the management system, Where it contributed to change the method of management work and its effectiveness and performance, and contributed directly to electronic communication and this communication contributed to the development of areas of the work of the management , The concept of electronic management emerged, which led to the transition from the industry to the information society, resulting in a gradual shift from traditional activities to electronic activities.

In light of this, the application of electronic management has contributed to improving the work of institutions and their performance, especially administrative work to simplify the procedures and reduce the time to complete the work, which shows that the e-govern-

ment is one of the modern ways that all countries seek to develop them in the administrative system to simplify procedures in obtaining information faster and easier ways, “Yogesh, 2004”, stated that the application and use of electronic management has greatly contributed to reducing the time of completion of administrative work. It also addressed the temporal and spatial dimension. The electronic management also seeks to use and improve the performance levels in government institutions and improve their efficiency and effectiveness in achieving the goals, and expand the base of beneficiaries through their various applications.

And because the institutions of higher education in the State of Iraq is the most important governmental institutions, the state has rushed to implement electronic management, in order to keep up with the information age and to find an information society capable of dealing with and adapt to the requirements of the digital age, especially that higher education is one of the tools that the state can During which to keep abreast of the movement of scientific and technical progress in the contemporary world, Therefore, there is an urgent need to activate the electronic management and improve it and implement it to better implement the services. The more efficient the electronic management helps to increase the ability of higher education to improve the economic and social development and social mobility. Hence the researcher’s desire to study the obstacles of applying electronic management at the University of Tikrit from the point of view of administrative and academic leaders at the university.

Study problem:

The application of modern universities to electronic management is necessary to promote education and keep pace with the developments of the times and developments on the world stage, Since the educational system is an important engine for a radical change in the way of life and thinking, so it is necessary to apply electronic management in its institutions, In the light of the increasing progress in the use of modern technology and computer applications, the role of electronic management has become an indispensable requirement in the higher education institutions, for achieving positive results towards improving performance, But this only comes through over-

coming the obstacles to their application, and contributes to the use of technology and the Internet in the completion of the work, and provide services to people in an electronic manner, which contributes effectively to solve many of the problems, which are most important crowding and standing in front of employees for long periods within the institutions and government departments, , So electronic management came as a real impact and therefore should be used applications of electronic devices.

According to the above, the importance of the current study is the importance of the application of electronic management in the management of institutions of higher education, The University of Tikrit is one of the academic institutions that are interested in teaching the specialties and all scientific fields, and seeks to serve the community and achieve its wishes, but the application of electronic management among its units by the staff of all Specialties and levels is still weak, Although previous studies pointed to the importance of this electronic management in improving the administrative image and improving the work of the academic and administrative departments in the university, but it is still not effective as required.

Therefore, this study came to highlight the obstacles faced by university employees in applying electronic management in an effective and practical manner, And through the researcher's experience of electronic administrative work published in the official sites used by other universities in Iraq and help administrators, workers and students to complete their procedures noted that the University of Tikrit did not apply electronic management as it should, Therefore, the current study came to identify the obstacles of the application of electronic management at the University of Tikrit from the point of view of the administrative and academic leaders at the university to reach the most important solutions that can help them to improve their performance and keep pace with modern times, Therefore, the problem of study came with the following question:

“What are the obstacles to the implementation of electronic management at the University of Tikrit from the point of view of administrative and academic leaders at the university?”

Sub-questions arise from the main question:

- What are the technical obstacles in the application of electronic management at the University of Tikrit from the point of view of administrative and academic leaders at the university?
- What are the organizational obstacles in the application of electronic management at the University of Tikrit from the point of view of administrative and academic leaders at the university?
- What are the human obstacles in the application of electronic management at the University of Tikrit from the point of view of administrative and academic leaders at the university?
- Are there statistically significant differences at the level of 0.05 among the average responses of the members of the community about the obstacles to the application of electronic management at the University of Tikrit from the perspective of members of the study community according to the different qualifications?

Study importance:

The importance of this study is that it addresses a subject that our universities need to benefit from technological and information progress. The importance of this study is as follows:

1. Theoretical importance:

- The theoretical importance is that it clarifies the fields of electronic management, and its role in the development of electronic management processes and supports it in the university environment, and considering that it provides scientific indications on the policy of these areas.

- The preparation of an academic study in this area would add to the scientific libraries a resource that enriches the theoretical literature, and opens the way to other studies that deal with the functions of electronic management in universities in some detail from other views.

2. Practical importance:

- The University of Tikrit is one of the Iraqi universities, which branches in several branches in several areas, Therefore, the process of implementation of administrative procedures is an obstacle due to delayed access to administrative transactions, whether in the administrative or educational aspect, In order to overcome the spread of the university branches everywhere, it is necessary to apply electronic

management to overcome the geographical and temporal dimension in the process of electronic transaction delivery, which reduces the delay of completion of transactions and saves them from damage and loss and maintains the confidentiality of information.

- It is necessary to take advantage of modern technologies, which contribute to the effective implementation of e-government at the University of Tikrit.

- Raise the level of awareness of employees at Tikrit University with the concept of e-government and enhance their skills and knowledge abilities in modern information technologies.

