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## **E-governance and Administrative Simplification for Health Care Units: Challenges and Opportunities for Health Insurance Commission**

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### **Abstract**

The research aims to determine the relationship between the application of e-governance and simplifying work procedures in healthcare departments, specifically in Iraqi Health Insurance Commission (HIC). The research is based on "How can e-governance assist in simplifying work procedures and raising their efficiency in health care departments, specifically in the HIA", thus raising the level of performance and effectiveness in the technology field, in a way that shortens and simplifies unnecessary procedures in the workflow in HIC, the importance of this research lies in highlighting and focusing on the increasing interest in e-governance practices through automating HIC's activities. The study addressed two variables: the first is the independent variable of electronic governance, and the second is the dependent variable of simplifying work procedures. The research sample was selected from 130 HIC employees. To test the hypotheses, this hypothesis was tested through a descriptive-analytical method, and a questionnaire was used as a tool for data collection, in addition to direct observation of the authority's actual reality. The research assumed the existence of a significant statistical correlation and impact relationship between e-governance and the simplification of work procedures. The research aims to reach a set of conclusions and recommendations that can benefit researchers in the studied authority.

**Keywords:** E-Governance, Simplifying Work Procedures, HIC

### **Introduction**

The growing interest in e-governance represents a fundamental step towards developing and improving the efficiency and effectiveness of institutions. Thereby achieving organizational innovation, as e-governance is considered one of the modern administrative approaches that has proven its effectiveness due to the ease and convenience it provides in information transfer and

process management, moreover, it's reducing and saving effort, costs, and time. The rapid development occurring nowadays in the use of modern technologies in the medical services field and healthcare management, as well as information and communication technologies, are set to change the methods, effectiveness, and performance of work.

Thus, e-government is a global trend and a requirement for any institution in the healthcare sector today. It relies on technology to accomplish known tasks and also to connect institutions and citizens through technological means that are fundamentally different from traditional methods while sharing similar objectives. Consequently, it has become a primary competitive advantage among institutions in our current era and an urgent necessity to face future challenges.

## Chapter One: Research Methodology and Previous Studies

### 1. Research Methodology

#### 1.1 The cognitive problem:

In recent years, there has been a global interest in information technology applications. It has become essential for institutions to adopt technology and gain its benefits, to enhance their efficiency and effectiveness, as well as to keep pace with the evolving methods of providing healthcare, the updating continuity of treatment protocols, diagnostic and therapeutic methods, and health management. Thus, the cognitive research problem emerged. How can e-governance provide simplifying work procedures and enhance performance efficiency in healthcare departments, specifically in the Health Insurance Authority? This may lead to improved performance and effectiveness by optimally investing efforts in technology for effective management to streamline and simplify unnecessary steps in workflow.

#### 1.2 Field Problem:

In our current era, there is an increase in the size and demands of daily work for institutions, which necessitates simplifying procedures to eliminate bureaucratic practices and traditional methods by using technology. Therefore, the field research problem emerged regarding the role of adopting e-governance in the organization to enhance performance levels, simplify procedures, and its impact on employee efficiency.

The research problem can be identified through the following main question: Is there a role for governance in simplifying procedures from the perspective of the employees of the authority? This question branches into several sub-questions, which are:

1. What is the reality of governance application from the perspective of the authority's employees?
2. What is the level of procedure simplification from the perspective of the authority's employees?
3. Is there a relationship between personal variables (educational qualification, years of service, job title, employee gender) and (governance and procedure simplification) among the authority's employees?

### 1.3 The importance of the research:

1. The importance of the research is manifested in its emergence as a way to show the correlation between e-governance and its ability to shorten unnecessary procedures and simplify workflow.
2. The research contributes to measure the impact and raise the awareness of technology among employees by using electronic services. The research aims to simplify procedures by overcoming complexities and reducing effort and time through reliance on modern working methods.

### 1.4 Research Objectives:

The primary objective of the research is to identify the role of e-governance in simplifying procedures from the perspective of employees at ... From this objective, several sub-objectives emerge, which are:

1. To understand the reality of applying the requirements of e-governance (leadership, administrative policies, strategic planning, employee empowerment, information technology, organizational structure, financial capabilities, and organizational culture) ...
2. To survey the employees' perspective on the level of procedure simplification in HIA.
3. Clarifying the relationship between the study variables (e-governance and simplification of procedures) and the personal variables (age, educational qualification, years of service, job title, employee gender) among the employees of the authority.

