



Available online at <http://jeasiq.uobaghdad.edu.iq>
DOI: <https://doi.org/10.33095/zwhdjb32>

The Impact of Strategic Change on Digital Governance: An Analytical study in Iraqi Interior Ministry

Ahmed J. Jalout*

Department of Business Administration,
College of Administration and Economics,
University of Baghdad,
Baghdad, Iraq

Ahmedjalout@gmail.com

*Corresponding author

Nahdum J. Abid

Department of Business Administration,
College of Administration and Economics,
University of Baghdad,
Baghdad, Iraq

alzeidahdum@gmail.com

Received: 2/9/2023

Accepted: 3/1/2024

Published Online First: 30 /4/ 2024



This work is licensed under a [Creative Commons Attribution-NonCommercial 4.0 International \(CC BY-NC 4.0\)](https://creativecommons.org/licenses/by-nc/4.0/)

Abstract:

This research seeks to clarify the impact of strategic change with its four dimensions (readiness for change, change goals, change plan, and change management) on digital governance in the Iraqi Ministry of Interior, where this organization has a well-established and stable organizational culture due to the nature and requirements of the security sector and its employees, who are characterized by high respect for the organization's culture, under conditions that require to adapt to rapid changes by choosing modern means and methods such as digital governance to achieve goals accurately and quickly. The research tested a group of departments and directorates that express a variety of military and civilian categories. The main role of the ministry is to maintain security and provide services. The research was applied to a sample of the research community, which was about 324 individuals from various specializations, including commanders and their assistants from the military ranks, managers, and their assistants from the civilian employees in the ministry. A questionnaire was used in the research as the main tool for collecting data. Several statistical tools are used for analyzing the data obtained. The most prominent result is that there is a statistically significant impact for strategic change on digital governance.

Paper type: Research paper

Keywords: Strategic change, Digital governance

1.Introduction:

Strategic change has become an urgent requirement for all organizations in private and public sectors. due to the intensity of competition in the global market, the variety of options, and the development of capabilities and resources. Organizations interact with their external environment constantly, and the variables of that environment impose their influence directly or indirectly, which makes the change a great interest. Thus, we are trying to explain how to achieve strategic change in an organization that adheres to an organizational culture entrenched behind the chain of command between the leadership and employees in the ministry that maintains the security and integrity of information. Organizations face a continuous problem represented by successive changes in their environments, which leads to the inevitability of practicing and applying strategic change, in their structure, means, operations, and strategies. Using modern tools such as digital governance has become an important tool during rapid technological developments that have confused static organizations. It achieves two goals at the same time, the first is keeping pace with the development by using digital technologies that significantly assist organizations to achieve goals with accuracy, high speed, and lower costs. The second aim is to spread the concepts of justice, transparency, integrity, participation, and oversight between the organization, its individuals, and stakeholders. Thus, digital governance may make the changes required by the surrounding circumstances with high precision that achieves the goal of the change processes adopted by the organization. In this regard, a set of questions was raised to clarify the research problem that revolved around the impact of strategic change on digital governance, which are:

- 1- What is the nature of change in the Ministry of Interior?
- 2- Can strategic change be made to revitalize the ministry and activate its tasks?
- 3- Is the concept of digital governance evident in the Ministry of the Interior?
- 4- What is the nature of the impact of strategic change on digital governance?

The importance of the research lies in providing a clarification to the ministry's leaders and officials about strategic change and digital governance in particular in the Ministry of Interior, which is characterized by the difficulty of accepting changes due to its nature and organizational culture based on the chain of command and high discipline in implementing orders and directives, and about the positive effects and goals that can be achieved in the ministry by adopting these variables in its work.

The research also aims to identify and measure digital governance in the ministry to define the change processes undertaken by the ministry, and then explain the relationship of influence between strategic change and digital governance.

The research was applied for a sample of the research community, which was about 324 individuals from various specializations, including commanders and their assistants from the military ranks, managers, and their assistants from the civilian employees in the ministry.

1.1 Literature review:

Several studies have discussed strategic change and its role in supporting the organization. For example, Al-Hakim and Shams Al-Din (2017) discussed the impact of strategic change in achieving the requirements of total quality management in the colleges of Saladin University in Erbil. The research method was descriptive and analytical, using the questionnaire as a research tool, and the colleges of Saladin University in Erbil were chosen as a research community, and the research sample consisted of 97 administrative leaders in the colleges that investigated. The study reached a set of results, the most important of which was the existence of an impact for strategic change on the requirements of total quality management.

Hussein and Abboud (2021) examined the relationship between administrative empowerment and strategic change, this study used the descriptive analytical method and a questionnaire consisting of several questions was the main tool to collect the required data. The study chose a random sample of 60 employees with different levels in the Ministry of Youth and Sport. The results showed that there is a positive correlation between these two variables..

Liukinevičienė and Kuodytė (2021) explained the management of strategic changes in public libraries in the municipalities of Lithuania, where the public library of the district municipality was chosen (Akmenė and the Mažeikiai) region, the qualitative research method (the content analysis of documents) and the quantitative analysis method (a comprehensive questionnaire survey for each of the libraries) were applied through the use of an electronic survey that included a group of employees in public libraries, except managers and their assistants. The study revealed a set of aspects. The mission of change management in libraries was for libraries to implement a set of strategic changes, and the employees have experience in implementing these changes and conveying the results of strategic change. There is no resistance to innovations, and employees want to engage more in strategic change processes.

Klärner et al (2022) discussed the role of board governance in making strategic changes in firms, and focused on three dimensions: specific strategic change types, board composition, and structure. North American listed firms as a dominant study context, and suggested three future research avenues:

- (1) examining how boards govern interrelated changes in a strategic change portfolio and its evolution over time;
- (2) studying the mediating relationship between board governance (particularly different board roles and behaviour), strategic changes, and corresponding outcomes; and
- (3) gaining a better understanding of the role of context in board governance of interrelated strategic changes.

On the other hand, many studies debated digital governance and its importance for the organization. For instance, Nasoor (2015) argued the impact of information technology governance on the financial reporting quality, the research community was the Syrian banks and the sample was the managers in these banks where the sample was about 450, a questionnaire used to investigate and collect data, this study emphasized that there is a positive relationship between applying digital governance and the quality of financial reports.

