“Examining the impact of e-governance on organizational strategy execution in the Jordanian ICT industry”

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EXAMINING THE IMPACT OF E-GOVERNANCE ON ORGANIZATIONAL STRATEGY EXECUTION IN THE JORDANIAN ICT INDUSTRY

Abstract

Businesses continue to navigate the challenges posed by the swift advancements in technology, especially in light of the rapidly speeding digital transformation and the ever-deeper integration of technology into governance practices. This shifting worldview could substantially change how strategic plans are actualized, compelling companies to retune for emerging tech models and management frameworks to stay competitive and fruitful. The purpose of this study is to examine the impact of e-governance on facilitating the execution of organizational strategy within information and communication technology companies based in Jordan. Data were gathered through electronic questionnaires from 204 employees of Jordanian information and communication technology companies and analyzed using the SPSS program to test the hypotheses. Overall, based on correlation coefficients and regression analyses, the paper finds a significant effect of e-governance on strategy execution. To be more precise, e-participation, e-transparency, and e-accountability account for 23.4% of the variance in strategy execution. However, variations in the concept of e-participation account for 40%, e-transparency – 22%, and e-accountability – 23%. The findings recommend that ICT companies enhance their strategic governance practices when executing organizational strategies. This study contributes to understanding how e-governance can facilitate effective organizational strategy execution in the ICT sector in Jordan.

Keywords technology, transparency, accountability, participation, agency theory, implementation, performance, perspectives

JEL Classification M10, M15

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INTRODUCTION

In today's realities, the incorporation of e-governance into a company's structure is a fundamental aspect of efficient management as it provides numerous benefits. Using digital tools and platforms for better transparency and accountability has both advantages and challenges that companies must consider to execute their organizational strategy successfully. In Jordan, where the dissemination of digital advancements is ongoing, the information and communication technology sector is at the forefront. However, its real-world application within the given sector in terms of organizational strategy execution is far from perfect and fraught with complexities.

From a practical perspective, companies have to overcome some challenges regarding the niceties of e-governance practices to ensure that their strategies are successfully executed. In particular, increasing e-participation implies creating a digital environment where various stakeholders participate in the decision-making process. Still, this can be undermined by digital divides and different levels of technological proficiency. On the other hand, promoting e-transparency is essential,

as companies' actions have to be visible to stakeholders. However, this will entail rendering their decisions visible and explainable, which can be a considerable challenge due to the sensitivity of the information. In addition, to ensure e-accountability, it is paramount to develop and execute strong monitoring, assessing, and reporting mechanisms for a company's performance and decision-making. However, companies often face significant challenges when trying to establish clear accountability structures in a digital environment, and the situation is further exacerbated by the complexity of numerous technological systems. Therefore, although the practice of e-governance appears to hold great potential for improving and translating plans into actions, companies have to find an effective way of addressing the set of challenges in question.

1. LITERATURE REVIEW AND HYPOTHESES

With a 20% annual growth rate in the past few years, Jordan has shown great interest in ICT development. Jordanian government remains in a leading position on the national strategic scheme to take a global digital economy, which includes the "EDARA" projects (Alqudah & Muradkhanli, 2021). However, a gap between the strategic plans and the implementation status could be seen from earlier reports of relevant entities (Dharyanti et al., 2019). To this end, one (or more) suggestive strategy should be developed and executed for selected e-governance practices in Jordan.

Electronic governance, often known as e-governance, has the capacity to change the government and business environment. E-governance stands as a multifaceted and transformative concept, encompassing the profound impact of information and communication technologies and artificial intelligence on operations and engagements with various stakeholders, including governmental organizations and businesses (Jejeniwa et al., 2024). In addition, e-governance provides the necessary connections between an organization and its employees as well as the community at large (Khouya, 2023). This approach can build transparency, user-friendliness, agility, and compliance into the work routines on a daily basis (Nam et al., 2024). This gives rise to efficiency and synergy in the workings and performances of all industries (Singh, 2023).