- Development of organizational structures in the administrative institutions of the University of Tikrit according to planned plans, which contribute and help in the transformation of e-government applications to complete tasks.

- The development of electronic management applications at Tikrit University will help increase the speed, accuracy and performance improvement and reduce the traditional business procedures used in all institutions.

- Establishment of an integrated system of information to help the success of electronic management to achieve speed and accuracy in decision-making and linking the various departments of the University of Tikrit to develop work in line with the requirements of electronic management.

Study goals:

The objectives of this study are as follows:

- Recognition of the technical obstacles in the application of electronic management at the University of Tikrit from the point of view of the administrative and academic leaders at the university.

- To identify the organizational obstacles in the application of electronic management at the University of Tikrit from the point of view of administrative and academic leaders at the university.

- To identify the human obstacles in the application of electronic management at the University of Tikrit from the point of view of administrative and academic leaders at the university.

- To identify the obstacles of the application of electronic management at the University of Tikrit from the point of view of



administrative and academic leaders at the university.

- To know whether there is a difference between the answers of the study community of various qualifications and experiences towards the obstacles facing the application of electronic management.

Previous studies:

The study of ) Ashour and Nimri,2013) to reveal the level of application of electronic management at Yarmouk University, has been used descriptive analytical method, the sample of the study consisted of 2410 individuals. The results of the study indicated that the level of application of electronic management at Yarmouk University from the point of view of faculty members was high, The field of electronic implementation ranked first and high, as it follows the field of electronic organization, to a high degree, On the other hand, the field of electronic monitoring and evaluation came in third place, and the results indicated that there are no differences in the view of the faculty members on the level of application of electronic management. The study of) Al-Tamim and Mubarak,2012) aimed to identify the role of electronic management in improving the performance of school management from the point of view of school principals and their agents, And identify the obstacles facing the application of electronic management in the schools, and identify the proposals to overcome the obstacles to the application of electronic management in the school management, The descriptive method was used and the questionnaire was used as an essential tool for collecting data and relying on the specialized cadres in the field of information development through the best exploitation of the expertise and knowledge in electronic management.

the study of “ Kulkarni & Pougatchev, 2011” , aimed at understanding the role of electronic management processes and their effectiveness in the University of Technology by activating the Internet and controlling the system of assessment of teaching, The study sample was composed of a number of principals and teachers at the University of Technology. The results of the study indicated that the implementation of the electronic management system at the university led to the improvement and development of the administrative

and teaching processes in the university. The electronic management system proved effective in building the operations of educational information systems, this system help managers and teachers to propose new ideas and curricula and implement them easily.

The aim of the “Casey, 2010” study was to identify the role of using electronic management technology in improving administrative performance and shortening the effort and time, The descriptive method was used in the study and the questionnaire is the main tool for this study. The researcher found that there are a number of obstacles that prevent the implementation of electronic management in the colleges of education in Jeddah; three quarters of the sample had sufficient awareness of the importance of the application of electronic management and its various characteristics.

The study “Felck, 2010” aims to reveal the extent of the use of electronic management and related programs in the management of departments in universities, The study sample consisted of 36 individuals working as head of department in the administrative departments. The results indicated a positive relationship between computer knowledge and the level of its use in electronic management. It also showed that electronic management is different from the workload and speeding up the system of work and less errors.

The study “Seresht, 2009” aims to reveal the effectiveness of the application of electronic management and the obstacles to its application in the Iranian University, The study used the questionnaire as a basic tool for collecting information. The study sample consisted of 239 faculty members, The results of the study pointed to the existence of administrative obstacles that limit the application of electronic management represented in the lack of technological awareness, lack of experience, lack of motivation and desire, in addition to cultural and technological obstacles, The members of the study sample also pointed to the effectiveness of the application of electronic management in reducing the effort and time, and that their effectiveness is better achieved in the event of the elimination of obstacles to their application.

It is clear from the previous studies that it is consistent with the current study in relying on field application using the study tool. The

researcher also benefited from these studies in the following:

- Strengthening the theoretical framework, and enrich the study in terms of dimensions and limits and importance in the light of reality.
- Building the current study tool and focus on the development of electronic management at the University of Tikrit.
- Presenting proposed models for the application of electronic management at the University of Tikrit.
- Sample selection.
- Scientific comparisons between their results and the results of the current study.
- Current study represents an oriental vision for the future of avoiding obstacles to the application of electronic management in universities.

The theoretical framework of study:

First: the concept of electronic management:

Electronic management defines “the use of a mixture of technology to perform business, accelerate this performance and create an advanced mechanism for the exchange of information within and between the organization and other organizations.”

It has also been defined as “the administrative process based on benefiting from the unique potential of the Internet and business networks in planning, directing and controlling the resources and core capabilities of the Organization and others without limits in order to achieve their objectives.( AL-Kubaisi,2008:29-30).

Electronic management is defined as “a new management methodology based on the assimilation and conscious use of information and communication technologies in the exercise of the basic functions of management in organizations of the era of globalization and change(Salmi,2001:323).