Al-Saidi's (2018) discussed information technology governance using a framework GOBIT 5, a case study in Al-Rafidain Bank and the Private Bank of Baghdad in Basra Governorate. 130 individuals were selected as a research sample. The study showed that there was a positive and strong correlation between the field of governance, coordination, planning, and organization, with a value of 0.696 at a significant level (0.05).

Amin and Ahmed (2021) reviewed activating digital governance for Egyptian universities given the dimensions of strategic vigilance, using the descriptive approach in the study, and the questionnaire was used to find out the opinions of a sample of 126 faculty members in three colleges at Ain Shams University. This study achieved a set of proposals that were most notably, digital governance constitutes a safety factor for the interactive relationship between universities, beneficiaries, and institutions. Digital governance also provides the opportunity for optimal use of resources at all levels in a way that achieves mutual transparency, fairness, and responsibility.

Al-Hayali and Al-Hadidi (2022) discussed employing the dimensions of digital governance in the field of sustainable development, to identify the impact of digital governance in its dimensions (digital transparency, D-participation, D-accountability, and D-audit), in achieving sustainable development, the study conducted in the Nineveh Governorate Municipal Department. It was applied for a purposive sample of 39 individuals out of a total of 45 individuals working in the field of information technology within the units of the directorate. The study relied on the questionnaire as a main tool for collecting data as well as personal interviews, and resulted that there is a moral relationship between digital governance and sustainable development.

Xia (2017) showed the relationship between strategic change and digital governance through the impact of D- governance on political modernization. This study draws such conclusions. Firstly, the development of D-governance will lead to the improvement of political modernization in Asia. Specifically, open data have a positive impact on the government's transparency. D-participation has a positive impact on offline political participation and the level of liberty. Secondly, it is difficult to confirm which aspect of D-governance has the greatest impact on political modernization, as open data and D-participation have an impact on different aspects of political modernization. Based on the result, Asian countries should emphasize the importance of D-governance.

Mohamed and Abdullah (2020) linked between strategic change and digital governance by searching the Re- Engineering processes for information services in academic information institutions to identify the reality of information services in the information institutions, recognizing the concept and principles of reengineering process, and its role to improve the level of information services provided to beneficiaries in information institutions, used the analytical descriptive method, due to its relevance to the nature of the research through highlighting the theoretical side and designing a suitable questionnaire for this purpose, and reached a set of results, the most prominent of which were: the small number of specialists of information and libraries in institutions of information at Diyala University, the weakness of the effectiveness of information services provided to beneficiaries, and weakness in the reality of administrative operations due to the work of information institutions. In addition, human resources showed that they are in urgent need of reengineering processes and procedures to provide information service.

By reviewing the results of the mentioned studies, it is possible to examine the impact of strategic change on digital governance in security organizations such as the Iraqi Ministry of Interior, where implementing strategic change requires efforts to accomplish and complete, because the ministry is characterized by a well-established and stable organizational culture that makes strategic change processes arduous. Therefore, it has become necessary to use modern means and methods to accomplish strategic change processes, including the use of digital governance.

Certain points can show the relationship between the recent study and previous studies such as

- (1) relevance to the topic of the current research,
- (2) the nature of the research sample: Most previous studies dealt with samples that are close and similar to the sample referred to in the current research, which was represented by leaders, assistants, managers, and assistants who constitute an effective force in decision-making in the organization, and
- (3) statistical tools and methods used: Most previous studies used statistical tools and methods similar to what the current research used.

2. Material and Methods:

2.1 The Research population and sample:

The Iraqi Ministry of Interior was chosen as a research community. The researchers surveyed the opinions of several individuals at the ministry's headquarters who represent its leaders and assistants within a certain range of military ranks and equivalent civilian grades, who represent a source of decision-makers in the ministry and their assistants from supporting ranks and grades. Choosing the headquarters of the Ministry of the Interior because it contains most of the military and civilian specialties that represent the nature of the Ministry's security and service work, in addition to the presence of educational and training institutions there, such as (the Higher Institute for Security and Administrative Development, the Police College, and the Directorate of Training and Qualification), which constituted academic and field enrichment for the study by reviewing the opinions of officers and employees who hold advanced degrees. The total number of members of the research community who meet the characteristics requirements is approximately 1500 individuals, and based on Stephen Thompson's equation, the size of the

study sample is about 306, where 324 questionnaires were distributed to individuals. The sample was randomly selected to ensure the provision of equal and known opportunities among the sample members to achieve a greater opportunity to generalize the results and the lowest degree of bias. Table 1 shows the study population and the questionnaires distributed, returned, and analyzed questionnaires.

Table 1: Details of the study population and the distributed, retrieved, and analyzed questionnaires

Study population	Study sample	Distributed forms	Refundable forms	Forms subject to analysis
1500	306	324	318	318

The source: Prepared by the researchers

2.1.1 Spatial limits:

The headquarters of the Iraqi Ministry of Interior selected a group of directorates operating within the geographical area, which provided diversity in military and civilian specializations from different ranks and grades, such as planning, training, human resources, financial resources, information and communications, and the academic institution in the ministry, where the data collected through the questionnaire enriching the research.

2.1.2 Human limits:

A. The distribution according to job grade:

The military ranks and their equivalent civilian job grade were distributed among 10 categories and in different proportions, as shown in Table 2.

Table 2: The distribution according to the military rank and equivalent functional rank

Military rank or grade	Major General	Brigadier General	Colonel	Lieutenant Colonel	Major	General manager	Directorate manager	Section manager	manager	Assist manager
Repetition	6	44	55	49	78	-	4	8	26	48
ratio%	1.9	13.8	17.3	15.4	24.5	-	1.3	2.5	8.2	15.1

The source: Prepared by the researchers based on the program's outputs SPSS(V.24)

B. The distribution according to academic qualification

The qualifications of the research sample varied, as shown in Table 3

Table 3: The distribution according to academic qualifications

Qualification	Ph.D	Master's	Post graduate Diploma	Bachelor's	Diploma
Repetition	28	44	32	203	11
ratio %	8.8	13.8	10.1	63.8	3.5

The source: Prepared by the researchers based on the program's outputs SPSS(V.24)

C. The distribution according to the years of experience

service period of the members of the research sample varied, as shown in Table 4.

