



Available online at <http://jeasiq.uobaghdad.edu.iq>
DOI: <https://doi.org/10.33095/6skrzv70>

E-Governance and its Impact on Improving the Quality of Strategic Decision: An Analytical Study at Baghdad Investment Commission

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Received: 24/8/2023

Accepted: 8/10/2023

Published Online First: 30 /4/ 2024



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Abstract:

The current study aims to know the impact of electronic governance in improving the quality of strategic decisions. The research was applied at Baghdad Investment Commission. The problem of the study was to identify the extent of the application of electronic governance and the degree of its impact on the quality of strategic decision. What are its dimensions and levels? how can public organizations provide their services in a way that meets the needs of their beneficiaries? Know the extent and impact of electronic governance's dimensions on managers to percept the quality of strategic decision in the commission. The descriptive - analytical approach was relied upon, which is based on describing the phenomenon and then analyzing its causes and determining ways to copy with them. The researchers relied on the questionnaire form as a measurement tool it was distributed to a sample of 106 out of 110. It is represented by managers, heads of departments, divisions, and workers. A set of statistical methods were used to process the data, such as the arithmetic mean, KMO, SPSS, AMOS v.24, and standard deviation. The most important results that were reached were: Baghdad Investment Commission has websites in which data and information are constantly updated. It applies laws and punishes negligent parties within clear legal and seeks to reach good and decisive decisions.

Research paper.

Keywords: E-governance, Quality of Decision-Making.

1 Introduction:

Electronic governance is one of the modern methods used by many countries, and its main goal may not be limited to the transfer of administrative information only but rather is to enhance citizen participation in decision-making and contribute to improving the quality of public service. This creates a climate of trust and respect between the administration and the citizens, an embodiment of electronic democracy. The strategic decision revolves around choosing the best path to success. From a managerial perspective, strategic decision-making differs from the routine choices that organizations make every day (Fakeeh, 2016)."The organization needs information. Therefore, it can link its various parts to achieve its goals and so that it can adapt to the surrounding environment successfully. Information is more valuable to the organization the more useful it is in making decisions and operations.

1.1 Literature review:

Many research has done of electronic governance. For example, Naz (2009) tested the role of e-governance in improving service delivery by changing the principal-agent and government-employee relationship. The results of the study indicated that the Directorate of Public Security was very poor in terms of providing services and that the quality of services represented a problem. When electronic governance was applied, the results became effective, efficient, and equitable in the distribution of services.

Fatile (2012) Provided a comprehensive review of e-governance to give it a sound framework and evaluation of levels of e-governance implementation. Analyzing the impact of e-governance on service delivery in public organizations, the results included the control environment had a significant positive impact on the processing of records, which also had a significant positive impact on the settlement of payrolls as well as internal auditing. It also indicated that the internal audit function should be viewed as a strategic function and not just a factor in enhancing the payroll system.

Salam (2013) focused on evaluating the effects and efficiency resulting from the electronic service center in the regions of Bangladesh and ensuring the validity of the application of electronic governance. The tools used in this study were the questionnaire and observation. As for the research sample, it included service provision centers and the respondents to the service. The most prominent results that resulted from it are that electronic governance is considered the key to good governance in developing countries to reduce corruption and ensure transparency and accountability.

Beston et al. (2020) focused on finding out to what extent e-governance enhances the respondents, it turned out from this study that information and communication technology contributes significantly to enhancing the quality of Educational Service improving human skills, and making ready for a competitive market at local and international levels.

Many studies have conducted the quality of decision-making. For example, Seitovera (2011) described the role of the company's senior management in making decisions in their work and charted the current role of strategic intelligence activities in decision-making. The questionnaire was designed to survey managers from different organizations that offer a service in general. Through this study, it became clear that strategic intelligence helped to form a clear picture of the business environment, as decision-makers need the organization's internal information, implicit external information, and information in the public domain. Hence, the decisions taken are of high quality and thus improve the organization's work.

Ahmed, (2017) used the strategic concepts as they are current plans managed by various institutions, mainly followed by the banking sector, it also seeks to deal with the impact of the effectiveness of the strategic decision with its indicators to achieve the quality of banking service in its various directions. of the Iraqi banks public and private, and the sample included affiliates. There is a correlation and influence between the main and sub-variables of the research represented by the effectiveness of the strategic decision and the quality of banking service.

Aravopoulou et al. (2018) clarified the strategic decision-making process of the top management of Greek banks in the context of the profound organizational changes introduced in 2012 as a result of the global financial crisis of 2008. It focused on the impact of three key dimensions, namely rationality, intuition, and political behavior, about four changes introduced namely acquisition, rationalization of the branch network, integration of Information Technology, and downsizing of operations and personnel. The results of this study proved that there are other factors in addition to (rationality, intuition, and political behavior) such as formality, politicization, and other dynamic factors, so this study may not be generalizable to all organizations that provide the service, so many Greek banks have had to make changes.

Jihad and Hamid (2020) clarified the extent of interest of the Ministry of Higher Education and Scientific Research and its various departments in the strategic foresight process, and whether this interest is reflected in its strategic decisions, the sample included the senior departments in the Ministry of higher education, and the research results indicated that there is a direct relationship between strategic foresight and decision-making in terms of sub-variables, the most important of which is intuition.