Furthermore, e-governance is seen as a long-term vision for the future and has emerged as the mainstream trend in global administrations (Larsson & Grönlund, 2014). It allows governments and businesses to integrate state-of-the-art technology for authentication and management of rights, thus contributing to greater transparency (Srivastava, 2019). E-governance requires the flexible use of the Internet, computer, and network systems. Interaction is then possible between information and a host document housed somewhere in database servers of organizations, businesses, or other outlets in cyberspace; for instance, exchanging data files from one source to another over an intranet setup as well as internet connections (Asogwa, 2013). It harnesses digital technologies to enhance various facets of governance, including communication, decision-making, and service delivery (Butt & John, 2023). One comprehensive definition of e-governance posits it as a system that not only defines roles and responsibilities but also formulates executive plans and digital decision-making processes for organizations (Mykhalchenko, 2022). This definition underscores the critical importance of harnessing IT effectively to achieve organizational goals. There may be different takes on what defines e-governance in the literature, but scholars have come to an agreement on its core principles (Al Athmay, 2015). Most concur on the following key dimensions (Ahmad et al., 2019; Charan, 2010; O'Donovan, 2023; OECD, 2016): electronic participation, transparency, and accountability.

Due to the vast changes wrought by the digital age, businesses are advancing toward e-governance practices (Verma et al., 2017). The e-channel encounter also provides fiscal constraints and requirements to reduce administration costs along with mechanisms for service delivery (Dobrolyubova & Alexandrov, 2016). Whether it is for consumers or employees, the automation of processes has given a lot of businesses considerable time and money savings (Gabriel, 2011). In addition, operations are available on a 24/7 basis. This 24-hour service means that there is no scope for time constraints to be an excuse: employees

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can take up their duties at a time convenient to meet them, something which is particularly advantageous for employees who have other responsibilities to fulfill at home (Arora & Gupta, 2017). Whether it is for seeking information or working at home, this time-saving convenience can also relieve retreatment and take some of the burdens of business office calls.

While e-government has many advantages, it also raises some challenges. First, with the prevalence of digitalization, some potential shocks may appear. Businesses depending increasingly on electronic means can be attacked by viruses such as ransomware or suffer data breaches. This inside job might compromise customer credit records and result in intelligence loss for enterprises at large (Kesharwani & Shailza, 2019). In addition, there may be technology-related issues. If businesses are not using the same software the government is developing, or if their computer hardware cannot integrate with one another, inefficiencies and data mismatches will crop up in droves (Abdullah et al., 2017). There is an additional obstacle – getting over the legal and regulatory hurdles of this particular labyrinth. Requirements may differ from region to region, including data privacy legislation and electronic signatures (González et al., 2016; Kalyal et al., 2020). Meeting these challenges means that all interested parties must work together. This is not just an issue of good governance; it also involves issues such as security and the user-friendliness of e-governance systems for every stakeholder.

On the other hand, the overwhelming evidence showed that many companies do not execute their strategies successfully. 60-90% of companies fail to meet all their strategy objectives in full (Twum, 2021). Strategy execution is the process of translating a strategic plan into action (Bhatia, 2021). The process includes the distribution of resources, the formulation of policies and processes, and the synchronization of efforts in order to accomplish the goals of the organization (Rani, 2019). Successful strategy execution is crucial to the success of any business or organization. It encompasses all the necessary activities and decisions involved in carrying out a strategic plan (Radomska, 2018). The process of implementing objectives, plans, and policies is accomplished via the formulation of programs, budgets, and procedures (Wheelen & Hunger, 2023). A rapid pace of technological changes and market disruption can lead to added uncertainties on how budgets should be allocated at the end of the day. As circumstances continue to evolve, companies need more flexible approaches to keep up and adapt to changes (Veera, 2018). However, resource constraints often force companies into dilemmas of prioritization. They need to balance short-term profitability and long-term strategic objectives while still ensuring that their budget is allocated in line with overall goals (Qureshi & Bedekar, 2024). On the other hand, in carrying out programs, the complexity of projects, which involves a multitude of stakeholders and intricate technologies, demands robust project management skills when it comes to coordinating work or communications and solving problems creatively (Buijs, 2018). Talent acquisition and retention are also major concerns, with the serious shortage of student workers in ICT firms, together with intense competition for bright young minds, both making project execution more difficult than ever before (Ilieva & Bencheva, 2022). Further complicating matters, the need to manage stakeholders and communication requires proactive engagement as well as a communications system that allows all parties to stay involved (Alqaisi, 2018). To deal with these challenges, one needs an integrated approach. Integrating strategic foresight, resource efficiency, human resource development, and stakeholder engagement will enable all bodies of IT information equipped with this capability to actually implement such strategies effectively and productively in a dynamic digital world (Chotipurk et al., 2023). Overcoming those obstacles demands an integrated approach that combines e-government strategies into strategic foresight methods, human resource planning, and stakeholder engagement. E-governance tools furnish real-time views of changes in market conditions and new techniques coming down the pike so that ICT companies can anticipate them ahead of time and adjust their strategies.