Table 4: The distribution according to the years of experience

Experience (years)	5-10	10-15	15-20	20And more
Repetition	36	102	98	82
ratio%	11.3	32.1	30.8	25.8

The source: Prepared by the researchers based on the program's outputs SPSS (V.24)

D. The distribution according to the gender of the sample members:

The ratio of males to females varied clearly, and this is due to the nature of security work, as shown in Table 5.

Table 5: The distribution according to the gender of sample members

Gender	Female	male
Repetition	11	307
The ratio%	3	97

The source: Prepared by the researchers based on the program’s outputs SPSS(V.24)

2.2 Means and methods of collecting data:

2.2.1 Questionnaire form:

The questionnaire was prepared based on a group of foreign sources that dealt with the research variables, which helped the researchers to choose the standards according to the requirements of the research and the nature of the variables it deals with. It was presented to a group of experts from professors in the specializations of business administration, human resources, public administration, strategic planning, and organizational behavior.

2.3 Hypothesis and Sub-hypotheses Test:

The research indicates the following hypothesis :

H1 (There is a statistically significant effect strategic change on digital governance).

The following main sub-hypotheses are reported:

H1.1 : There is a statistically significant effect for readiness for change on digital governance.

H1.2: There is a statistically significant effect for change goals on digital governance.

H1.3: There is a statistically significant effect for change plan on digital governance.

H1.4: There is a statistically significant effect for change management on digital governance.

2.2.3 Hypothetical diagram:

The hypothetical diagram represents the idea of the research, as it shows the relationship between strategic change with its four dimensions and its effect on digital governance.

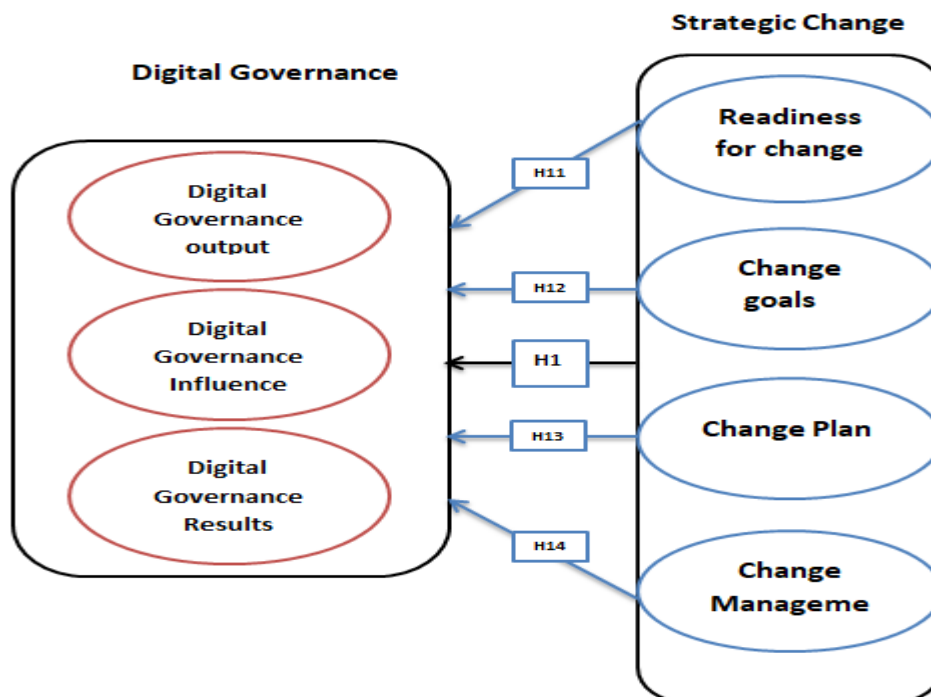


Figure 1: The hypothetical diagram of the research

2.4 Testing the validity and reliability of the questionnaire:

2.4.1 The apparent validity of the questionnaire:

The validity of the questionnaire can measure what it was prepared whether the questionnaire was sufficient and achieved the purpose for which it was prepared, the apparent validity, internal consistency validity, and the reliability of the scale were used. After consulting a group of sources, the questionnaire was prepared in its final form to be presented to 13 experts in the field of business administration at the University of Baghdad and the Higher Institute for Security and Administrative Development at the Ministry of Interior to obtain an academic opinion to ensure that the items mentioned therein belong to the main and sub-research variables and the suitability and clarity of the scale's items from both the linguistic and procedural aspects.

2.4.2 Content veracity:

Content validity is used to ensure the clarity of each item of the scale in terms of meaning, design, and logical formulation because it covers the objectives specified for it. Accordingly, the researchers tested the content validity of the scale to verify the ability of the questionnaire items to express the goal for which it was developed. Honesty and consistency go hand in hand and are the standards that are necessarily fixed. Therefore, we can extract content validity from the reliability coefficient, as the content validity value reached to 96.9%, which is a value that confirms the validity of the scale, as shown in Table 6.

Table 6: The validity and reliability of the questionnaire

Stability = 96.9	$\sqrt{\text{stability}}$	Honesty
98.38	$\sqrt{96.9}$	That is, honesty

The source: Prepared by the researchers based on the outputs of (SPSS V.24)

2.4.3 Questionnaire stability:

This means that the prepared measure is applied to a group of the same individuals and after some time, it will give the same results. Where a scale was used Cronbach's Alpha Factor for internal consistency. It is a measure to measure reliability or internal consistency and is used to determine whether the surveys, questionnaires, and tests conducted by the researchers are reliable and whether their results can be relied upon to prove or deny the hypotheses presented in the research. Through AST Servants Coefficient (Alpha Crew Nbach) The internal consistency and reliability of the questionnaire were verified. It becomes clear that the reliability coefficient of the questionnaire is high, as its value reached 96.9). Subsequently may be rely on it in conducting the analysis and approving the results. It was the stability of the research variables, represented by strategic change (91.2), digital governance (94.1).