### 1.5 Justifications for Choosing the Research:

1. Subjective Justifications: Based on the importance of applying e-governance and the conviction of the necessity to develop the work of the Health Insurance Authority and achieve excellence in performance by adopting a total quality management approach and implementing the concept of e-governance, which serves the relationship between individuals and state institutions, in addition to reducing bureaucracy and unnecessary procedural steps.
2. Objective Justifications: Arising from the scientific value of the topic of e-governance, in addition to the scarcity of research that addresses the connection between these two important subjects in organizational work, thus representing an attempt to enrich the topic in its theoretical and practical aspects.

### 1.6 The conceptual framework for the Research:

The conceptual framework illustrates the relationship between the research variables by presenting a diagram of the research hypotheses, where the independent variable (e-governance) has been selected to demonstrate its role and impact on the process of simplifying procedures in general.

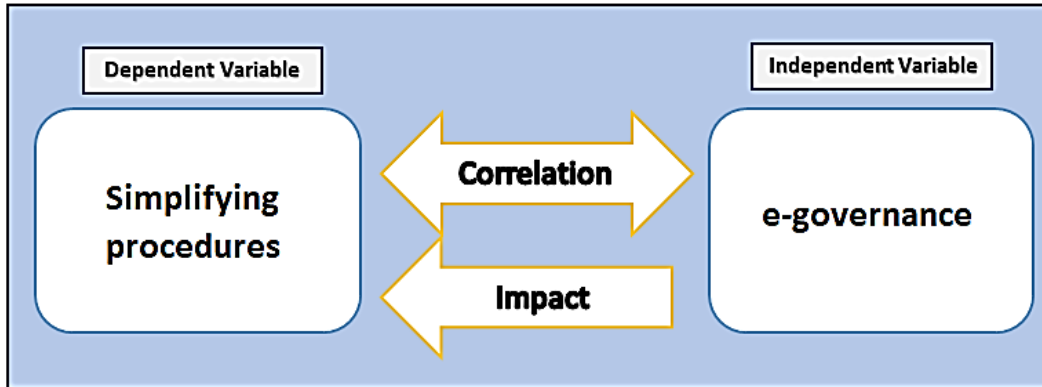


Fig. (1): Default search model

### 1.7 Research Hypotheses:

- First Main Hypothesis: There is a statistically significant correlation between e-governance and the simplification of procedures in the studied organization.
- Second Main Hypothesis: There is a statistically significant causal relationship between e-governance and the simplification of procedures in the studied organization.

### 1.8 Research Methodology:

The current research adopted a descriptive-analytical approach to describe the research problem and its components, aiming to depict the phenomenon's elements more effectively to reach results that fulfill the research objectives. This was achieved by using a questionnaire as the primary tool for data collection to meet the research goals.

### 1.9 Research community:

1. This consists of the employees of the Health Insurance Authority.
2. Research sample: A random sample of employees from the authority's directorates, totaling (130) employees out of a total community of (226) employees. Questionnaires were distributed to the sample members and collected, with a response rate of (4.4%).

### 1.10 Scope of the Study:

1. Study place: The field application of the research was limited to the headquarters of the Health Insurance Authority.
2. Time of data collection: The duration of the research included the time spent preparing the theoretical aspect of the study, the period for distributing the questionnaire to the surveyed employees, collecting it, and interviewing some managers to obtain information that supports the research in the practical aspect, lasting from 2024/10/15 to 2024/11/15.

3. Study population and Sample Technic: The sample was limited to a random sample of employees in the directorates of the Health Insurance Authority. The research included two sets of variables: an independent variable (e-governance) and a dependent variable (simplification of procedures).

### 1.11 Sources of Data Collection:

#### 1.11.1 Theoretical aspect:

- Arabic and foreign books.
- University research, theses, and dissertations available in university libraries.
- Arabic and foreign magazines and periodicals.
- Laws and instructions in force.
- The World Wide Web (Internet).