There are several studies linking electronic governance and the quality of strategic decisions. For instance, Aichholzer (2015) focused on e-governance as a comprehensive change program and the evolution of alternative scenarios with a view up to 2010. The paper explores the scenario method as a well-established tool for optimizing strategic decisions in the context of change, uncertainty, and complex environments. The results indicated that e-governance plays an important role in developing scenarios to address issues related to the privacy of citizens and companies and enhance trust in many key aspects of data and information: integrity, credibility, confidentiality, and susceptibility to conflict (this last point is central to legal and commercial applications). Many studies have conducted Electronic Governance. For example, Alkatib et al. (2022) explored that as a result of the increasing technological innovations, many countries have switched to using e-governance to achieve efficiency in service delivery, transparency, and strategic decision-making. Applied to government entities such as Smart Dubai and the Ministry of Health Prevention as well as private entities such as DP World and Emirates NBD, the results indicated that the partnership between the private and government sectors will continue to raise awareness and discuss the common interests of all. Furthermore, it is recommended to create an attractive ecosystem to attract experts and technology companies in the field of block chain and strengthen the decisions made and software governance to overcome obstacles. Moreover, governments need to create an effective platform and framework for the private sector to take the lead in developing an effective block chain model that is in line with program governance for all.

The problem of this research revolves around, challenges faced by the organization when applying electronic governance as the first thing they need is a strategic formulation process that contributes to building a quality orientation of strategic decisions, which is considered a tool to help shape future activities.

Because organizations are always seeking to advance their reality in the field of business, activities, and plans, they must at the same time maintain their market share by meeting the needs of customers and society, so the problem of the current research is to raise the following main question: (to what extent the managers at the Baghdad Investment Commission (BIC) are aware of how e-governance is used to influence the quality of strategic decisions), and to :

- What is the level of application and realization of the directors of BIC for e-governance to influence the quality of strategic decisions?
- What is the impact of e-governance on the quality of strategic decisions in BIC?
- How can BIC managers benefit from the quality of strategic decisions to enhance and strengthen the quality of strategic decisions?

The objectives of this research are as follows:

- To identify the reality of e-governance and its dimensions by identifying its presence in BIC and the level of awareness used in the quality of strategic decisions.
- To identify the reality of the quality of the strategic decision, what are its dimensions and levels, and how public organizations can provide their services in a way that meets the needs of their beneficiaries.
- Diagnosis of the most important dimensions of both variables.
- Measure the correlation relationship between the dimensions of the two research variables.
- To know the extent of the impact of e-governance by its dimension on the managers' perception of the quality of the strategic decision in the commission on the one hand, and to know the extent of its impact on the quality of the strategic decision by its Dimension.

2 .Material and Methods:

After identifying the research problem and achieving its intended objectives, a descriptive-analytical approach was adopted in this study. A questionnaire containing the research variables was used to collect the required data. Based on this, scientific results were obtained that the researchers can rely on to study the current situation by observing and understanding its content. A precise and detailed description of these results was provided to answer the questions posed in the research.

2.1 Research Tools:

The researchers relied on the questionnaire as the primary tool for collecting data and information related to the practical aspect; a five-point Likert scale was used in this research, which is one of the most commonly used scales and methods in the fields of management and social sciences due to its accuracy and clarity. (Fatal, 2012; Park et al., 2017).

2.2 Data Analysis Tools:

The current research utilized several statistical methods through ready-to-use software (SPSS-V28, Amos v.25, Excel) for testing. It aimed to test and measure research hypotheses and find descriptive and inferential statistical values, Hypotheses, and statistical tools such as correlation coefficient, simple linear regression, and mean were used.

2.3 The hypothetical study framework:

The researchers have developed an illustrative scheme of the researched idea, as the research hypothesis scheme embodies the expected relationship between the dimensions of the research sample and the statement of solutions and goals, and based on the results of the review of the literature of entrepreneurial marketing and strategic awareness, the scheme aims to include the main research variable and its sub-dimensions, as well as the possibility of measuring the impact of any of the research variables individually or collectively, and to clarify the idea of the scheme, its proposed variables and movement will be shown through the following form:

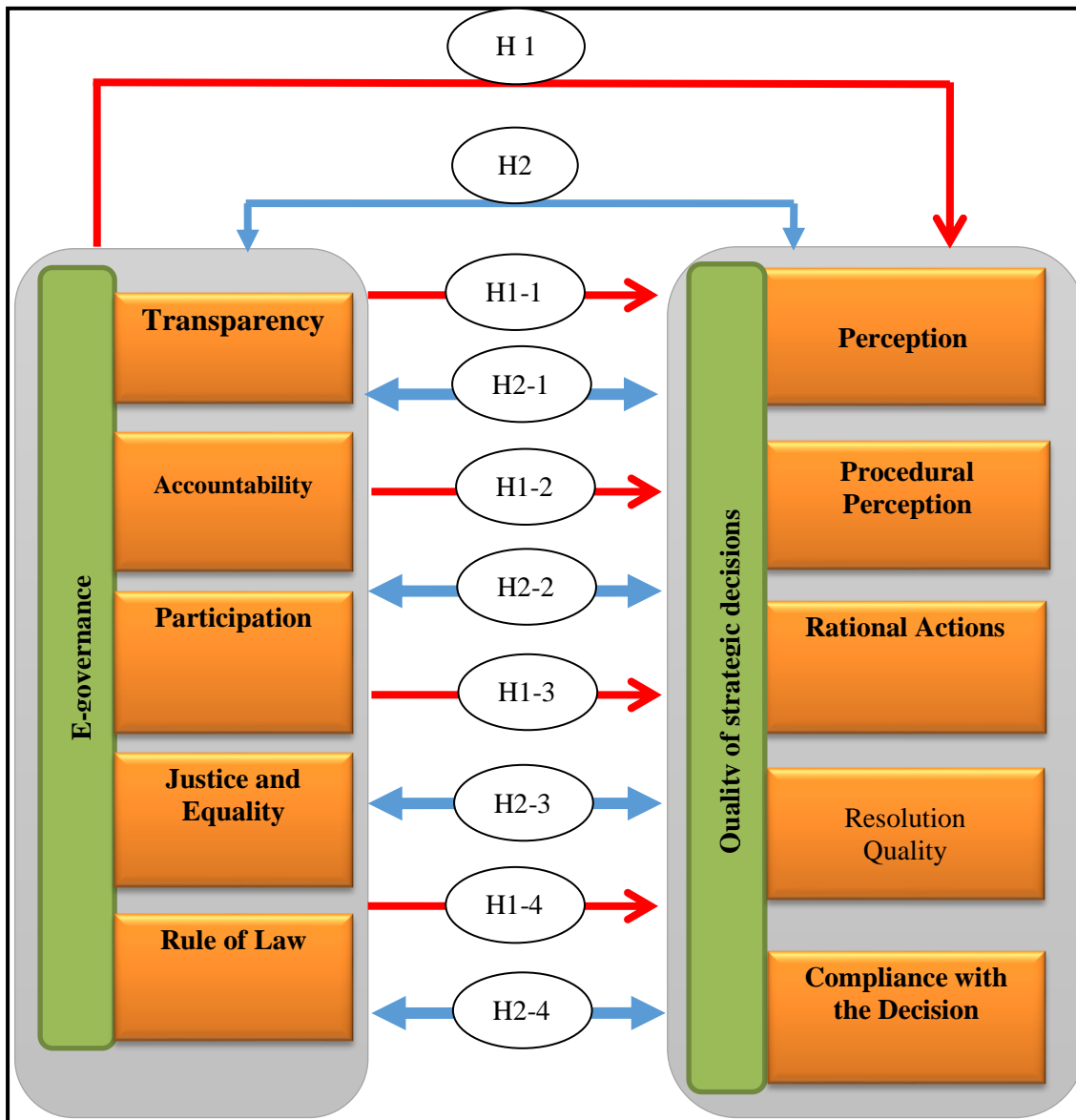


Figure 1 The research framework

2.4 The Research hypotheses:

The research hypothesizes a relationship between variables and dimensions: there is a statistically significant correlation between e-governance in general and the dimensions of the quality of strategic decisions, and the following four sub-hypotheses emerge from this hypothesis:

- The first sub-hypothesis: There is a statistically significant correlation between electronic governance and the perception dimension.
- The second sub-hypothesis: There is a statistically significant correlation between electronic governance and the procedural justice dimension.
- The third sub-hypothesis: There is a statistically significant correlation between electronic governance and the dimension of rational procedures.
- The fourth sub-hypothesis: There is a statistically significant correlation between electronic governance and the dimension of commitment to the decision.

- The fifth sub-hypothesis: There is a statistically significant correlation between e-governance and the decision quality dimension.

The second main hypothesis is that e-governance as a whole has a statistically significant moral impact on the dimensions of the quality of strategic decisions and the following four sub-hypotheses emerge from this hypothesis:

- The first sub-hypothesis: e-governance has a statistically significant moral effect on the dimension of cognition.
- The second sub-hypothesis: e-governance has a statistically significant moral impact on the dimension of procedural justice.
- The third sub-hypothesis: e-governance has a statistically significant moral impact on the dimension of rational actions.
- The fourth sub-hypothesis: e-governance has a statistically significant moral impact on the dimension of compliance with the decision.
- The fifth sub-hypothesis: e-governance has a significant and statistically significant impact on the dimension of the rule of law.

The questionnaire structure used the variables and dimensions which depicted in Figure 1.; Fatil, 2012 ; Park et al., 2017.

2.5 The E-governance:

The concept of governance is a set of processes and procedures which are controlled and directed by an organization. According to which responsibilities and rights are distributed to all parties in the organization, whether they are managers, shareholders, or other stakeholders, in addition to establishing rules, principles, and procedures for decision-making in the organization (Hessel,2001). The concepts of e-government have begun to develop as a result of taking advantage of information and communications technology applications, as traditional office transactions have become backward in various aspects of life, which has prompted the governments of developed countries to take advantage of information technology and harness it in the process of providing their services to their citizens (Jarrah and Omran, 2014). Moreover, the demands and opinions of the public and the people need a clear methodology for the administrative reports are prepared, which include all the work carried out by government agencies to formulate future policies and determine responsibility (Leftr, 2018). E-governance means employing information and communications technology to plan, implement, and monitor government programs, projects, and systems as a public tool via the electronic medium to facilitate an effective, fast, and transparent process and financial aspects in terms of performance evaluation, transparency, and equality, as well as how annual of disseminating information to individuals and other bodies (Savic,2006). The application of electronic governance has become necessary at present, as a result of increasing pressure on the government to provide needs and services to individuals effectively and efficiently, and to assist implementing the decisions taken as a result of the increased level of expectations from individuals about the quality of services provided by the government (Mutawa, 2009).

E-governance Dimensions:

2.5.1.1 Transparency :

The term transparency appeared as a result of the spread of administrative corruption and the urgent desire to eliminate it, as it is considered one of the contemporary topics and modern and therapeutic concepts as well. It was defined by (Oliver, 2014) as the dissemination of facts and information and their access to them by others at any time. Transparency is one of the modern concepts that is used to reduce the incidence of corruption in the world. It refers to how organizations are managed by the state and facilitates the process of informing individuals about them in a clear manner. As a result of corruption in public institutions, especially in developing countries, the need emerged to establish the principle of transparency in electronic governance because of its effective role in linking and monitoring the behavior of public institutions and creating a relationship characterized by clarity (Kim and Lee, 2012).