Table 7: Measuring the validity and reliability of the research questionnaire

A stability coefficient value	The number of items	Measurement dimensions	The variable
91.2	14	Readiness for change	Strategic change
		Change goals	
		Change plan	
		the management of change	
94.1	25	Digital governance outputs	Digital governance
		Digital governance Infuence	
		Digital governance results	
96.9	39	Total resolution	

The source: Prepared by the researchers based on the outputs of the program (SPSS V.24)

2.5 Research variables :

2.5.1 Strategic change:

Strategic change has become an urgent requirement in all organizations in the private and public sectors due to the intensity of competition witnessed in the global market, the multiplicity of options, and the development of capabilities and resources. Organizations interact with their external environment constantly, and the variables of that environment impose their influence directly or indirectly, and in a tangible or intangible way that makes change a matter. Strategic change is a method for making organizational and strategic transformations according to prior planning and based on specific indicators to achieve certain goals, resulting in a different situation for the better (Al-Kubaisi and Ahmed, 2018). It is the extent to which the organization changes the allocation of its resources within its main strategic dimensions to maintain competitive advantage (Triana, et al, 2019). Strategic change is also described as the process that occurs when there is a need to make fundamental adjustments in more than one aspect of the organization, such as reorganization, diversification steps, a shift in basic technology, or structural redesign and modification of the product portfolio, due to the occurrence of sudden external shocks, such as a change in Policies or legislation and change in senior administrations (Van Nistelrooij, 2021). The importance of strategic change appears in the fact that it makes the organization grow and prosper continuously, given that this change is a continuous state of improvement that comes in response to changes in the organization's work environment, such as changing customer needs, the introduction of new technology, or a response to new government legislation, and studying change is very important because all managers. At various levels, they will face it, and those of them who have the ability to know the appropriate change to introduce make the organization more creative, flexible, and responsive to the changes surrounding it (Al-Amiri and Al-Ghalbi, 2008). It also provides an important introduction to studying the behaviors of organizations in studying and managing uncertainty, as it provides a better understanding of the impact of uncertainty on organization behaviors. Organizations may slow down or ignore undertaking strategic change if they have sufficient resources and relative stability in the labor market. Uncertainty in turbulent environments may lead organizations to take proactive steps through strategic change to preserve their gains.

(Choi et al, 2021). There are many goals that strategic change seeks to achieve, including how to develop the business ecosystem completely and comprehensively while preserving on ongoing operations, and how to improve the change process by better managing communication between the organizational workforce and senior leadership (Chatzigiannis, 2021). Strategic change processes achieve a move in the organization towards positive directions that ensure improved performance, dealing with environmental changes, and achieving goals with high efficiency represented by the outcomes of change (Jamal and Taher, 2020).

The researchers believe that “ strategic change is one of the important means that organizations use to achieve goals and maintain the momentum of competition. It aims to find solutions to the problems facing the organization through change processes that provide future alternatives that would move the organization from the current situation to a better future situation” .

Strategic change in organizations may include multiple dimensions through which the importance of change and its desired benefits appear. Among these dimensions are:

(1) the change in organizational culture: Change in the organization’s culture has become an urgent necessity on which the effectiveness and efficiency of other aspects of change for the organization depend, and it is mainly linked to individuals’ ideas, attitudes, values, motivations, and ambitions. It is considered an inevitable response to the external pressure placed on the organization and the purpose of adapting and adaptation (Mukhtar, 2015),

(2) the change in human resources: It takes place by focusing on changing the attitudes, skills, expectations, behavior and capabilities of employees, or all of that towards the goals of the organization (Jamal and Taher, 2020),

(3) the change in the organizational structure: Change includes redividing administrative units, by creating new departments or merging other departments. This affects the subordination of individuals within the work environment and activities in each department. Organizational units may have to be created or abolished, or lines of communication or the structure of authority or responsibility may have to be changed (Al-Enazi, 2013).

(4) technology change: The change occurs through making modifications to the method of work or the means and equipment that are used (Talib and Al-Banna, 2012), and

(5) the change in tasks: It includes a change in duties, work, or activities, or merging activities with each other, or even canceling existing work, and changing in policies, amending or canceling them, or changing work methods and procedures, such as reducing complications in procedures or changing work methods to ensure accuracy and speed (Mukhtar, 2015) and (Al-Enezi, 2013).

The research suggested different dimensions for strategic change and it was as follows:

(1) Readiness for change: Employees' beliefs and intentions regarding the extent of the need to make change, as well as their expectations about the ability of the organization and individuals to make this change successful.

(2) Change Goals: influential and prominent changes within the organization to enhance the organization’s position and develop its performance among competitors.

(3) Change Plan: A process by which an organizational business or strategic plan, usually undertaken over some time, is restructured to achieve some specific objectives.

(4) Change Management: design, implement, and evaluate appropriate initiatives to deal with the demands imposed by the external environment.

There are many models of strategic change. The classifications presented for administrative development approaches have varied according to the multiple criteria used in the classification. Some see the possibility of dividing these approaches according to the inclusion of various elements in the change efforts. Some of them are traditional approaches such as simplifying procedures or radical approaches such as re-engineering or restructuring (Ismail, 2014). Restructuring represents an integrated model of administrative thought aimed at reformulating the organization’s conditions in a way that is consistent with the prevailing conditions or observed variables. Restructuring also often takes place to prepare the organization

to receive expected future variables or conditions. The restructuring includes a complete and comprehensive review of all elements of the organization and their comparison. The best levels and standards and decide on the amendments to be made (Al-Sulami, 2014). The second model of strategic change is re-engineering, which is a set of procedures aimed at reconsidering the work of the organization to make it more efficient and effective in providing services to beneficiaries (Abdullah and Mahmoud, 2020). The third model is renewal and modernization, as it refers to building new capabilities that have been identified through processes of experimentation, discovery, and innovation (Montealegre & Iyengar, 2020).