#### 1.11.2 Practical aspect:

##### Includes the following:

The questionnaire was adopted as the main tool for collecting and obtaining primary data, as the questionnaire was divided into two parts, one part was dedicated to measuring the knowledge of e-governance with (10) paragraphs, and the second part was dedicated to measuring the simplification of procedures in the HIC with (10) paragraphs

Table (1): A five-point (Likert scale) was used to design the questionnaire

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	2	3	4	5

### 1.12 Statistical tools used:

Several statistical tools were used to describe the research sample and the correlation and impact relationships between the research variables to reach the results (percentages, weighted arithmetic mean, standard deviation, simple correlation coefficient, coefficient of determination ( $R^2$ ), simple linear regression, F-test, Cronbach's alpha test, and split-half method). The data was processed using SPSS statistical analysis software (V. 20) to reach the results.

### 1.13 Operational definitions for the Research:

- E-Governance: It is "a series of processes and procedures surrounded by legal frameworks aimed at organizing transactions, information, risks, and both official and unofficial documents between the government and the citizen, ensuring their preservation, archiving, digitization, and providing a mechanism for retrieving them through the use of information technology applications to enhance and improve performance and address challenges."
- Simplification of Administrative Procedures: It is "a set of continuous processes aimed at merging some unnecessary or ineffective steps that do not achieve a specific goal, making the sequence of procedures logically smoother to reduce associated costs and expedite their completion."

Table (2): Previous Studies

Researcher and year	(Sabi and Mahmoud, 2023)
Study title	The impact of job commitment on simplifying administrative procedures - study in National Card Affairs Directorate
Aim of the study	The impact of job commitment in the Directorate of National ID Affairs through the key aspects of (commitment to performing work duties, adherence to official working hours, and compliance with applicable laws and regulations) and their contribution to achieving administrative procedure simplification.
Study Problem	Lack of simplification of procedures.
Study Methodology	descriptive and analytical
Research community	Ministry of Interior / Directorate of National ID Affairs / Directorate of Civil Status, Passports, and Residency
Sample study	216 employees
Study Tool	Questioner
Conclusions	<ol style="list-style-type: none"> <li>1. There is a correlation between job commitment and the simplification of administrative procedures.</li> <li>2. Simplifying administrative procedures does not imply exerting extra effort or unnecessary haste, however, it's finding the easiest means to accomplish tasks within the available resources.</li> </ol>
Recommendations	The current procedures require further simplification to comp with the future aspirations of the researched directorate.
Researcher and year	(Al-Gharibawi, 2021)
Study title	The Role of Applying Electronic Management in Simplifying Administrative Procedures in the Organization - Study of Sample of Workers' Opinions in the Iraqi Ministry of Oil
Aim of the study	Determining the correlation between applying electronic management and simplifying administrative procedures of the Organization in the Iraqi Ministry of Oil
Study Problem	Delays in Workflow and Complicated Procedures
Study Methodology	Descriptive and Applied
Research community	Departments and Sections of Some Departments of the Iraqi Ministry of Oil
Sample study	60 Employees
Study Tool	Questioner
Conclusions	<ol style="list-style-type: none"> <li>1. lack of knowledge by Employees and management about the skills and concepts of electronic management. Many employees are unable to use office technology; thus, they tend to rely on traditional methods for doing their tasks, activities, and procedures.</li> <li>2. The upper management's adherence to paper-based methods can be justified by a fear of relying on electronic management applications or the lack of extensive electronic network connectivity between administrative units, which is currently limited to a very narrow scope.</li> <li>3. Implementing electronic management plays a significant role in simplifying administrative procedures. It helps eliminate complexity, ensures speed and accuracy in task execution, and reduces the costs of purchasing paper and stationery supplies.</li> </ol>
Recommendations	<ol style="list-style-type: none"> <li>1. Training employees in courses to learn to use modern technology in their administrative work.</li> <li>2. Increase focus on digital literacy and allow employees to engage in discussions and share opinions to enhance their knowledge and information.</li> <li>3. Raise awareness among employees about the importance of relying on electronic management and its technologies to complete office tasks, to get rid of traditional methods, and to grant them the authority to perform electronic tasks.</li> </ol>