On this basis, electronic management is a management strategy for the information age, which works to achieve better services for citizens and institutions, especially private management, with optimal utilization of the available sources of information through the use of the available human and moral resources in a modern electronic framework In order to optimize the time, money and effort, and

to achieve the target objectives and quality required. .( AL-Kubaisi,2008:31).

The electronic management in education has been defined as “an integrated electronic system aimed at converting the normal administrative work from manual paper management to the use of electronic and technological devices, relying on the high information systems and knowledge and mental, help in making administrative decision as quickly and with the least effort and costs (Al-Lami,2009).

(AL-Ahmed,2011), is defined as an administrative process that relies on the computer and its applications in the performance of its functions in order to improve performance and save time and achieve goals.”

( Al-Salmi,2008:32) , defined the electronic management as “a new management methodology based on the assimilation and the conscious use of information and communication technologies in the exercise of basic management functions in organizations of the era of globalization and continuous change.

In the light of the above, the researcher finds that there are many names that can be used to denote the use of information and communication technology during administrative work such as electronic government, digital government, smart government and electronic management, The term “electronic management “ is derived mainly from the English term e-governance, which means an electronic government, so that its translation was carried out rigidly and literal to the Arabic language without regard to its true meaning and what is meant in its original language, The term government is primarily related to the constitutional law to denote the power that governs in the state. The term e-government is not intended to govern in an electronic manner but is to employ the Internet to provide government information and services to citizens.

Thus, the researcher finds that the best designation that can be used to indicate the use of information and communication technology to serve the public is electronic management as a more general and comprehensive concept of electronic services provided by the governmental sector and university education, which is the focus of study. The procedural definition of the researcher for the concept of

electronic management is that it is “an administrative system based on technological devices in the performance of the work of universities in order to provide good services and the lowest effort and as soon as possible.”

Second: The importance of electronic management:

The researcher believes that electronic management is the basis of life of modern civil societies that were facing crises under their traditional management so that they were able to take remarkable steps to overcome these crises by modern technology, The electronic management has been seen as a modern alternative that keeps pace with the evolution of human life on the earth’s surface, meets its administrative demands and satisfies its ambition to obtain higher and easier capabilities in managing its life affairs and details, The generalization of technology applications in management is not a modern form of life, which we seek to imitate, as much as it is a necessary need for our societies and a motivation for those departments to transcend their reality and embark on the rapid international horizons.

The importance of management lies in the following:

- Lower production costs and increased labor.
- Improving the performance of governmental organizations.
- Avoid the risks of paper handling.

In view of the rapid growth of the electronic management revolution, its application has become very necessary to build an efficient and effective relationship with human resources. Electronic management also plays an important role in enhancing organizational performance, (Rawash & Saydam, 2012) and (Ghoneim, 2014) emphasized the interest of the developed world in the use of management information technologies, whose importance was expressed by the great benefits that proved their effectiveness. Hence, countries began to compete in the application of electronic management in their institutions for their great importance, (AL-Zubaidi , 2006) as follows:

- Flexibility in the work of the employee and the performance of administrative work, which helped the use of electronic management by employees from the orientation of staff in the completion of other work and gave them calm, freedom and concentration, and re-

duced the pressure of concern in the follow-up auditors, This shows that the existence of electronic management and its components has helped to distribute the activities of workers in the completion of some of the work and alleviated some of the pressures of work faced by workers in the performance of some work.

- Elimination of overcrowding in government places, the electronic management has contributed to choosing the right time for auditors to review their websites. This indicates that electronic management is available 24 hours a day and is not linked to working hours. This provides flexibility for the auditors to complete their work at the time that suits them.

- Reducing the costs of operation through the reduction of files and archives, as the transition from archiving paper to electronic archiving has contributed to reducing contributions and warehouses for the preservation of these documents, and in reducing the services that need to manage paper files, and reduce the expenses of services provided to citizens, Electronic management deals with electronic models in the process of communication and termination of transactions without reference to the use of paper material, the repetition of the completion and use of electronic models helped to reduce the purchase of traditional supplies and tools in the completion of works.

- The ease of holding meetings between the geographically dispersed managements and the provision of services of an international nature, so that they are not related to a particular category or sector, but are addressed to all departments and individuals through the availability of the network, The electronic management is sometimes at the state level and not only the organization. On both sides, electronic management facilitated the holding of seminars and meetings, exchanging information and fighting the spatial and temporal dimension of the beneficiaries of electronic management services.

- Quick reference to previous data and information, The electronic management is a bank of information within certain systems so that the countries connected to the website and show the information directly to the user without waiting and searching for the required service, - This is manifested in the rapid retrieval of infor-

mation and shows the speed of dealing with the required data and the speed of termination and access to it in record time.

- Educational departments are in an urgent need of electronic dealings both inside and outside the country because of their advantages, Despite the rapid development in the educational departments and the large number of auditors and the alleviation of them, the electronic management has become an urgent demand that reflects the development directions in the means of helping the speed of achievement.

Therefore, it is clear the importance of electronic management that it worked and helped the employees in the institutions in the speed of electronic communication and in the provision of services for the institution in addition to the service of the reviewers to them at high speed without waiting for a long time.