2.5.2 Digital Governance:

Although the term digital governance is new, it is no longer strange in academic fields that have dealt with it through studies presented by the researchers, because of its close connection to the development taking place in information technology and the digitization of activities which affects all aspects of life, including the management of business organizations. It is the result of development that seeks to improve the performance of organizations, raise their efficiency, and enhance their effectiveness to achieve the goals set for them. However, the reality indicates a lack of clarity at the applied level, especially among those working in governmental institutions, and it includes several definitions that stem from the understanding of the organization and its workers. It refers to the general use of information and communication technologies before the government creates significant improvements to governmental services. Digital governance may enhance transparency and accountability in public administration to improve the quality of life of its citizens (Zamora et al, 2016). It is the system through which the current and future uses of technology are directed and controlled, its developments that are evaluated, and its mechanisms that are directed to support the organization's activities (Obaid, 2022). Its importance is evident in governments shaping development trends through the use of technologies, which begins with reorganizing offices and ends with interactive and participatory relationships with individuals and companies (Klaesson et al, 2013). Its importance in political influence is also evident through reducing corruption, reforming the public sector, increasing public confidence, and improving the efficiency of governments (Xia, 2017).

As for the dimensions of digital governance (Al-Hadidi and Al-Hayali, 2022), (Aboudi and Fattah, 2022), and (Salah al-Din and Attia, 2018), they include four dimensions: Digital transparency, Digital Participation, digital accountability, and digital auditing.

The research adopted three dimensions for digital governance and it was as follows:

- (1) Digital governance outcomes: It represents the level of digital service provided by the organization that meets the needs and expectations of beneficiaries, the extent of its availability, and equal opportunities to obtain it among all.
- (2) Impact of digital governance: Adopting standards in providing digital services, high levels of transparency and clarity, low levels of corruption, and the possibility of the beneficiary accessing services easily.
- (3) Digital governance results: Accelerating the provision of digital services through the organization's keenness to carry out work, make appropriate decisions, and facilitate the beneficiary's access to those services easily by simplifying procedures and communication between the organization and stakeholders.

One of the benefits of digital governance is the integration of operations between various government agencies, departments, authorities, and the judiciary, which leads to increased efficiency and productivity, and facilitates access to a wide range of government services via personal computers or digital assistants Personal Digital Assistant (PDAs) or mobile phone (Milakovich, 2012) like that better delegation of authority and more motivation for employees, which leads to their retention and achieving good management control over decisions (Nasour, 2015).

3. The discussion of results:

3.1 Data collection tools :

3.1.1 The theoretical side :

It is implemented by reviewing a group of diverse scientific sources that dealt with the two research variables, Arabic and foreign magazines and periodicals, dissertations, theses, and digital publications of the Ministry of Interior.

3.1.2 The practical side :

It includes personal interviews conducted by the researchers with some members of the research sample whose opinions constitute intellectual weight that contributed to obtaining information that would contribute to solving the research problem, in addition to the data collected through a questionnaire distributed to members of the research sample, which was considered the main research tool and was prepared. According to the research requirements, it was reviewed by specialized experts to be sufficient for the purpose for which it was prepared.

3.2 Statistical methods:

The Stephen Thompson equation was used to determine the target sample size in the research and the ready-made statistical program (SPSS V.24) to analyze the obtained data and Cronbach's alpha scale (**Cronbach-alpha**) and verify the validity of the internal consistency and the stability of the questionnaire. In addition, a number of other statistical methods were used such as percentage, arithmetic mean, standard deviation, simple linear regression, and coefficient of determination, (R^2), and relative importance.

3.3 Statistical results of the research:

3.3.1 Description of the research sample's responses to the independent variable (strategic change)

The strategic change variable consists of four sub-variables, each of which contains sub-questions that were answered within the questionnaire submitted to members of the research sample in the Ministry of Interior, which included military ranks and equivalent civilian job grades (major general, director general, brigadier general, directorate director, colonel, Senior Manager, Lieutenant Colonel/Manager, and Major/M. Director). These variables represented the following dimensions: readiness for change, change goals, change plan, and change management.

Table 8: Means, standard deviation, coefficient of variation, and overall relative importance of the independent variable (strategic change)

The independent variable	Mean	standard deviation	Coefficient of variation	Relative importance
Strategic change(s.c)	3.35	0.638	19.044	67.00%

The source: Prepared by the researchers based on the outputs of the program (SPSS.V.24)

Table 8 includes the level of response of the research sample to the main variables, and from it is clear that the independent variable (Strategic Change) obtained the arithmetic mean (3.35), which is a high tendency for the members of the research sample, and this has an indication that the Ministry of Interior pays attention to the issue of strategic change within its priorities. As for the standard deviation, it was recorded (0.638), which indicates the presence of homogeneity and harmony in the answers of the members of the research sample, while the coefficient of variation reached (19.044) with relative importance (67.00%), which confirms the ministry's interest in the issue of strategic change in general, and this is what was addressed in the Ministry's Law No. (20) of 2016, which established the Ministry's objectives, including what was mentioned in Article 2/Fourth, which includes (performing relevant federal and local functions, and developing them in coordination with other ministries and the competent departments in the regions and governorates that are not organized into a region in joint tasks),

and what was it covered in the government curriculum for the year 2022 in general and the strategic plan of the Ministry of the Interior, which referred to a set of goals that lead to develop and improve the work of the ministry without explicitly referring to established plans with specific timetables and clear goals.

Table 9: The importance of strategic change dimensions according to the coefficient of variation

S.C Dimensions	Mean	Standard deviation	Coefficient of variation	Relative importance%	Rank
Readiness for change	3.48	0.024	0.007	69.6	1
Change goals	3.337	0.038	0.011	66.6	2
Change plan	3.313	0.038	0.012	66.2	3
change management	3.28	0.056	0.017	65.6	4

The source: Prepared by the researchers based on the outputs of the program (SPSS.V.24)

Table 9 shows that the dimension (Readiness for Change) which ranks the first among the other dimensions, which reflects the readiness of employees to accept change in a ministry characterized by the stability of organizational values and the difficulty of accepting strategic changes. This considers a good indicator for planning and initiating strategic change processes. As for the other dimensions' obtaining the following ranks, it reflects a lack of explicit reference to strategic change processes within the ministry's plans, operations and literature

3.3.2 Description of the research sample's responses to the depending variable (digital governance)

The dependent variable (digital governance) consists of three sub-variables, which included a set of questions that were answered within the questionnaire presented to members of the research sample in the Ministry of Interior, and included the dimensions (outputs of digital governance, impact of digital governance, and the results of digital governance).