	4. Continuously equip and develop the infrastructure, including devices, software, and networks, to ensure their functionality and effectiveness in implementing electronic management.
<b>Researcher and year</b>	<b>(Ravšelj, Tomažević, Aristovnik, 2020)</b>
Study title	E-Government and Administrative Simplification for Businesses: Challenges and Opportunities for Central and Eastern European Countries
Aim of the study	The Impact of E-government development on simplifying business administration and environment in the European Union
Study Problem	The gap in e-government development between old and new EU member states
Study Methodology	Descriptive and Statistical
Research community	European Union
Sample study	Central and Eastern European Countries
Study Tool	Data from the European Commission, the United Nations, international organizations, and government institutions
Conclusions	E-government advancements positively influence government efficiency, regulatory quality, and ease of doing business.
Recommendations	Continuous enhancements in digital government systems are necessary to achieve effectiveness and efficiency.
<b>Researcher and year</b>	<b>(Hamdi &amp; Al-Eisawi, 2022)</b>
Study title	The Impact of Governance Principles on Improving the Financial Performance of the Governmental Health Insurance System in Gaza
Aim of the study	Explores the impact of governance principles on enhancing the financial performance of the governmental health insurance system in Gaza.
Study Problem	Lack of performance in the financial system of the governmental health insurance
Study Methodology	Descriptive and Analytical
Research community	Health Insurance Unit staff, Internal Audit Unit staff, and the staff in General Administration of Financial Affairs at the Ministry of Health.
Sample study	88 employees
Study Tool	Questioner
Conclusions	The impact of Governance principles contributes significantly to improving financial performance by reducing public fund wastage and enhancing financial and administrative controls.
Recommendations	<ol style="list-style-type: none"> <li>1. Enhancement of the knowledge of governance among health insurance employees to strengthen their understanding.</li> <li>2. Enrich governance principles to establish financial performance metrics for governmental institutions and develop standards for evaluating employee performance.</li> </ol>

#### 1.14 The Concept of E-Governance:

Although the term "governance" dates back to the 13<sup>th</sup> century, its use and spread in political and economic contexts have emerged more recently. This happened because of the changes in the shape and nature of the state's role, practically the state is no longer the primary actor in formulating and implementing public policies. Instead, there are others, such as organizations, international institutions, the private sector, and civil society organizations.

**Governance** can refer to the methods and approaches that governments use to manage their interactions, affairs, and activities. Moreover, it can be defined as "the system that the organization's

activities are directed and monitored to achieve its objectives while adhering to the standards of accountability, integrity, and transparency.

Also known as the strategies and mechanisms through which governments coordinate their roles and relationships with various stakeholders, ensuring the effective management of public policies and resources.

E-governance, on the other hand, is defined as "the use of information technology in administrative work to ensure the accuracy of inputs and outputs, based on sound principles and procedures within governmental institutions."

Table (3): Definition

No.	Author's Name	Definition
1.	International Finance Corporation (IFC)	The system by which companies manage and control their business.
2.	World Bank, 2008	The use of information and communication technology (ICT) aims to increase the efficiency, effectiveness, accountability, and transparency of government in delivering services to citizens and the business community. This is achieved by empowering them with information, which contributes to combating corruption.
3.	Organization for Economic Co-operation and Development – (OECD), 2004	The relation between a company's management, its board of directors, its shareholders, and other stakeholders. Corporate governance also provides the framework through which the company's objectives are defined, the means to achieve those objectives are determined, and performance oversight is conducted.
4.	United Nations, 2002	The Internet and the Wide World Web are used to deliver government information and services to citizens.

### 1.15 Objectives of E-Governance:

- A. Eliminate bureaucracy, and improve tasks.
- B. Emphasize quality in its modern concept.
- C. Achieve strategic objectives for upper management by providing accurate information and data about organizational activities quickly and efficiently.
- D. Enhance administrative and organizational performance, as administrative inefficiency is the main cause behind the lack of development.
- E. Assist upper management in reorganizing and restructuring their administrative systems, encouraging innovation and creativity, and improving organizational quality and services.
- F. Promote transparency, participation, and accountability through improving service delivery by utilizing communication technologies.
- G. Reduce costs and time, making processes more efficient and accessible, thereby enhancing overall productivity and effectiveness.

### 1.16 Benefits of E-Governance:

E-governance represents a transformative process that expands opportunities for businesses and citizens. It enhances transparency and efficiency in state management through integrated and continuous electronic services. The benefits of e-governance, which apply equally to citizens and businesses, include the following:

- Transition to open governance by shifting from a closed government to an open, high-performing one.
- Enhanced communication by strengthening interaction between society and the institution.
- Providing information with greater credibility and accuracy.
- Efficient resource utilization by maximizing the effective use of the institution's resources.
- Cost reduction by reducing institutional spending and optimizing it efficiently.
- Delivering services electronically to save time and effort, ensure smooth operations, enhance transparency, and eliminate corruption.
- Citizen Participation by involving citizens or clients in the decision-making processes within the institution.