2.5.1.2 Accountability:

Participation means the full formal and informal participation of all members of society with government institutions, whether individuals or groups, in various political, economic, or social activities to achieve the goals of society in general. The participation of individuals means satisfying needs as well as achieving satisfaction and thus the goals to be achieved by organizations. (Al-Manasiriya, 2018), (Zadm, 2018). The participation process takes place through information technology, and this also aids in making decisions that occur as a result of the interaction between political, civil, and administrative bodies and individuals, which is represented in providing information. Electronic participation is also an essential process for moving from paper and traditional participation to electronic participation for implementing government work and providing its services. One of the results of implementing this participation is working to reduce corruption, focusing on transparency, and increasing the conviction of community members in what the government provides to them (Qawasim, 2019).

2.5.1.3 Justice and Equality :

It means the presence of mechanisms inside and outside the organization to maintain the quality of services provided. As well as following a set of methods for evaluating the performance of employees and the parties responsible for them, that is, the presence of standards for powers and responsibilities that clarify the limits of accountability at all levels and levels within the organization, conducting periodic evaluation, knowing the results and distributing them. Then it clarifies the quality of the provided service and the extent of its acceptance by individuals in society (Youssef, 2007).

2.5.1.4 Rule of Law :

Rule of law means the extent of the government's readiness to distribute and provide services fairly among the members of society, while at the same time, they have the right to defend their rights. to strengthen the relationship between members of society and the government. organizations should take into account the principle of equality and be ready to deal with them in various service aspects. (Sudesh and Sanket, 2022). Here it has become necessary to continuously evaluate electronic governance for its results to be as expected. Thus, all of these factors assist in creating new horizons in terms of the services provided (Pappel et al., 2021).

2.5.1.5 Participation :

The concept of legal rulings or continuing to perform work is represented by the same legal rule in similar cases, which is expressed by equality before the law. The existence of such a stable legal structure and the presence of an independent and reliable judiciary, all work to strengthen the principle and concept of democracy. The application of governance concepts, as well as human rights, must be surrounded by fair legal frameworks. The most important standards that represent the operation of the principle of the rule of law are the following (Manderson, 2019).

2.6 The concept of quality strategic decision:

The quality of accuracy can be viewed as an indicator of the quality of three independent groups of three variables (Spring, 2020). module of decisions, methods of decision-making, and decision-making processes, in which other factors are considered that can be exploited by these three variables, the three shown in the figure below are the bilateral interaction of decision variables, namely the decision-making process with the decision-making approach, with the unified decision-making process decision-making and the module of decision-making and decision-making methods (Albana et al, 2020). The different methods of decision-making must be appropriate to the circumstances surrounding the organization and its material and human capabilities. These methods are also linked to the personality of the decision-maker (Alshaykly, 2015). In the strategic decision-making process, the manager cannot predict all the activities and results of the analytical process, because it mainly depends on the available information (Tala and Suheer, 2018). High-quality decisions are one of the most important goals of senior management that it seeks to achieve and maintain because they reflect positively on the survival

of the organization in highly competitive business environments (Jiang et al, 2015). It is the ability and possibility to provide multiple alternatives and options to achieve the goals and objectives of the organization. Develop possibilities, invent new ideas, try to evaluate them, determine their course, and measure the extent of deviation in the planned path (Schermerhorn, 2008).

2.6.1 Dimensions of the quality of strategic decision:

2.6.1.1 Perception

It is one of the complex processes that decision-makers direct in understanding the internal work environment affected by the organization, such as strengths, and weaknesses, organizational structure, and available resources. Therefore, awareness is awareness among work teams within the organization, and one of the other benefits that high-quality decision-making provides is solving problems by choosing... Alternative methods (Ali et al, 2022). Perception is the most important dimension of strategic decision-making, given that awareness of the nature of the decision and its effects is one of the important factors when making the decision. The decision maker should be aware of the nature of the organization in terms of the internal and external environment and be aware of the effects of the strategic decision (Durman, 2016).

2.6.1.2. Rational actions

Rationality is an important thing that the decision-maker should be familiar with. Administrative rationality means the ability of the decision to be implemented, that it be socially acceptable, and that it has a tangible administrative goal. The goal is not just to make a decision, but the decision maker must clarify the mechanisms for implementing this decision, the reasons for making it, and its effects on the organization and the workers (Al-Hamd, 2022). By rational procedures, we also mean the extent to which the fairness of decision-making procedures is judged by members involved in the organizational process as a whole (Mcgraw, 2019).

2.6.1.3. Procedural justice :

According to (Mcgraw, 2019), the behavior of individuals depends on what the rules allow. Without rules and laws, an individual will not be able to achieve anything. If an individual commits any act without obtaining permission from the law, his/her act is considered an offense and illegal. Procedural justice assumes that individuals claim certain rights and privileges. However, there are principles that determine the process of satisfying or satisfying these claims (Parayitam and Dooley, 2007).

2.6.1.4. Commitment to the decision:

The decision for committing to something is not an easy decision that anyone can implement overnight. However, you can take it as a way to achieve your destiny and achieve your goals, because commitment, as it is known, means loyalty, covenant, and discipline in all matters of life (Abu Al-Ghanem, 2016). Success depends on the amount of courage and perseverance in the decision to commit, which nothing will stop you from doing. Moreover, the decision to commit has many daily challenges related to it, such as being exposed to failure and not continuing the path, or having to stand alone far away from what distracts you from continuing with your decision and also facing a severe disappointment that you face in life's difficulties, and commitment, are what enhance the chances of following through and completing the journey (Al-Hamd, 2022).