Third: The importance of applying electronic management:

The importance of applying electronic management within institutions is as follows:

- Simplifying procedures within institutions, reducing their cost and providing more quality service.

- Shorten the execution time of the administrative transactions.

- Accuracy and objectivity in the processes of achievement within the institution.

- Facilitate communication between the different departments of the institution with other institutions inside and outside the country.

- Reduce the use of paper significantly, which positively affects the work of the institution.

- Addresses the problem of keeping and documenting transactions, which leads to the lack of the need for storage places where it is used in other things.

- The ease of teleconferencing between geographically dispersed managements.

- Improve the effectiveness of performance and decision-making by providing information and data to those who wanted.

- The ability to apply qualitative and quantitative development

in the field of application of information technologies and systems and the accompanying emergence of what can be called continuous information revolution.

- Citizen participation of the institution in the electronic management by surveying the opinions of citizens and their views on the services provided by the institution electronically.

The importance of applying electronic management at the national level is as follows:

- Contribute to transparency by helping the employee get new information by contacting his organization and other institutions.

- Encourages investment in technology as it provides opportunities for many projects to enter and work in the field of advanced technology.

- Creating new jobs for self-employment by providing opportunities for individuals to establish and operate consumer projects by contacting international and local markets at the lowest possible investment cost.

- Contribute to the transformation of the government in the management of its business from the traditional government to e-government, and the broader concept of electronic management.

The importance of implementing electronic management at the educational level is as follows:

- Make the institution more flexible and more adaptable to rapid changes in the business environment.

- Increase the ability of the institutions to access the developed world and help them to respond quickly to the requirements of the labor market.

- Provide all information required by the demands of markets in various disciplines desired.

- Enable staff to share files, ideas and opinions in geographically dispersed educational institutions.

- Reducing the costs of educational outputs by reducing the cost of constructing new classrooms and teaching aids, establishing simple buildings and geographical locations, reducing the risks involved.

- Contribute to the elimination of paper handling, where it



stores and saves information related to them in simple devices to be called in time.

Fourth: The functions of electronic Management:

The functions of electronic Management are as follows:

- File management instead of saving, which indicates the adoption of electronic management of file management as not a storage of documents, as in the traditional style of management, So that the information needed by the user is stored in the memory of electronic management and does not require the user to re-search and update the data, since in the electronic Management only requests to call the service that he wants.
- Review the contents of the document instead of writing, indicating that the content of electronic management is a static content within the service, is required only the user to deal with this document in the electronic form and that the information required is in fact, but only need to indicate the basic elements required in the light of user data .
- Achievements instead of follow-up, which requires the user to complete the transactions and the completion of the services that he wants within the data and electronic management functions.
- The speed in completion using information and communication technologies, which shows that the use of electronic management helped to complete the work and easy access to the information required without reference to the archives of the department concerned to obtain the origin of information.
- Reducing the costs of administrative work with the performance improvement, which addressed the use of electronic management in the mitigation of the number of employees of the institution through the use of individuals for electronic management.

Fifth: Dimensions of electronic Management:

(Al-Ameed & Al-Ketbi, 49-58, 2006), pointed out that e-governance has the following dimensions:

- Electronic management is an extension of administrative institutions, so that traditional administrative institutions cannot be dispensed with, even though electronic management was used in the mid-1990s.

- Electronic management is the result of the development of means of communication and the exchange of information and electronic data between one hand and another in the scope of academic or other areas to the wide electronic business with the wider use of the Internet either through the internal network, which covers the departments and employees of the institution or through the external network, which covers relationships the institution with other bodies.

- Electronic management is an extension of the technological development in management, from the introduction of smart computers in place of the worker in planning and control.

So ... it is clear from the previous narrative that electronic management is a product of technical achievements in modern times, which led to developments in the field of communications and this helped to the emergence of a new concept, E-management represents a management strategy for the information age, a modern management strategy for the information age. It aims to achieve better services and better services for citizens and institutions with optimal utilization of the available sources of information.

It can be emphasized that the electronic management provided easy communication between employees inside and outside the institution through e-mail, written communication, and visual conferences and others ...., it also facilitated the access and exchange of information in various departments and units. The electronic management also depends on developing the information environment within the institution in a manner that achieves the integration of the vision.

E-management seeks to change the functions of the management of the normal administrative work from a manual management to the management of the computer using a strong information systems to help in making administrative decision as quickly and at the lowest costs, Indicating that the use of electronic management has contributed significantly in both directions, whether from the state or individuals, and facilitated access to information and documents required as soon as possible and facilitated the timely access to personnel and reduced the material costs to the State, Along with many privileges that are easy to use in the service of individuals.

Sixth: The areas of application of electronic management at the University of Tikrit:

(Hussien,2006) pointed out that the application of electronic management in the university can be used in the Deanship, the departments and the university, so that this management provides a lot of services that facilitate the members of the faculty and students to obtain the service, The application of electronic management aims to improve the educational process and increase its effectiveness in dealing with a large amount of data related to students, while others are related to staff, lecturers, heads of departments and deans(Hussien, 2006) have applied the fields of application of electronic management in university management as follows:( Al-Lami,2008),

1- Application of electronic management in the Department of Student Affairs:

It means everything related to students and their affairs at the university from the registration of public and private data, which achieves the university access to it, and the level of education and health in addition to social conditions, which helps the university to play its role towards them, and helps to build a database of advanced university for students to take the appropriate decision.