Table 10: Means, standard deviation, coefficient of variation, and overall relative importance of the depending variable (Digital Governance)

The dependent variable	Mean	Standard deviation	Coefficient of variation	Relative importance %
Digital Governance	3.55	0.581	16.36	71

The source: Prepared by the researchers based on the outputs of the program (SPSS.V.24)

Table 10 shows the level of response of the research sample members to the mediating variable (digital governance), where the mediating variable obtained the arithmetic mean (3.55), which represented a high tendency for the sample members towards this variable, and this matter is indicative of the ministry's interest in digital activities and its consequences. It must consolidate the concepts of transparency, control, compliance, and all that digital governance aspires to, as the Ministry was keen to develop digital services in most of its service aspects, which encountered many obstacles, especially databases, dissemination of information transparently to public opinion, and the availability of Internet service. As for the standard deviation, it was recorded (0.581) which indicates the presence of homogeneity and harmony in the answers of the members of the research sample, while the coefficient of variation reached (16.36).(And relative importance (71%).

Table 11: The importance of digital governance dimensions according to the coefficient of variation

D.G Dimensions	Mean	Standard deviation	Coefficient of variation	Relative importance%	Rank
D.G. Outputs	3.25	0.044	0.014	65.07	3
D.G. Influence	3.70	0.062	0.017	74	2
D.G Results	3.73	0.068	0.018	74.69	1

The source: Prepared by the researchers based on the outputs of the program (SPSS.V.24)

Table 11 shows a convergence in means and standard deviations of the variable (Digital Governance) with its three dimensions confirms the harmony of the opinions of the Ministry's employees and their agreement on its importance for developing work and facilitating procedures in a way that contributes to achieving the Ministry's objectives in providing service and security to citizens within the work environment that is witnessing rapid developments that require attention of The Ministry to overcome the difficulties.

3.3.3. The impact of strategic change on digital governance:

The research hypotheses related to measuring the direct effect of the independent variable (strategic change) on the dependent variable (digital governance) are tested using a simple regression analysis model (Simple Regression), as the results of the analysis showed these effects as follows:

Table 12: Results of the impact of strategic change on digital governance using simple linear regression

Independent variables	Constant-t-value	The value of the beta coefficient(β)	The value of the coefficient of determinationR ²	Calculated (F) value	Significance level0.05
Strategic change	1.474	0.681	46.3%	274.026	There is an effect

The source: Prepared by the researchers based on the outputs of the program (SPSS.V.24)

Table 13: Results of the impact of strategic change dimensions on digital governance using simple linear regression

Independent variables	Constant value	The value of the beta coefficient(β)	The value of the coefficient of determinationR ²	Calculated F-value	The Significant level (0.05)
Readiness for change	2.042	0.541	29.3%	131.009	There is an effect
Change goals	2.175	0.549	2.30%	136.644	There is an effect
Change plan	2.022	0.639	40.8%	218.050	There is an effect
the management of change	2.019	0.589	34.7%	167.698	There is an effect

The source: Prepared by the researchers based on the outputs of the program (SPSS.V.24)

Table12 and 13 show the results of analyzing the impact of strategic change and its dimensions on digital governance (dependent variable) using a simple regression model ,Including analysis measurement total:

1- The effect of readiness for change on digital governance: It is clear from the table that the value of...FThe calculated value reached (131.00), which is a statistically significant value that shows that there is a moral effect of readiness for change in digital governance in the ministry, and this is demonstrated by the coefficient of determination (R^2)which has a value of 29.3%. This means that the readiness for change variable explains (29.3%) of the variance occurring in digital governance and that the remainder of this percentage is due to other factors. As for the beta coefficient (β)which reached (0.541), it indicates that changing readiness for change by one

unit will lead to a change in digital governance by 0.541. Based on the results mentioned, we can accept the sub-hypothesis (A) which states that there is a statistically significant effect of readiness for change in digital governance.

2-The impact of change goals on digital governance: The change goals also had an impact on digital governance, as they reached F-calculated value (136.644). It is a statistically significant value that indicates that there is a moral impact of the goals of change in digital governance in the ministry, and this is demonstrated by the coefficient of determination (R^2) whose value is 30.2%. This means that the change goals variable explains 30.2% of the variance occurring in digital governance and that the remainder of this percentage is due to other factors. As for the beta coefficient (β) which reached (0.549), indicates that changing (change objectives) by one unit will lead to a change in digital governance by (0.549). Based on the results mentioned, (β), we can accept the sub-hypothesis which states that there is a statistically significant effect of the goals of change on digital governance).

3- The effect of the change plan on digital governance: The regression analysis model showed a significant effect between the change plan and digital governance, which was confirmed by the F-value amounting to (218.050) and this effect is explained by the value of the coefficient of determination (R^2) which amounted to 40.8%, meaning that with this amount the variable of the change plan in digital governance becomes clear, and the rest is due to other factors that did not appear in the model. As for the value of the beta coefficient (β). It reached 0.639, which indicates that changing the change plan by one unit will lead to a change in digital governance by 0.639. Based on the results mentioned, , we can accept the sub-hypothesis (C) which states that there is a statistically significant effect for the plan for change on digital governance.

4- The impact of change management on digital governance: According to the results of the regression analysis between change management and digital governance, the impact of change management on digital governance is clear. The F-value (167.698) which is explained by the value of the coefficient of determination(R^2) which reached)34.7%. This explains the variance shown by change management in digital governance, and the remainder is due to other factors that did not appear in the model, and the value of the beta coefficient was ($\beta= 0.589$), which indicates a change of change management by one unit, it will change digital governance by 0.589. Based on the results mentioned, we can accept the sub-hypothesis (D), which states that there is a statistically significant effect of change management In digital governance.