Given the importance of bridging the gap between strategic plans and actual outcomes, the integration of e-governance practices is necessary.

This study aims to examine the potential impact of e-governance on facilitating the execution of strategy within information and communication tech-

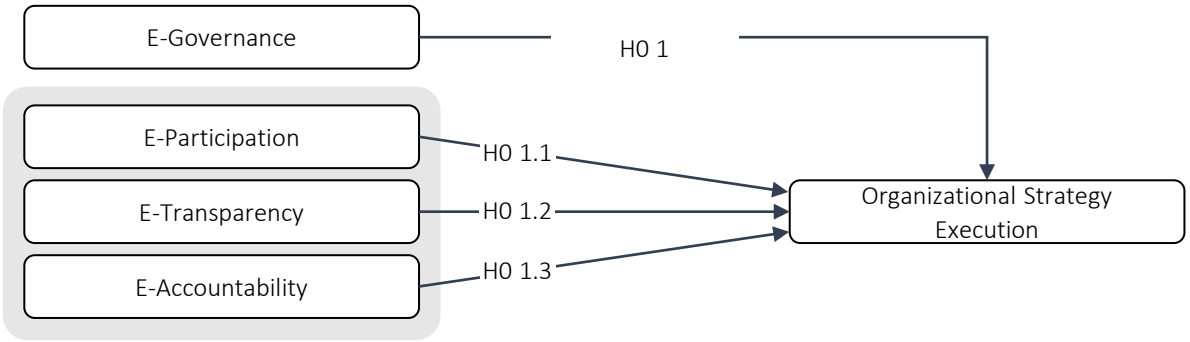

Figure 1. Research model

nology companies based in Jordan. Therefore, this paper developed the following hypotheses:

Ho1: There is no statistically significant impact at (α = 0.05) of e-governance with its dimensions (e-participation, e-transparency, e-accountability) collectively on organizational strategy execution in information and communication technology companies in Jordan.

Ho1.1: There is no statistically significant impact at (α = 0.05) of e-participation on organizational strategies execution in information and communication technology in Jordan.

Ho1.2: There is no statistically significant impact at (α = 0.05) of e-transparency on organizational strategy execution in information and communication technology companies in Jordan.

Ho1.3: There is no statistically significant impact at (α = 0.05) of e-accountability on organizational strategy execution in information and communication technology companies in Jordan.

2. METHODS

The links between the research variables are depicted in the conceptual framework shown in Figure 1. It shows three relationships of e-governance toward organizational strategy execution. In terms of the assessed components and objectives, quantitative techniques are recommended. Since the quantitative research method is applicable to a large number of respondents, it will make it easier to detect any results that could be generalized. The analysis was performed through the descriptive approach, which represented a set of procedures followed integrally to describe the phenomenon or problem discussed depending on facts and data and their classification, and the analytical approach, which is an approach based on analyzing data and drawing conclusions for dissemination. The descriptive approach was observed when the main variables of the research were described, as well as their sub-dimensions. The analytical approach identified the impact of the adoption of e-governance practice on the execution of organizational strategy in Jordanian information and communication technology companies. As intervention data, the paper used the primary and secondary data types, where primary data were derived from the review of previous relevant studies, while the secondary data were collected from managers and non-managers through the questionnaire.

The population included Jordanian information and communication technology companies that have approximately 500 employees. The sample was selected on a random basis, and 394 questionnaires were distributed among the respective individuals; 203 were retrieved and declared valid for analysis. The respondents' profiles included a diverse range of managerial and non-managerial employees, as can be seen in Table 1. Concerning the nature of the data, the questionnaire is the most suitable tool for doing this type of research regarding the approach done, the time allocated for its completion, and the financial capability. Therefore, the questionnaire (Appenidx A) consisted of two parts: the first part included 19 items to measure the e-governance distributed to three dimensions, and the second part included 16 items to measure the organizational strategy ex-

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ecution in two dimensions. A 5-point Likert scale was used. The accompanying measures were used to give a height of the sample estimate level: 1-2.33 is low, 2.34-3.67 is medium, and 3.68-5 is high.