2.6.1.5 Decision quality :

Decision quality is a mental process that a person undertakes to choose the way to do a particular act or a particular statement from among several possible options, often taking into account the desired goals, sound methods, or opinions appropriate to the personality of the decision maker, which determines what his goal in making the decision is (Kurria and Mose, 2019). The high-quality of decisions can assist an organization to achieve global competition during the future period (Rahim and Al-Atawi, 2022).

2.7 Descriptive analysis of study variables:

The coefficient of variation shows that the dimension "rational actions" by 16.47% ranks first in importance. It is followed by the dimension of "procedural justice" with 17.82%, then the dimension of "perception" with 18.04%, followed by the dimension of "compliance with the decision" with 18.49%, and then the dimension of "decision quality" with 21.71%. Finally, these arrangements reflect the importance of each dimension in achieving the goals and aspirations of the commission.

2.7.1 Descriptive analysis of variables (e-governance, quality of strategic decisions)

The analysis of the variables (e-governance and the quality of strategic decisions) is carried out, and they are shown in Table 1, which contains the results of the descriptive analysis:

Table 1: results of descriptive analysis of variables (e-governance, quality of strategic decisions)

No	The variable	Arithmetic mean	Standard deviation	Coefficient of variation
1	e-governance	3.432	0.358	10.43%
2	The quality of strategic decisions	3.255	0.354	10.87%

The source: program output (SPSS V.28).

The above table shows the following:

The e-governance variable came with an arithmetic mean of 3.432, which is a high availability that reflects a good level of e-governance in the commission. The standard deviation of 0.358 shows the estimates for this variable vary slightly around the arithmetic mean. The coefficient of variation is 10.43%, which means that the variation in assessments for this variable is limited. This shows the high importance of the e-governance variable in achieving the objectives of the commission.

As for the variable quality of strategic decisions, it is an arithmetic mean of 3.255, (i.e. with moderate availability), which reflects an acceptable level of quality of strategic decisions in the commission. The standard deviation is 0.354 which indicates that the estimates for this variable are finitely varying around the arithmetic mean. The coefficient of variation is 10.87%, which shows that the variation in assessments for this variable is limited.

It is clear from Table 1 that e-governance is of great importance in the commission and needs great attention and priority to improve the level of application, while the quality of strategic decisions comes second and also needs to be improved to ensure that the commission's goals are achieved more effectively and successfully.

2.8 Testing the study hypotheses:

2.8.1 Testing the first main hypothesis, which is: (there is a statistically significant correlation between e-governance in general and the quality dimensions of strategic decisions):

The following Table 2 displays the values extracted from the SPSS program related to testing the correlation between e-governance and the quality of strategic decisions:

The value of the Pearson correlation coefficient between e-governance and the quality of strategic decisions was 0.972** and significant (0.000), which is less than the statistical significance (0.05).

From the above results, it is clear to the researchers that she accept the first main hypothesis, which is: (there is a statistically significant correlation between e-governance in general and the dimensions of the quality of strategic decisions).

Table 2: The results of the correlation between e-governance and the quality of strategic decisions

A Pearson correlation value	Degree of freedom	Morale
**0.872	106	0.00

The source: program output (SPSS V.28).

From this hypothesis, the following five sub-hypotheses are tested:

2.8.2 Testing the first sub-hypothesis: (There is a statistically significant correlation between the dimension of transparency and the quality of strategic decisions).

Table 3 shows the values extracted from the SPSS program which relates to testing the association between the dimension of transparency and the quality of strategic decisions:

The value of Pearson's correlation coefficient between the dimension of transparency and the quality of strategic decisions was 0.613** and significant (0.000), which is less than statistical significance (0.05).

From the above results, we can accept the first sub-hypothesis, which is: (There is a statistically significant correlation between the dimension of transparency and the quality of strategic decisions).

Table 3: The results of the association between the dimension of transparency and the quality of strategic decisions.

A Pearson correlation value	Degree of freedom	Morale
**0.658	106	0.00

The source: program output (SPSS V.28).

2.8.3. Testing the second sub-hypothesis: (There is a statistically significant correlation between the accountability dimension and the quality of strategic decisions).

Table 4 presents the values extracted from the SPSS program, which are related to testing the association between the accountability dimension and the quality of strategic decisions:

The value of the Pearson correlation coefficient between the accountability dimension and the quality of strategic decisions was 0.658** and significant (0.000), which is less than statistical significance (0.05).

From the above results, we can accept the second main hypothesis, which is: (There is a statistically significant correlation between the accountability dimension and the quality of strategic decisions).

Table 4: The results of the association between the accountability dimension and the quality of strategic decisions.

A Pearson correlation value	Degree of freedom	Morale
**0.535	106	0.00

The source: program output (SPSS V.28).

2.8.4. Testing the third sub-hypothesis: (There is a statistically significant correlation between the participation dimension and the quality of strategic decisions)

The following Table 5 shows the values extracted from the SPSS program for testing the association between the participation dimension and the quality of strategic decisions:

The value of the Pearson correlation coefficient between the participation dimension and the quality of strategic decisions was 0.601** and the significant one (0.000), which is less than the statistical significance (0.05).

From the above results, we can accept the third main hypothesis, which is: (There is a statistically significant correlation between the participation dimension and the quality of strategic decisions).

Table 5: The results of the association between the participation dimension and the quality of strategic decisions.

A Pearson correlation value	Degree of freedom	Morale
**0.601	106	0.00

The source: program output (SPSS V.28).