2- Application of electronic management in Department of Human Resources:

This means the affairs of all the staff of the University of the Deans and heads of departments and teachers and staff and others who carry out the functions of the University and its affairs according to the basic tasks assigned to them, As many modifications must be made continuously in the employee's records, in terms of new appointments, mobility and promotions, and all that is related to financial matters and social security, and electronic management can perform a set of tasks is to enter the data of all employees and everything related to them, which affects the responsibilities of university management and conservation in a more structured than others, As well as providing the types of services needed by university staff at various levels of administrators, teachers and employees.

3- Applications of electronic management in the University management:

Through its applications, electronic management plays a major role in sponsoring various university affairs and helping to identify their current needs, And to estimate their future needs through their statistical information , And the various services , such as telecommunications applications, Computer applications, software and networks in the use of internal and external communication networks and in the input of data, information, notes and guidance that are related to the performance of daily work within the university, Activation of newsletters, automated telephone calls, voice and text messages, as well as Office applications that include word processing, So ... The word processor on the computer reduces the work of the written management, where it helps in preparing reports for the work within the university or the educational management and conservation and retrieval when needed, And help in the preparation of university plans and the ease of writing letters to the concerned authorities and send by fax or e-mail, And help to refer to letters and information on administrative matters quickly and accurately One of the benefits of electronic management is to save time and effort in writing the table, and to produce it quickly, at low cost and to ensure that it reaches everyone.

4- Applications for study supplies:

It is intended to create a file for all university supplies of university furniture and equipment.

5- University Budget Applications:

The purpose of the university management is to use the computer to handle financial matters, to save them and distribute them to activities according to certain ratios, and to monitor expenses, which makes it easy for accountants to check them easily.

6- Applications for university libraries:

The application of computer and software and networks in libraries, and provide a database for the search of books and sources and references, which helps the student and faculty members to make sure of the existence of a specific book in the library, and know the number and classification.

Seventh: The functions of electronic management at the university:  
The universities are the first place in progress and development and

have many responsibilities in achieving their objectives in advancing students to a science-based life. Hence, these many responsibilities require concerted efforts to provide all services available to achieve the University's goals, In the era of technology, the university is not far from applying this technology and to achieve the University's goals, Hence, many universities have sought to employ and apply electronic management, which seeks to improve the educational process and increase its effectiveness in dealing with a large amount of data, some of them related to students and others related to staff, lecturers, heads of departments and deans. The State of Iraq attaches great importance to electronic management in Iraqi Universities (Al-Dosari,2007).

Therefore, it is clear from the previous analysis that all electronic management applications are complemented in their departments with each other at Tikrit University so that they can change and renew and remove proprietary restrictions such as bureaucratic restrictions and routine procedures that are boring and centralized within their management.

Eighth: The requirements of the application of electronic management at the University of Tikrit:

There must be basic requirements to increase the effectiveness of electronic management as they are including: (Hijazi,2003),(Zaki,2009),( Abdel Wahab,2008)

- The need for computers to enable employees to use electronic management to perform their duties within the scope of electronic management and request and use of the service through an electronic network to which these computers are linked.

- Qualifying the human element, which is indispensable in the performance of the work of electronic management to be able to use these computers and must be a qualified scientific and well-trained who can exercise his functions in the use of electronic management. It is clear from the above that the requirements for the application of electronic management need to be supported by the joint desire of individuals to develop their performance, The institution also plays a key role in activating policies and supporting employees, both in terms of the training required for this purpose and providing

the technical capabilities which are represented in the modern devices in order to achieve the goal of using electronic management. The management of the college in particular and the management of the university in general instill confidence in the employees of the application of electronic management as a result of administrative changes that result from the application of electronic management. Ninth: Obstacles to the application of electronic management at the university:

There are a number of obstacles facing the application of electronic management, which are as follows : .( AL-Kubaisi,2008:40-41).

The high material cost of establishing the information infrastructure, it needs a good network and computers, and this is related to the ability to finance the necessary amounts.

- Lack of technical skills for university staff to use the international information network efficiently and effectively.
- Most research and scientific articles in the International Information Network are in English, which is an obstacle to their effective use.
- Lack of hardware protection programs to protect against viruses.
- There are some negative trends by some employees and managers towards the use of modern technologies, including the international information network.

There are also divisions of the obstacles to the application of electronic management into three sections:

1. Organizational obstacles : (Hassanat,2011), are as follows:
  - Lack of follow-up by the higher authorities to implement electronic management in micro- managements.
  - The weakness of the institution's conviction of the reasons and requirements of the transformation.
  - Lack of coordination between other organs and departments related to the activity of the institution.
  - Lack of computer knowledge among administrators who have the decision to introduce this technology within institutions.
  - The scarcity of specialized training in a wide range of sites required within the institution.