Table 1. Demographics

Variable	Categories	Frequency	Percentage
Gender	Male	179	88%
	Female	24	12%
	Total	203	100%
Age	Below 30 years	85	41.9%
	30 to less than 40 years	87	42.9%
	50 years and above	31	15.2%
	Total	203	100%
Years of experience	Less than 5 years	80	39.4%
	5 to less than 10 years	12	5.9%
	10 to less than 15 years	28	13.8%
	15 years and above	83	40.9%
	Total	203	100%
Educational qualification	Intermediate diploma or less	19	9.3%
	Bachelor's degree	133	65.6%
	Master's degree	51	25.1%
	Total	203	100%
Job level	Employee	121	59.6%
	Assistant Manager	47	23.2%
	Department Head	22	10.8%
	Division Manager	5	2.5%
	Director	8	3.9%
	Total	203	100%

Table 1 presents the profile of the research sample. Respondents were mostly men, representing 88%, and 12% were females. The modal age group is 30-40 years (42.9%), and the least is 50 and above (15.2%). Half the respondents (40.9%) have over 15 years of experience; just 5.9% fall in between 5 to less than 10 years. 65.6% have Bachelor's degrees, while only 9.3% have an intermediate diploma or lower. As for job level, 59.6% of the total are regular employees. In contrast, only 3.9% hold directorship level.

3. RESULTS

Stability was verified before the data were analyzed and results were conceptualized. Stability is the extent to which questionnaire results are agreed and/or constant in time. The closer the value to 1 (Bougie & Sekaran, 2020), the higher the degrees of stability. Table 2 presents the result of Cronbach's alpha for the final sample exceeding 0.60 in all cases. Hence, this research instrument has a higher instruments stability on both the internal consistency and its validity dimension.

Table 2. Stability of the research tool

Variables	Number of Items	Cronbach's Alpha
E-participation	9	92%
E-transparency	5	96%
E-accountability	5	87%
Strategy implementation	16	75%
Overall performance	35	87.5%

Regarding the data analysis outcomes, the hypotheses were evaluated after the statistical description (arithmetic mean and standard deviation) of the research variables was established. Table 3 displays the outcomes of the statistical description.

Table 3 analyzes e-governance dimensions. Mean values, reflecting the central tendency, illuminate diverse levels in e-participation (3.85), e-transparency (3.49), and e-accountability (3.87). Notably, e-accountability exhibits the highest mean, signifying a pronounced strength in accountability practices. E-participation closely follows, indicating heightened engagement, while e-transparency, with a slightly lower mean, positions at a medium level. Standard deviations illustrate variability, with e-participation showing more variability compared to e-accountability and e-transparency. Percentage scores and relative importance rankings provide nuanced insights, underscoring the significance of e-ac-

Table 3. Means, standard deviations, relative importance, and rank of the dimensions of the independent variable

Dimensions	Mean	Standard Deviation	Percentage	Relative Importance	Rank
E-participation	3.85	1.17	77%	High	2
E-transparency	3.49	.970	69.8%	Medium	3
E-accountability	3.87	.530	77.4%	High	1
Total	3.73	0.89	74.7%	High	

Table 4. Impact of e-governance with its dimensions on strategy execution

Dependent variable	Model Summary		ANOVA		Coefficient				
	R	R^2	*F*	Sig F	Statement	B	Standard error	T	Sig t
Organizational strategy execution	.484[a]	.234	8.191	0.000**	E-participation	.058	.029	2.024	.045
					E-transparency	.127	.033	3.812	.000
					E-accountability	.161	.062	2.579	.011

Note: ** Significance at the 0.01 level. R[a] refers to the adjusted R-squared value.

countability and e-participation in the e-governance framework. The total scores of 3.73 and 74.7% highlight a generally high e-governance level in the surveyed companies, underscoring the pivotal role of accountability and participation in shaping governance practices.

The primary hypothesis, as well as the first, second, and third sub-hypotheses, were tested using multiple linear regression analysis.