The results of the analysis of the simple linear regression model showed the impact of strategic change on digital governance and were as follows:

The regression models for the four sub-variables in strategic change achieved a significant impact on organizational excellence, and with the acceptance of the four sub-hypotheses related to those sub-variables. In addition, the total strategic change has an strong impact on digital governance. This is because the F-calculated value is bigger than the F-standard value (274.026)., (R^2) is 46.3% which explains the variance shown by the total strategic change in digital governance, while the remainder is due to other factors that did not appear in the model, and the value of the beta coefficient reached (β) (0.681) which indicates a change of strategic change by one unit, it will change digital governance by 0.681. Therefore, there is no justification for rejecting this hypothesis. The change plan subvariable had the highest impact on digital governance among the rest of the subvariables related to strategic change.

4. Conclusions:

After reviewing the results shown by the statistical analysis tables for the research variables, we find that the impact of strategic change on digital governance has become clear through the sub-effects of the dimensions of strategic change (readiness for change, change goals, change plan, and change management). This confirms the importance of the tools that organizations must use to bring about strategic changes, such as digital governance, which accelerates strategic change processes with precision and high efficiency and achieves the concepts of justice, integrity, transparency, oversight and participation, and thus the change processes are fruitful and achieve the purpose. As desired, the results of the research showed the Ministry's interest in strategic change processes to some extent, which requires more efforts in making additional changes that contribute to achieving the goals and developing the Ministry in line with the ongoing political and security challenges it faces. The results also showed a high interest from the ministry in digital activities and services. Despite the shortcomings it faces in some locations, its continued digitization of activities and procedures in the service and security aspects is a strength that should be continued, and thus the Ministry achieves the ability to possess the means capable of developing organizational and administrative work to facilitate the performance of the tasks assigned to it in accordance with the law.

Authors Declaration:

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, Which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved By The Local Ethical Committee in The University.

References:

- 1- Abdullah, S.J. and Muhammad, A.M. (2020), "Process Re-engineering in Reengineering information services in academic information institutions", *Ureed International Journal for Media Studies and Communication Sciences*, Vol. 2, No. 2, pp. 42-57.
- 2- Aboudi, S. A. and Fattah, N. A. (2021), "The reality of applying the principles of electronic governance in Iraqi banks - an exploratory study in a sample of Iraqi government banks", *Tikrit Journal of Administrative and Economic Sciences*, Vol. 17, No.55, pp. 221-239.
- 3- Al-Amiri, P.M. and Al-Ghalabi, T.M. (2008), "Management and Business", Dar Wael for Publishing and Distribution, Jordan, Amman.
- 4- Al-Enezi, Y.S. (2013), "The impact of change management in enhancing the effectiveness of public shareholding companies in the State of Kuwait", Master thesis submitted in fulfillment of the requirements for obtaining a master's degree in management, Middle East University, Amman, Jordan.
- 5- Al-Hadidi, A.A. and Al-Hayali, A.S. (2022), "Utilizing the dimensions of electronic governance in supporting sustainable development - an exploratory study of the opinions of a sample of Mosul municipality employees", *Tikrit Journal of Administrative and Economic Sciences*, Vol.18, No. 25, pp. 176-192.
- 6- Al-Hakim, A. A. and Shams Al-Din, F. Y. (2017), "The impact of areas of strategic change in achieving the requirements of comprehensive quality management - an analytical study of the opinions of administrative leaders in the faculties of Saladin University – Erbil", *Koya Journal of Humanities and Social Sciences*, Vol. 21, No. 6, pp. 256-388.
- 7- Al-Hayali, A.S., and Al-Hadidi, A.A. (2022), "Employing the dimensions of Electronic governance in the field of sustainable development: a survey study of the opinions of a sample of Mosul municipality employees", *Tikrit Journal of Administrative and Economic Sciences*, Vol. 18, No. 59, pp. 176-192

- 8-** Al-Kubaisi, S. A. and Ahmed, M. S. (2018), "The influence of cognitive practice groups in determining strategic change options - a field research of a sample of contracting companies in the Iraqi Ministry of Housing and Construction", *Journal of Economic and Administrative Sciences*, Vol. 24, No.102, pp. 1-18.
- 9-** Al-Saidi, K.F. (2018), "Information Technology Governance Using a Framework GOBIT - case study in Al-Rafidain Bank, Basra Branch 2 and Baghdad Al-Ahli Bank in Basra Governorate" , a Master Thesis submitted to the Council of the Administrative Technical College in Basra as part of the requirements for obtaining a Master's degree in Operations Management Technologies.
- 10-** Al-Sulami, A. (2014), "Management in the Age of Globalization and Knowledge," 1st ed., Sama Publishing and Distribution, Cairo, Egypt.
- 11-** Amin, M. A. and Ahmed, R. N. (2021), "Activating the digital governance of Egyptian universities in view of dimensions of strategic vigilance", *Journal of Scientific Research in Education*, Vol. 22, No. 9, pp. 57-110.
- 12-** Attia, T.T. and Salah Al-Din, A.D. (2018), "E-governance and its role in the success of organizational change strategies - a field study in the Anbar Governorate Office" , *Cihan University - Erbil Scientific Journal*, special issue, No. 2, pp. 173-200.
- 13-** Chatzigiannis,V.(2021), "Corporate Strategic Change in Small Business- An application of Action Research for the Development of Internal Marketing During strategic change" ,Thesis submitted in accordance with the requirements of the University of Liverpool for the degree of Doctor of Business Administration.
- 14-** Choi, S., Liu, H., Yin, J., Qi, Y., and Lee, J.Y. (2021), "The effect of political turnover on firms' strategic change in the emerging economies: The moderating role of political connections and financial resources", *Journal of Business Research*,Vol.137, pp.255-266.
- 15-** Hussein, S.M., and Abboud, S.F., (2021), "THE RELATIONSHIP BETWEEN ADMINISTRATIVE EMPOWERMENT AND STRATEGIC CHANGE" , *International Journal of Entrepreneurship* , Vol.25, Special Issue, pp. 1-16
- 16-** Ismail, M.S. (2014), "Planning training in achieving the goals of public voluntary organizations", Arab Group for Training and Publishing, Cairo, Egypt.
- 17-** Jamal, D.H.and Taher, A.M. (2020), "The role of organizational change in improving strategic performance - an analytical research in the Tourism Authority - Baghdad", the comprehensive multi-knowledge electronic journal for publishing scientific and educational research, No. 25.
- 18-** Klaesson, J., Johansson, B., and Karlsson,C.(2013), "Metropolitan Regions Knowledge Infrastructures of the Global Economy", Springer Science & Business Media, Berlin, Germany.
- 19-** Klarnar, P., Yu,Q., Yoshikawa,T., and Hitt, M.A. (2022), "Board governance of Strategic Change: An assessment of the literature and avenues for future research", *International Journal of Management Reviews* Vol.25, No. 3, pp 467–94.
- 20-** Liukinevičienė , L. and Kuodytė,K. (2021), "The Management of Strategic Change in the Municipal Public Library", *Socialniaty tyrimai Journal*, vol.44, No.2, pp.61-83.
- 21-** Milakovich,E.M.(2012), "Digital Governance New Technologies for Improving Public Service and Participation", Taylor & Francis Publications, New York, USA.
- 22-** Mohamed, A.M., and Abdullah, S.J. (2020). "Re- Engineering Processes for Information Services in Academic Information Institutions", *ARID International Journal of Media Studies and Communication Sciences* ,Vol.1, No.2, pp. 42-57.
- 23-** Montealegre, R. and Iyengar,K. (2020)," Managing digital business platforms: A continued exercise in balancing renewal and refinement", *Business Horizons Journal*, Vol.64, No.1, pp.51-59.