- Weakness of the media awareness programs for the application of electronic management in universities.
- The weakness of political support from the top political leaders of the project of electronic management in educational environments.
- The lack of a central body that adopts e-government projects at the state level, leading to weak systems compatibility.
- Weak flexibility in choosing the best solution because of the methods in the maintenance system.
- Difficulties in creating a legislative and legal environment that suits the applications of electronic work for the required effort and longer time.

## 2. Technical obstacles:

The following points:

- Obsolete hardware and software used in the educational environment because of the rapid development that includes all aspects of life.
- The scarcity of standard specifications and standards for the devices used even within the university.
- Difficulties and problems of computer operation in educational environments.
- Poor communication infrastructure in some areas.
- Learners are concerned about the side effects of modern technology in their interests and the consequent reduction.

## 3. Human obstacles:

The human obstacles are represented in individuals whether they are working inside the university or dealing with it. These are the following:

- Lack of cultural awareness of information technology at the social and organizational level of the university.
- Lack of training programs in the field of advanced technology at the university.
- The growing sense of some managers that change is a threat to power.
- The scarcity of material incentives to managers with lack of experience.

- Lack of sufficient knowledge of computer technologies and the dread of some managers when using it.
- Facing employees to apply this technique and weakness of desire. The lack of conviction because of psychological and health concerns, in addition to the nature of the human tendency to resist change.
- Lack of encouragement of officials and media devices for individuals to self-learning programs and applications of electronic management and information technology.

It is worth mentioning here that there is a gap between the expected benefits that information systems are supposed to provide for the administrative structures and the benefits already obtained, due to several reasons as follows (بيبيح، 2009):

- Information systems that introduced administrative work were made without any changes in organizational structures or functional procedures. The use of these systems was mainly aimed at completing existing manual procedures.
- The introduction of information technology in each department and in each of the governing bodies shall be independently of the interests and other administrative structures.
- Lack of financial resources allocated to the infrastructure necessary for the application of electronic management, especially the establishment of networks and linking sites and the development of hardware and software.
- Lack of resources available to departments for education because of the link to fixed budgets and limited spending.
- The weakness of the ability of some individuals to buy electronic devices for the weakness of the material side they suffer.
- Lack of provision of financial allocations needed by operations of Training and qualification for the application of electronic management on the fact practical.

Thus, it is clear that there are many different obstacles that prevent the application of electronic management in institutions, including universities, And their impact varies from one cause to the other, but they meet in the problem of facing the application, so it must work to develop a set of plans and provide the necessary requirements to



reduce these obstacles In order to be applied in a clear and sound manner, Despite the previous obstacles faced by universities in the application of electronic management, but the problem of countering the resistance to change by some of them is the biggest challenge, Despite the challenges we need to create the desire of academics, administrators and decision makers to implement electronic management to ensure development and progress in the mitigation of traditional work.

Tenth: Methodological procedures for study:

1- study Methodology:

The researcher followed the descriptive Method that examines the current natural, social, political and economic phenomena, and studies how to explain the characteristics of the phenomenon and the amount of size and their changes and degrees of correlation with other phenomena.

2- study community:

The study community consists of all the academic and administrative leaders of Tikrit University, the deans of the faculties, the deputies and the heads of departments and the administrative leaders, which are 108, who work at the university during the academic year 2018-2019.

Category	number	percentage%
Administrative leadership	23	21.29%
College deans men and women	18	16.66%
College Agents	38	35.18%
Heads of Departments	29	26.87%
Total	108	100%

The stability of the search tool:

To make sure that the search tool has been verified in a test way, And re-testing on a group of outside the sample of the study consisting of 20 people, Pearson correlation coefficient was calculated

between the first and second answers on the study tool, ranging between (-0.82, 0.88), While the total correlation coefficient of the tool (0.85), The coefficient of stability will be calculated in the internal consistency method according to the equation of Alpha Kronbach and ranged between (- 0.85 ,0.91) between the fields , and reached the whole instrument (0.88).

The table shows the Pearson correlation coefficient and the Kronbach alpha-coherence coefficient.

the field	Pearson correlation coefficient	Kronbach alpha coefficient
Technical Obstacles	0.88	0.91
Organizational Obstacles	0.86	0.87
Human Obstacles	0.82	0.85
Total	0.85	0.88

It is clear from the previous table that the stability coefficient for all study fields was 0.88, The researcher considered that this ratio is suitable for the purpose of research, where the coefficient of internal consistency of the field of technical obstacles 0.91, The area of organizational obstacles reached 0.87, and the area of human obstacles reached 0.85, Therefore, the highest correlation coefficient was the field of technical obstacles, the lowest area was human obstacles, and the total stability was 0.88 and this is acceptable percentage for the practical purposes of the study.

Statistical processing:

To answer the study questions, the following statistical methods were used:

- The use of arithmetical averages and standard deviations for paragraphs and fields, this method is used to know the most areas that represent an obstacle in addition to the order of the paragraphs in the order of the highest performance in the application of electronic management by the sample study.
- The mono-variance analysis method was used and remote comparisons to show differences in the variables of experience and

qualification, This type of knowledge analysis is used if there is more than one level in the variable, The test of mono-variance is defined as differences in these levels and to know where these variables can be managed and for whom we use a comparison test to show the extent of these differences.