A correlation coefficient (R = 0.484) indicates a considerable link between the independent factors and the dependent variable, as seen in Table 4. The influence of e-governance on organizational strategy execution is statistically significant, as shown by a low p-value (Sig = 0.000), which is significantly below the standard threshold of 0.05. According to the coefficient of determination (R^2 = 0.234), electronic governance and its components explain 23.4% of the variation in organizational strategy execution. Thus, the alternative hypothesis is accepted, with a statistically significant effect of e-governance (e-participation, e-transparency, e-accountability) on strategy implementation (α = 0.05), thereby rejecting the null hypothesis.

Table 5 evaluates the hypothesis model, which incorporates electronic participation and the dependent variable (organizational strategy execution). The model reveals that the R-squared value is 0.409, indicating that about 40.9% of the variability in organizational strategy execution can be attributed to variations in e-participation. The correlation coefficient (R) of 0.640 highlights the moderate positive correlation between these key variables, indicating their interrelation. The ANOVA results highlight the significance of the regression model, with a substantial F-statistic of 18.553 and a highly significant p-value of 0.000. More precisely, the coefficient associated with e-participation is 0.167. This suggests that, on average, a one-unit increase in e-participation results in a 0.167-unit increase in organizational strategy execution. The t-statistic of 3.654, along with a significance level of 0.000, highlights the significant impact of e-participation on organizational strategy execution. Significantly, the analysis resulted in the rejection of the null hypothesis for the first sub-hypothesis, supporting the alternative hypothesis. This alternative hypothesis suggests a statistically significant impact at a level of (α = 0.05) for e-participation on organizational strategy execution.

Table 5. Impact of e-participation on organizational strategy execution

Dependent variable	Model Summary		ANOVA		Coefficient				
	R	R^2	*F*	Sig F	Statement	B	Standard error	T	Sig t
Organizational strategy execution	.640[a]	.409	18.553	0.000**	E-participation	.167	.046	3.654	.000

Note: ** Significance at the 0.01 level. R[a] refers to the adjusted R-squared value.

Table 6. Impact of e-transparency on organizational strategy execution

Dependent variable	Model Summary		ANOVA		Coefficient				
	R	R^2	*F*	Sig F	Statement	B	Standard error	T	Sig t
Organizational strategy execution	.471[a]	.222	7.643	0.000**	E-transparency	.107	.050	2.138	.034

Note: ** Significance at the 0.01 level. R[a] refers to the adjusted R-squared value.

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Table 7. Impact of e-accountability on organizational strategy execution

Dependent variable	Model Summary		ANOVA		Coefficient				
	R	R^2	*F*	Sig F	Statement	B	Standard error	T	Sig t
Organizational strategy execution	.483[a]	.233	8.147	0.000**	E-accountability	.095	.052	1.839	.068

Note: ** Significance at the 0.01 level. R^a refers to the adjusted R-squared value.

Table 6 displays the results of the statistical analysis for the hypothesized model, which includes e-transparency and organizational strategy execution. The findings demonstrate a strong correlation (R = 0.471) between e-transparency and organizational strategy execution, indicating a solid relationship. It is worth noting that the influence of e-transparency on the dependent variable (organizational strategy execution) has been statistically proven, with a p-value (Sig) of 0.000, which exceeds the conventional significance threshold of 0.05. In addition, the coefficient of determination (R^2 = 0.222) suggests that e-transparency explains 22.2% of the variability seen in the dependent variable. As a result, the null hypothesis was rejected for the second sub-hypothesis, and the alternative hypothesis was embraced. This indicates a statistically significant impact, with a significance level (α) of 0.05 or lower, for electronic transparency on organizational strategy execution.

Table 7 provides a concise overview of the findings pertaining to the relationship between accountability and strategy implementation. The analysis reveals a significant correlation (R = 0.483) between accountability and organizational strategy execution, indicating a positive connection between the two. The impact of e-accountability on organizational strategy execution is statistically significant, as evidenced by a p-value (Sig) of 0.000, which exceeds the threshold of 0.05 for significance. In addition, the coefficient of determination (R^2 = 0.233) indicates that accountability accounts for 23.3% of the variations in organizational strategy execution. Therefore, the null hypothesis for the sub-hypothesis is firmly rejected in support of the alternative hypothesis. This indicates that there is a significant impact, with a significance level (α) of 0.05 or less, of electronic accountability on organizational strategy execution.