2.8.5 Testing the fourth sub-hypothesis: (There is a statistically significant correlation between the dimension of justice and equality and the quality of strategic decisions)

Table 6 displays the values extracted from the SPSS program that relate to testing the association between the dimension of justice and equality and the quality of strategic decisions:

The value of the Pearson correlation coefficient between the dimension of justice and equality and the quality of strategic decisions by decision was 0.616** and significant (0.000), which is less than statistical significance (0.05).

From the above results, we can accept the fourth main hypothesis, which is: (There is a statistically significant correlation between the dimension of justice and equality and the quality of strategic decisions).

Table 6: The results of the association between the dimension of justice and equality and the quality of strategic decisions.

A Pearson correlation value	Degree of freedom	Morale
**0.616	106	0.00

The source: program output (SPSS V.28).

2.8.6. Testing the fifth sub-hypothesis: (There is a statistically significant correlation between the rule of law dimension and the quality of strategic decisions)

Table 7) confirms the values extracted from the SPSS program that relate to testing the association between the rule of law dimension and the quality of strategic decisions:

The value of the Pearson correlation coefficient between the rule of law dimension and the quality of strategic decisions was 0.491** and significant (0.000), which is less than statistical significance (0.05).

From the above results, we can accept the fifth main hypothesis, which is that there is a statistically significant correlation between the dimension of the rule of law and the quality of strategic decisions.

Table 7: The results of the association between the rule of law dimension and the quality of strategic decisions.

A Pearson correlation value	Degree of freedom	Morale
**0.491	106	0.00

The source: program output (SPSS V.28).

2.9 Testing the second main hypothesis, which is: (The dimension of transparency has a significant and statistically significant effect on the quality of strategic decisions)

The following Table 8 presents the values obtained from the (SPSS) program regarding testing the effect of the transparency dimension on the quality of strategic decisions::

1. The value of the coefficient (α) was 1.993, which is the lowest value obtained for the quality of strategic decisions.
2. The value of the coefficient (β) was 0.356, which is a positive value with a statistical significance of (0.05), which means that the change in the quality of strategic decisions is attributed to the direct effect of electronic governance.
3. The value of the coefficient of determination (R^2) is 0.376, which indicates that 37.6% of the variation in the quality of strategic decisions can be explained by the dimension of transparency.
4. The calculated F-value is 62.649, and it has a statistical significance (Sig. = 0.000 < 0.05), which means that the data of the transparency dimension can predict the change in the quality of strategic decisions.

Based on the previous results, the researchers accept the first sub-hypothesis, which is: (that the dimension of transparency has a significant and statistically significant effect on the quality of strategic decisions).

Table 8: The results of the impact of the dimension of transparency in the quality of strategic decisions.

α	β	t(β)	Sig.	R^2	F-Test	Sig.
-1.993	0.356	7.915	0.00	0.376	62.649	0.00

The source: program output (SPSS V.28).

From this hypothesis, the following five sub-hypotheses are tested:

2.9.1 Testing the first sub-hypothesis, which is: (that the accountability dimension has a significant and statistically significant effect on the quality of strategic decisions)

The following Table 9 shows the values obtained from the SPSS program on testing the effect of the accountability dimension on the quality of strategic decisions:

1. The value of the coefficient (α) was 1.908, which is the lowest value obtained for the quality of strategic decisions.
2. The value of the coefficient (β) was 0.406, which is a positive value with a statistical significance of (0.05), which means that the change in the quality of strategic decisions is attributed to the direct effect of electronic governance.
3. The value of the coefficient of determination (R^2) is 0.434, which indicates that 43.4% of the variation in the quality of strategic decisions can be explained by the accountability dimension.
4. The calculated F-value is (79.623), and it has a statistical significance (Sig. = 0.000 < 0.05), which means that the questioning dimension data can predict the change in the quality of strategic decisions.

Based on the previous results, the researchers accept the third sub-hypothesis, which is: (The accountability dimension has a significant and statistically significant effect on the quality of strategic decisions).

Table 9: The results of the impact of the accountability dimension on the quality of strategic decisions

Sig.	F-Test	R2	Sig.	t(β)	β	α
0.00	79.623	0.434	0.000	8.923	0.406	0.908

The source: program output (SPSS V.28).

2.9.2 Testing the second sub-hypothesis, which is: (The participation dimension has a significant, statistically significant effect on the quality of strategic decisions)

The following Table 10 presents the values obtained from the SPSS program on testing the effect of the participation dimension on the quality of strategic decisions:

1. The value of the coefficient (α) was 2.007, which is the lowest value obtained for the quality of strategic decisions.
2. The value of the coefficient (β) was 0.356, which is a positive value with a statistical significance of (0.05). The change in the quality of strategic decisions is attributed to the direct effect of electronic governance.
3. The value of the coefficient of determination (R^2) is 0.361, which indicates that 36.1% of the variation in the quality of strategic decisions can be explained by the participation dimension.
4. The calculated F-value is 58.698, and it has a statistical significance (Sig. = 0.000 < 0.05), which means that the participation dimension data can predict the change in the quality of strategic decisions.

Based on the previous results, the researchers accept the third sub-hypothesis, which is: (that the participation dimension has a significant and statistically significant effect on the quality of strategic decisions).

Table 10: The results of the impact dimension of participation in the quality of strategic decisions.

α	β	t(β)	Sig.	R ²	F-Test	Sig.
0.293	0.908	6.458	0.00	0.286	42.710	0.00

The source: program output (SPSS V.28).