Analysis and discussion of the study results:

The first question is, “What are the technical obstacles in the application of electronic Management at the University of Tikrit from the point of view of academic and administrative leaders at the university?”

Paragraphs	Mean	standard deviation	Degree of disability	Ranking
The speed of development of computers and their systems	3.37	0.75	Medium	1
Few companies translate foreign systems and programs into Arabic	3.31	0.91	Medium	2
Identify financial stocks for private sector to support electronic management applications	3.31	0.92	Medium	3
Some suppliers of hardware gave up technical support	3.24	0.94	Medium	4
Weak software update applied to computers	3.23	0.94	Medium	5
Lack of a reserve system when there is a defect in the public system	3.22	0.83	Medium	6
Weak network infrastructure.	3.19	0.84	Medium	7
Weak number of employees specialized in the maintenance of computers.	3.13	0.92	Medium	8
Weak attention to the evolution of information technology.	3.10	0.87	Medium	9
Lack of attention to standard specifications when buying computers.	3.07	0.98	Medium	10

Workers fear of the disadvantages of modern technology	3.06	0.87	Medium	11
Weakness of guidelines that explain the mechanisms for applying electronic management.	3.05	1.00	Medium	12
High prices of electronic software.	3.03	0.84	Medium	13
Lack of computer knowledge among administrators who are working on introducing this technique.	3.03	0.99	Medium	14
Lack of follow-up maintenance of electronic devices.	2.90	1.04	Medium	15
<b>Total</b>	<b>3.14</b>	<b>0.92</b>	<b>Medium</b>	

It is clear from the previous table that the averages of the technical obstacles reached 37.3 - 90.2, with a standard deviation of 0.75 -1.04, the level of the level of obstacles to the area of the field was medium for all paragraphs, Which indicates that all the paragraphs got a middle degree, The arithmetic average of the field has reached an average of 14.3, In addition to these results confirm the existence of large numbers of study Individuals that have already used computers, And to the existence of courses held by the university for its employees, to enable them the skills that help them to use modern technology in the completion of their administrative and academic work and these courses have helped to reduce the gap in terms of technical obstacles.

The answer to the second question “What are the organizational obstacles in the application of electronic management at the University of Tikrit from the point of view of administrative and academic leaders at the university?

Paragraphs	Mean	standard deviation	Degree of disability	Ranking
Weak response of the university organizational structure to the requirements of the application of electronic management.	high	3.45	0.68	3
Lack of a strategic plan for cooperation between administrative and academic leaders to implement electronic management.	high	3.48	0.60	1
Weak media awareness programs to spread the culture of the application of electronic management in universities.	high	3.46	0.65	2
Weak availability of an appropriate work environment to apply electronic management	medium	3.39	0.79	7
Routine administrative procedures delay the process towards electronic management	medium	3.39	0.67	6
The weak response of the university management to the demands of change in the departments and departments of the university.	high	3.43	0.70	5
Lack of coordination between the academic institutions and agencies related to university activity	high	3.43	0.69	4
Weak support for university leaders in the application of electronic management	medium	3.34	0.71	8
Poor time management skills needed by electronic management	medium	3.25	0.72	12
Lack of transparency and power of	medium	3.32	0.73	11

Influence of private interests				
Weak financial incentives for employees in the field of electronic management.	medium	3.34	0.74	10
Lack of follow-up to the development of electronic management application	medium	3.34	0.71	9
The average area of organizational obstacles	medium	3.38	0.71	

A table showing the arithmetical averages, standard deviations and percentages of the paragraphs of organizational obstacles.

The table shows that the averages of the paragraphs of the Organizational obstacles reached between 48.3-25.3 and by a standard deviation of 0.68- 0.72, Where the paragraph no. 1 “the lack of a strategic plan for cooperation between the administrative and academic leaders to implement electronic management with an average of 48.3, with a standard deviation 78.0, and a high degree in the first place in the obstacles from the organizational point of view, While paragraph 12 “Weakness of the time required by electronic management” with a medium and average arithmetic of 25.3 and a standard deviation of 0.72, As it came in last place in the organizational obstacles to the application of electronic management, which indicates that all the paragraphs obtained an average level of the degree of existence of the obstacle, while the arithmetic average of the field has an average estimate of 38.3.

So ... the organizational aspect in the institutions is still suffering from weakness in the organization and development, which contributes to the lack of clarity in the implementation of administrative work, Moreover, the lack of coordination between the administrative units within the educational institutions and the lack of clarity of the instructions and procedures related to the duties of each department to carry out the required duties contributes to a state of confusion among the employees and the auditors.

The delay in the development of the administrative work system by the university management is one of the main reasons for the weak availability of the appropriate environment for the application

of electronic management, in addition to the lack of accurate characterization of jobs and administrative units and the absence of legal procedures contribute significantly to the emergence of problems resulting from the mismanagement of electronic management, This is in addition to the lack of flexibility in the mechanisms of continuous support at the university levels from senior to lower positions, as this contributes significantly to the existence of confusion of power resulting from mismanagement and planning in how the administrative process between countries through electronic management.