After examining the impact of e-governance dimensions on organizational strategy execution, it can be concluded that all the hypotheses were rejected in favor of the alternative hypotheses.

4. DISCUSSION

Efficient and successful organizational strategy execution is achieved via the use of e-governance tools and technology, which expedite administrative operations. By facilitating cross-level digital communication, coordination, and cooperation, companies can better align their strategy with execution activities.

The results demonstrate that e-governance positively influences organizational strategy execution. The influence of these factors can be observed in the significant statistical values associated with e-participation (R^2 = 0.409), e-transparency (R^2 = 0.222), and e-accountability (R^2 = 0.233). Furthermore, the findings indicate that e-governance efficacy and approbation are at a high level among Jordanian information and communication companies. Their performance in e-transparency is marginally lower than their performance in e-participation and e-accountability, which is noteworthy. An explanation for this is that many of these businesses are devoted to developing tools and systems that encourage online involvement. This is in keeping with their capabilities, which allow them to provide solutions that boost participation and responsibility in administrative duties among staff members. Businesses often need to make changes to their infrastructure, procedures, and culture in order to implement e-transparency. As a means to achieve complete openness, it may be necessary to overcome challenges, resolve data privacy concerns, and ensure interdepartmental system interoperability. Establishing e-transparency frameworks and standards may be challenging for companies due to the complexity of the issues involved. Hence, it is crucial for these companies to prioritize e-transparency in their operations to enhance their performance, as it will have a cumulative effect on organizational integrity and organizational strategy execution by encouraging a more intelligent and united effort to reach objectives.

This paper sought to contribute to the current literature by delving into the importance of e-governance within the technology sector, with a specific focus on its implications in Jordan. Unlike prior studies that predominantly scrutinize the impact of e-corporate governance practices on overall corporate performance, this paper adopted a unique perspective and looked at how the three pillars of electronic governance – e-participation, e-transparency, and e-accountability – influence the execution of strategy by information and communication technology companies in Jordan.

This study supports Klačmer et al. (2015), who delved into the strategy, execution, and performance assessment of e-government, emphasizing the need for enterprises to make technological improvements in order to effectively supply services and achieve their objectives. To ensure a positive outcome for all stakeholders involved in the formulation and execution of e-governance, it is necessary to have political and decision-making support. Likewise, Schmidt and Brauer (2006) researched how corporate governance practices impact the execution of strategy. The findings show that organizational strategy execution is positively correlated with board independence, diversity, ownership structure, and participatory governance and negatively correlated with CEO duality. Accordingly, a well-diverse board of directors should have members with backgrounds in management. Therefore, the business will be better able to meet the demands and preferences of those who execute the strategy.

Various research studies have presented evidence suggesting that companies that have effective governance structures are more likely to successfully implement their strategy (Malelak et al., 2020; Ying et al., 2021). Having robust rules and practices in place enables companies to effectively execute their plans. However, there has been less investigation into the relationship between e-governance and organizational strategy execution. Therefore, this study aimed to contribute to filling this gap. Meanwhile, the results might be supported by a couple of management theories, such as agency theory. Strategies may be better put into action with the help of the techniques and approaches provided by e-governance practices. Companies may improve their handling of agency problems by using e-technologies to increase accountability, transparency, efficiency, and risk management to more effectively achieve their strategic objectives.

CONCLUSION

The objective of this study is to examine the influence of e-governance on executing organizational strategy in Jordan's ICT sector. The paper seeks to determine the impact of e-participation, e-transparency, and e-accountability on strategic actions of companies within the sector. The results demonstrate that e-governance impacts organizational strategy execution significantly. E-participation, e-transparency, and e-accountability account for a 23.4% variance in strategy implementation (R-square = 0.234). E-participation has the highest impact among elements with 40.9%, then e-accountability with 16%, followed by e-transparency.

ICT companies located in Jordan have to classify e-governance practices as their first alternative for better executing their organizational strategy. Influence particularly depends on e-participation, as well as e-accountability. Fostering an open digital decision-making environment and strong accountability mechanisms can spur better strategic outcomes. Despite its relative impact being decreased, e-transparency is still an influential tool to ensure stakeholders' visibility and trust. The analysis taken in its entirety serves to reinforce the need for a holistic incorporation of e-governance frameworks, which can provide horizontal alignment between execution capabilities and organizational strategy.