2.9.3 Testing the third sub-hypothesis, which is: (e-governance has a statistically significant moral effect in the dimension of rational actions)

Table 11 presents the values obtained from the SPSS program on testing the impact of e-governance in the dimension of rational actions:

1. The value of the coefficient (α) reached (0.336 -), which is the lowest value obtained for the dimension of rational actions.
2. When the value of the coefficient (β) reached (1.042), which is a positive and statistically significant value (0.05), the change in the dimension of rational actions is attributed to the centrifugal effect of e-governance.
3. The value of the determination coefficient (R^2) is 0.407, which indicates that 40.7% of the variation in the dimension of rational actions can be explained due to electronic governance.
4. The calculated F-value is 71.375, and it has a statistical significance (Sig. = 0.000 < 0.05), which means that e-governance data can predict the change in the dimension of rational actions.

Based on the previous results, the researchers accept the third sub-hypothesis, which is: (e-governance has a statistically significant moral effect in the dimension of rational actions).

Table 11: The results of the impact of e-governance in the dimension of rational actions

α	β	t(β)	Sig.	R ²	F-Test	Sig.
2.007	0.356	7.661	0.00	0.361	58.698	0.00

The source: program output (SPSS V.28).

2.9.4 Testing the fourth sub-hypothesis, which is: (that the dimension of justice and equality has a statistically significant effect on the quality of strategic decisions).

The following Table 12 shows the values obtained from the SPSS program on testing the impact of the justice and equality dimension on the quality of strategic decisions:

1. The value of the coefficient (α) was 1.943, which is the lowest value obtained for the quality of strategic decisions.
2. The value of the coefficient (β) was 0.383, which is a positive value with a statistical significance of (0.05), which means that the change in the quality of strategic decisions is attributed to the direct effect of electronic governance.
3. The value of the coefficient of determination (R^2) is 0.379, which indicates that 37.9% of the variation in the quality of strategic decisions can be explained by the dimension of justice and equality.
4. The calculated F-value is (63.557), and it has a statistical significance (Sig. = 0.000 < 0.05), which means that the data of the justice and equality dimension can predict the change in the quality of strategic decisions.

Based on the previous results, the researchers accept the fourth sub-hypothesis, which is: (The dimension of justice and equality has a significant and statistically significant effect on the quality of strategic decisions).

Table 12: The results of the impact of the dimension of justice and equality in the quality of strategic decisions.

α	β	t(β)	Sig.	R^2	F-Test	Sig.
1.943	0.383	7.972	0.00	0.379	63.557	0.00

The source: program output (SPSS V.28).

2.9.5 Testing the fifth sub-hypothesis, which is that the rule of law dimension has a significant and statistically significant effect on the quality of strategic decisions)

Table 13 displays the values obtained from the SPSS program on testing the impact of the rule of law dimension on the quality of strategic decisions:

- a. The value of the coefficient (α) was 2.223, which is the lowest value obtained for the quality of strategic decisions.
- b. The value of the coefficient (β) was 0.307, which is a positive value with a statistical significance of (0.05), which means that the change in the quality of strategic decisions is attributed to the direct effect of electronic governance.
- c. The value of the coefficient of determination (R^2) is 0.241, which indicates that 24.1% of the variation in the quality of strategic decisions can be explained by the dimension of the rule of law.
- d. The calculated F-value is 33.039, and it has a statistical significance (Sig. = 0.000 < 0.05), which means that the data of the rule of law dimension can predict the change in the quality of strategic decisions.

Based on the previous results, the researchers accept the fifth sub-hypothesis, which is: (The rule of law dimension has a significant and statistically significant effect on the quality of strategic decisions).

Table 13: Results of the impact of the law dimension on the quality of strategic decisions

α	β	t(β)	Sig.	R2	F-Test	Sig.
2.223	0.307	5.748	0.00	0.241	33.039	0.00

The source: program output (SPSS V.28).

3. The discussion of results:

1. BIC owns a website where information, numbers, and announcements are constantly updated. At a rate of 2.547%, some information is not publicly available, or there may be problems in communicating with the public and investors.

2. BIC applies the laws and holds negligent persons accountable within clear legal rules. The percentage was high and amounted to about 3.481. The result of the analysis shows that BIC employs a system of control and rules of organizational conduct, by relying on effective information systems that are used at the appropriate time.

3. BIC is interested in the participation of employees in drawing up its strategies. The arithmetic average (2.358) is relatively low, which indicates that the level of agreement on this concept is not high among the employees of the commission. Its availability is weak due to the inability of the organizational culture and values to encourage and enhance participation. This may affect the extent of employees' openness to sharing their ideas and suggestions.

4. BIC works to follow objective rules when selecting employees to participate in training courses. The arithmetic mean reached 2.538, which indicates that participation in training courses is limited and may need to be improved.

5. BIC has a written and announced complaints system that allows rights to be guaranteed. The percentage reached 3.604, meaning that its presence is high and has a relatively high value.

6. BIC analyzes information related to decisions before making them. The results of the ratio were weak with a score of 2.349, which indicates a clear lack of agreement among employees about the importance of searching for information before making decisions collectively.

7. BIC conducts continuous reviews of the decisions and commitments that have been made, and it came with an arithmetic mean of 3.566 and a standard deviation of 1.005, as the commission considers this step important to achieve its goals.

8. Commission seeks to reach highly efficient decisions at the lowest costs, as the result of the arithmetic average indicated a score of 3.491 with a standard deviation of 0.998. This shows the extent of strengthening efforts to complete the work and make the correct decisions.