The answer to the third question and its text is “What are the human obstacles in the application of electronic management at the University of Tikrit from the point of view of administrative and academic leaders at the university?”

Paragraphs				
The fear of some employees of accountability in case of failure of one of the government agencies.	3.36	0.97	Medium	3
Weak government support for human resources who contribute to the success of electronic management	3.39	0.96	Medium	1
Weak communication between administrative structures at the university.	3.38	0.82	Medium	2
Weak preparation and training of human cadres prepared to work in electronic management	3.21	0.89	Medium	8
Lack of technical training programs for administrators	3.23	0.97	Medium	7
Lack of efficiency of the human element in dealing with electronic management	3.23	0.75	Medium	6
Lack of awareness of the importance of the times of symposia and conferences related to electronic management	3.28	0.96	Medium	5
Weak English language skills in administrative and academic leadership	3.28	0.77	Medium	4

The reluctance of employees to use the computer for fear of functional work	2.97	0.95	Medium	10
The use of trainers not qualified to benefit from their expertise	3.07	1.06	Medium	9
Total	3.24	0.92	Medium	

It is clear from the above table that the averages of the paragraphs of human obstacles reached 39.3 - 97.2, with a standard deviation of 0.96 - 0.95, the level of the obstacles to the area of the field was medium for all the paragraphs. The level of the presence of the disabled differed based on the calculation of the arithmetic averages at the level of the disabled. Paragraph 1 “weak government support for human competencies contributing to the success of electronic management “ With an average of 39.3 and by standard deviation 96.0, and in the middle rank in the first place in the obstacles from the human point of view, , While paragraph 10 states that “the reluctance of workers to use the computer for fear of career” with a medium and an average of 97.2, with a standard deviation of 0.95 in the last place in the human constraints of the application of electronic management, While the overall average at 24.3, Which indicates that the University is always working to attract the competencies in the Department of Management in facilitating the work, which contributed to the reduction of the value of human disabled, The courses held by the university in how to deal with the applications of electronic management have contributed to the positive trend towards more effective use and move away through the traditional ,And that the existence of some simple obstacles is due to the lack of conviction of some employees at the university, especially from applicants in the job that electronic work will be a substitute for traditional methods, Which confirms the need for the university to give more lectures and courses for some employees at the university, and increase the explanation and benefit from the application of electronic management, And the availability of many services helped to organize the daily work, and provided a lot of material and technical aspects , and reduced the pressure on the infrastructure of the University, and



facilitated the daily waiting for mail to receive documents .  
 The answer to the fourth question: “Are there statistically significant differences in the level of 0.05 among the average responses of members of the research community on the obstacles in the application of electronic management at the University of Tikrit from the point of view of members of the study community according to the different qualifications?”

	value		Freedom	variance
Technical obstacles			0.563	Between groups
			147.26	
			147.82	
Organizational obstacles			0.619	Between groups
		140.33	140.33	
			140.33	
human obstacles			1.913	Between groups
			132.64	
			134.55	
Total Scale			13.039	Between groups
			156.18	
			169.21	

A table showing the analysis of variance to explain the differences between the responses of members of the study community on the obstacles of applying electronic management at the University of Tikrit according to scientific qualification.

doctorate	master degree	academic	Less of university	Average	Qualification
-	-	-	-	2.94	Less of university
-	-	-	0.29	3.23	academic
-	-	0.63	0.92	3.86	master degree
-	0.05	0.68	0.97	3.91	doctorate

Table showing the differences between the average responses of members of the study community on the obstacles of applying electronic management according to scientific qualification.

The above table shows that there are differences between the responses of members of the study community about the obstacles to the application of electronic management between the PhD qualifications on the one hand and the rest of the other qualifications on the one hand, and in favor of the PhD qualification.

The researcher returns these differences in favor of the higher qualifications that they did not practice and did not take the necessary courses and rely on the previous administrative work in the traditional system, and their inability to follow this technique in sending documents and information and receive them electronically, which helps them to resist this change in the use of modern means of communication in the activation of their administrative or academic work.

Results:

- The averages of the paragraphs of the regulatory obstacles were between 3.48 and 3.25, with a standard deviation of 0.63- 0.72, The general average of this field was 3.38, according to the researcher's criterion, the degree of organizational obstacles facing the application of electronic management at the University of Tikrit was medium.
- - The averages of human obstacles were between 3.39 and 2.97, with a standard deviation of 0.96 - 0.95, where the general av-

erage of this area was 3.24. According to the researcher's criterion, the degree of human obstacles facing the application of electronic management in The University of Tikrit was between high and middle.

- The average of the technical obstacles was between 2.90 and 3.37, with a standard deviation of 0.75 - 1.04. The general average of technical obstacles reached 3.14. According to the criterion set by the researcher, the degree of technical obstacles facing application the electronic management at the University of Tikrit was of a medium degree.

- There were statistically significant differences between the average responses of the study sample members towards the obstacles of implementing the electronic management required by the University of Tikrit from the point of view of the study sample for the benefit of the holders of the master's and doctorate qualifications, while there were no statistically significant differences between the average responses of individuals to obstacles Application of electronic management of the qualified variable in favor of the sub-university qualification.

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