The study admits some limitations regarding the sample and its concentration in only one special sector, which belongs to a certain country (Jordan). Follow-up studies could widen the perspective by including other industries and regions in an effort to increase the generalizability of such findings, thereby overcoming limitations inherent to this study. Moreover, recognizing other e-governance dimensions

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and their possible interaction with organizational strategy would present a more comprehensive view of the association. It is necessary to advance knowledge by providing insights relevant to ICT companies seeking to succeed strategically within a digitalized context.

AUTHOR CONTRIBUTIONS

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Formal analysis: Azzam Abou-Moghli.
Funding acquisition: Azzam Abou-Moghli, Maryam Shatem.
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Writing – review & editing: Azzam Abou-Moghli, Maryam Shatem.

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APPENDIX A. QUESTIONNAIRE

Dear (employee of ICT companies in Jordan),

Greetings. This questionnaire aims to examine the impact of e-governance on organizational strategy execution in the Jordanian ICT industry. Therefore, we kindly ask you to respond to the statements in the questionnaire by placing a checkmark (√) next to each statement that aligns with your perspective. Please note that your responses will be kept confidential and used solely for scientific research purposes. Your answers will significantly contribute to obtaining accurate results that reflect reality.

We thank you in advance for your cooperation and for taking the time to assist the researcher.
With all respect and appreciation,

Maryam Shatem.

Primary Information

Please kindly complete the following information:

1. **Educational Qualification:**
   - ☐ Master's Degree
   - ☐ Ph.D.
2. **Years of Experience:**
   - ☐ Five years or less
   - ☐ More than 5 years and less than 10 years
   - ☐ 10 years or more
3. **Job Title:**
   - ☐ General Manager
   - ☐ Department Manager
   - ☐ Assistant Manager or Head of Department
   - ☐ Other
4. **Gender:**
   - ☐ Male
   - ☐ Female

	Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	E-Governance					
E-Participation						
1	The company utilizes electronic tools to increase transparency in its operations.					
2	The company uses electronic tools to facilitate communication among employees.					
3	The company provides training for employees to use electronic tools.					
4	The company offers an electronic database accessible to all stakeholders.					
5	The company emphasizes shared decision-making with employees through electronic tools.					
6	The company has a system that enables customers to provide feedback electronically.					
7	The company offers various electronic learning resources for professional development.					

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	Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
E-Transparency						
8	The company invests in advanced technologies to ensure electronic transparency in its operations.					
9	The company periodically updates its electronic transparency systems.					
10	The company discloses information electronically within the company's scope.					
11	The company ensures that the information and data published electronically are free from distortion.					
12	The company announces its services through its official website on the Internet.					
13	The company publishes its activities on social media networks.					
14	The company provides an electronic performance evaluation card to inform all employees.					
E-Accountability						
15	The company has a clear electronic accountability system.					
16	The company monitors work electronically.					
17	The company uses electronic methods to measure employee performance.					
18	The company provides clear standards for evaluating employee performance, which are published on its website.					
19	The company is keen to address deviations revealed by electronic control tools.					
20	The company has a dedicated electronic system for receiving complaints.					
	Organizational Strategy Execution					
Programs						
1	The company develops initiatives to implement its strategies.					
2	The company engages employees in when and how strategies will be implemented.					
3	The company prepares programs according to available capabilities and resources.					
4	The company establishes a timeline for executing its strategic plan.					
5	The company provides adequate training for employees to implement the programs.					
6	The company develops policies to guide the strategy implementation process.					
7	The company regularly reviews achievements against goals during strategy implementation.					
8	The company makes continuous minor adjustments to its strategic plans to keep up with its environment during the strategy implementation process.					
9	The company has an alternative strategy that aligns with external environmental conditions.					
10	The company can establish the necessary organizational procedures during strategy implementation.					
Budget						
11	The company allocates sufficient financial resources to support the implementation of the strategy.					
12	The company supports the goals specified in the strategy within the annual budget.					
13	The company has sufficient capability to evaluate the implementation of the budget alongside its main activities.					
14	The company uses budget implementation as a means of communicating its goals.					
15	The company regularly takes timely corrective actions regarding budget implementation.					
16	The company relies on external assistance to finance the implementation of its strategy.					