- 24-** Mukhtar, M.Q. (2015), "Change strategy as a bet on the organization's competitiveness - a case study of the National Corporation for Electronic Industries ENIE - in Sidi Bel Abbes, a doctoral thesis submitted to obtain a doctorate degree in science-specializing in economics to the Council of the Faculty of Commercial Economics and Management Sciences at Abu Bakr Belkaid University, Tlemcen, Algeria.
- 25-** Nassour, R.M. (2015), "The impact of information technology governance on the quality of financial reports - a field study", a thesis for a doctoral degree in accounting submitted to the College of Administration - Tishreen University, Syrian Arab Republic.
- 26-** Obaid, K. A. (2022), "Digital Governance Strategies and Their Smart Applications," 1st ed., Dar Al Bayan for Publishing Distribution and Advertising, Benghazi, Libya.
- 27-** Salah Al-Din, A. D. and Attiya, T. (2018), "E-governance and its role in the success of organizational change strategies - a field study in the Anbar Governorate Office", Cihan University - Erbil Scientific Journal, special issue, N. 2, pp. 173- 200.
- 28-** Talib, A.F. and Al-Banaa, Z.M. (2012), "Blue Ocean Strategy and Sustainable Competitive Advantage," 1st ed., Dar Al-Hamid for Publishing and Distribution, Amman, Jordan.
- 29-** Triana, M.D., Richard, O.G., and Su, W. (2019), "Gender diversity in senior management, strategic change, and firm performance: Examining the mediating nature of strategic change in high tech firms", Research Policy Journal, vol.48, No.7, pp.1681-1693.
- 30-** van Nistelrooij, A. (2021), "Embracing Organizational Development and Change An Interdisciplinary Approach Based on Social Constructionism- Systems Thinking, and Complexity Science", Springer Nature company, Switzerland .
- 31-** Xia, S. (2017), "E-Governance and Political Modernization: An Empirical Study Based on Asia from 2003 to 2014", Administrative Sciences Journal, Vol.7, No.3, pp.1-24.
- 32-** Zamora, D., Barahona J.C., and Palaco, I. (2016), "Case: Digital Governance Office", Journal of Business Research, Vol.69, No.10, pp.4484-4488.

تأثير التغيير الاستراتيجي في الحاكمية الرقمية: دراسة ميدانية في وزارة الداخلية العراقية

ناظم جواد عبد
جامعة بغداد/ كلية الادارة والاقتصاد / قسم ادارة الاعمال
بغداد، العراق

alzeidinahdum@gmail.com

احمد جبار جلعوط
جامعة بغداد/ كلية الادارة والاقتصاد / قسم ادارة الاعمال
بغداد، العراق

Ahmedjalout@gmail.com

Received: 2/9/2023

Accepted: 3/1/2024

Published Online First: 30 /4/ 2024

هذا العمل مرخص تحت اتفاقية المشاع الابداعي تُسبب المُصنّف - غير تجاري - الترخيص العمومي الدولي 4.0
[Attribution-NonCommercial 4.0 International \(CC BY-NC 4.0\)](https://creativecommons.org/licenses/by-nc/4.0/)



مستخلص البحث:

يهدف البحث الى بيان علاقة التغيير الاستراتيجي بأبعاده الاربعة (الاستعداد للتغيير، اهداف التغيير، خطة التغيير، ادارة التغيير) وتأثيرها في الحاكمية الرقمية في وزارة الداخلية العراقية، حيث وقع الاختيار على هذه المنظمة التي تتسم بثقافة تنظيمية شديدة الثبات تعود لطبيعة متطلبات العمل الامني والعاملين فيها الذين يتميزون بأحترام عالي لثقافة المنظمة، في ظل ظروف تحتم على المنظمات التأقلم مع التغييرات السريعة عبر تبني الوسائل والسبل الحديثة مثل الحاكمية الرقمية في تحقيق الاهداف بدقة وسرعة، وقد اختبر البحث مجموعة من الدوائر والمديريات التي تعبر عن مختلف الصنوف العسكرية والمدنية فيها تبعاً لطبيعة الاهداف التي تتبناها الوزارة من حفظ الامن وتقديم الخدمات في آن واحد، تم تطبيق البحث على عينة من مجتمع البحث بلغت (324) فرداً من مختلف التخصصات من القادة ومساعديهم من الرتب العسكرية والمديرين ومعاونيهم من الموظفين المدنيين في الوزارة، حيث استخدمت في البحث استمارة الاستبانة كأداة رئيسية لجمع البيانات وعدد من الادوات الاحصائية لتحليل تلك البيانات المستحصلة في استخراج النتائج واختبارها وتحليلها، التي اظهرت مجموعة من النتائج كان ابرزها وجود علاقة تأثير ذات دلالة احصائية للتغيير الاستراتيجي في الحاكمية الرقمية.

نوع البحث: ورقة بحثية.

المصطلحات الرئيسية للبحث: التغيير الاستراتيجي، الحاكمية الرقمية.