9. Commission relies on a large amount of information that contributes to the success of its decisions. The arithmetic mean reached 3.679, i.e. high percentages. It means that the commission pays great attention to collecting important information and data to make successful decisions. The standard deviation was 0.952 and the coefficient of variation was 25.87%, which indicates that there is good agreement among the members of the commission on the importance of relying on information in the decision-making process. BIC relies on advanced systems for collecting and analyzing information, which helps provide the members of the commission with the knowledge necessary to make informed decisions.

10. BIC pays some attention to achieving the efficiency of activities within it through its decisions. The arithmetic mean for this item is 3.217, which is moderate availability, that indicates the commission seeks to achieve high efficiency in its daily activities and operations.

4. Conclusions:

1. BIC launched a positive policy effectively by disclosing its financial reports regularly and not hiding any information in them. This transparent approach is positive for the organization and reflects a commitment to transparency and integrity in the performance of its functions and the provision of financial information to shareholders and the public.

2. The practices of BIC in the application of laws and the accounting of defaulters show a positive application committed to integrity and transparency. There is an effective application of applicable laws and regulations, and accounting is conducted based on clear and specific legal rules, reflecting a commitment to legal practices and achieving transparency and integrity in administrative and financial processes.

3. It turned out that BIC participates in all administrative levels in the decision-making process with a strong direction towards strengthening organizational democracy and achieving the highest levels of transparency and participation in administrative processes. By encouraging the participation of all employees and officials in decision-making, the commission was also able to benefit from a variety of opinions and experiences, which contributed to improving the quality of decisions, enhancing employee satisfaction, and enhancing the overall performance of the institution.

4. It turns out that BIC is committed to applying the laws related to the distribution of salaries and calculating the certificate by the laws of the state. This commitment reflects a sustainable and responsible management vision and enhances confidence in the management of the organization. By strictly applying the laws and regulations, BIC has ensured that there is no discrimination or bias in the distribution of salaries and promotion opportunities. This led to a fair pattern of treatment among employees and motivated them to work hard and creatively.

5. The results showed that there are clear and specific legal controls in making decisions related to dealing with beneficiary individuals, BIC is distinguished by integrity, credibility, and commitment to the principles of good governance and transparency in its operations. The authority also ensured that all decisions related to dealing with beneficiary individuals were made the laws and regulations in force and approved. This has helped to prevent any arbitrariness or bias and ensures that it does not cause legal risks to the commission.

6. It turned out that the BIC is interested in modern technical methods and methods in the decision-making process. This reflects an innovative and sophisticated vision of the department that is enhanced by technology and data capabilities to improve the performance of the commission and achieve its objectives effectively. This enabled the Baghdad Investment commission to access reliable and integrated data sources and analyze them better. It enabled them to understand market trends and trends, make accurate recommendations for improvements, and make strategic decisions.

7. It turned out that the BIC adopts the consideration of most of the opinions of senior management members when making decisions. It reflects respect for the views and contributions of senior management members and promotes democratic decision-making. It also takes into account most of the opinions of senior management members, so that the decisions taken gain more legitimacy and internal support. This, in turn, strengthened trust between management members and contributed to building a working environment that encourages innovation and cooperation.

8. BIC adopts the training and development of human resources on an on-going basis to achieve its vision and objectives. It reflects the commission's commitment to invest in employees and develop their capabilities to achieve excellence and innovation in performance. This enabled commission to enhance the skills and knowledge of employees and enable them to perform effectively in the changing environment.

9. The turned result of the research was the small number that combined the variables of e-government and the quality of strategic decisions. We advise relying on these two variables in future research.

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.

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الحوكمة الإلكترونية وتأثيرها في تحسين جودة القرار الاستراتيجي: دراسة تحليلية في هيئة استثمار بغداد

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Received:24/8/2023

Accepted: 8/10/2023

Published Online First: 30 /4/ 2024

هذا العمل مرخص تحت اتفاقية المشاع الابداعي نَسب المُصنَّف - غير تجاري - الترخيص العمومي الدولي 4.0
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مستخلص البحث:

تهدف الدراسة الحالية إلى معرفة أثر الحوكمة الإلكترونية في تحسين جودة القرارات الاستراتيجية. وتم تطبيق البحث في هيئة استثمار بغداد. تمثلت مشكلة الدراسة في التعرف على مدى تطبيق الحوكمة الإلكترونية ودرجة تأثيرها على جودة القرار الاستراتيجي. ما أبعادها ومستوياتها وكيف يمكن للمؤسسات العامة تقديم خدماتها بالشكل الذي يلبي احتياجات المستفيدين منها. معرفة مدى وتأثير أبعاد الحوكمة الإلكترونية على المديرين في إدراك جودة القرار الاستراتيجي في الهيئة. وتم الاعتماد على المنهج الوصفي التحليلي الذي يقوم على وصف الظاهرة ومن ثم تحليل أسبابها وتحديد سبل الاستنساخ بها. واعتمد الباحث على استمارة الاستبيان كأداة قياس، حيث تم توزيعها على عينة قوامها 106 من أصل 110، تمثلت في المديرين ورؤساء الأقسام والعاملين. تم استخدام مجموعة من الأساليب الإحصائية لمعالجة البيانات مثل الوسط الحسابي، KMO، SPSS، AMOS v24، والانحراف المعياري. وأهم النتائج التي تم التوصل إليها هي: تمتلك هيئة استثمار بغداد مواقع إلكترونية يتم فيها تحديث البيانات والمعلومات بشكل مستمر. ويطبق القوانين ويعاقب المقصرين ضمن قانوني واضح ويسعى للوصول إلى قرارات جيدة وحاسمة.
المصطلحات الرئيسية للبحث: الحوكمة الإلكترونية، جودة القرار الاستراتيجي.