### 1.16 Characteristics of E-Governance:

- Discipline: Adherence to ethical and appropriate behavior.
- Transparency: Providing an accurate and truthful representation of all activities and events.
- Independence: Ensuring freedom from external pressures or unnecessary influences.
- Accountability: Evaluation and assessment of actions of the board of directors and executive management.
- Responsibility: Being accountable to all stakeholders in the organization.
- Social Responsibility: The organization is a responsible corporation, contributing positively to society.

### 1.17 Strategic Objectives of E-Governance:

Strategic objectives have been identified as follows:

1. Enhancing interaction between citizens and the state to promote social inclusion.
2. Expanding access to e-governance services to ensure equitable access for all citizens, thereby promoting equal opportunities.
3. Increasing institutional capacity and responsiveness by using information and communication technology (ICT).

4. Creating a conducive environment for sustainable economic growth.
5. Enhancement of a knowledge-based society
6. Reducing costs and increasing revenue.
7. Restructuring administrative processes and improve the quality of services provided to citizens.

### **1.18 Impacts and Achieved objectives:**

1. Facilitation and speed completion of tasks assigned to employees in government institutions.
2. Transparency in governmental procedures and operations.
3. Efficiency and accuracy in government management activities.
4. Cost reduction and delivering services in a modern manner.
5. Minimizing opportunities for corruption, such as bribery, due to the lack of direct contact with employees.
6. Simplified interaction by facilitating access to various online services available through electronic portals and official government websites.
7. Ease of information and communication technology use in internal government operations.
8. Speed and high efficiency in communication with the public, citizens, businesses, and other government entities.
9. Convenient service delivery to users at their locations, in a manner that is appropriate, efficient, and satisfies their needs promptly.

## **Chapter Two: Theoretical Part**

### **2. Simplifying Procedures:**

#### **2.1 The concept of simplifying work procedures and definition:**

One of the easiest ways to provide the best services is to facilitate and simplify them in a manner that is completely free of routine and does not require the institution or the citizen to exert significant effort and time. Simplifying and improving procedures is defined as the art of achieving the most economical use of time and human effort, as well as managing finances to reach a higher quality of performance. In other words, it is the process of eliminating what is unnecessary and adopting the easiest and simplest methods to perform work, aiming to invest time and effort effectively. The opinions of a group of researchers on simplifying work procedures can be summarized as follows:

One of the simplest ways to provide the best services is through streamlining and simplifying them in a way that eliminates bureaucracy and doesn't require excessive effort or time from the institutions or citizens. Thus, simplifying procedures is defined as the most efficient use of time, human effort,

and financial management to achieve higher performance quality, many researchers have discussed the importance of simplifying work procedures, as follows:

Table (4): Definition

No.	Name of Researcher	Definition
1	Jabr and Al-Gharibawi, 2021, p. 54	A series of continuous operations aimed at integrating certain unnecessary steps or those that do not achieve a specific goal, which makes the sequence of procedures logical, to reduce related costs and speed up their completion.
2	Kazem and Al-Zubaidi, 2020, p. 10	Efforts were made to remove all obstacles and routine procedures, following the easiest methods to complete transactions with minimal effort and time using electronic work methods.
3	Qardaghi, 2011, p. 6	Continuous, planned, and comprehensive changes in government agencies across various administrative fields aim to achieve economic and social development goals.

## 2.2 Objectives of Simplifying Administrative Procedures:

The aim of simplifying procedures is to achieve the goals by identifying the strengths and weaknesses in work performance. The process of simplifying procedures aims to achieve the following points:

1. Improving the services provided by pre-defining the sequential steps that transactions go through, which leads to speeding up the completion of tasks and reducing waiting times.
2. Reevaluating systems based on criteria that consider the cost, and eliminating unnecessary steps while reducing bureaucracy through the simplification of procedures.
3. The goal of the process of simplifying procedures is to choose the best work methods, identify the issues with the procedures applied in the organization, and analyze them to develop and improve them. It also involves eliminating unnecessary movements, reducing factors that hinder workflow, lowering costs, and shortening the time required for completion.
4. Avoiding chaos in carrying out tasks within the organization. Establishing specific policies and procedures to address the situations and possibilities that affect the workflow in the organization, The work is carried out in a harmonious manner, by allowing each employee to execute tasks in a right way.
5. It aims to improve the procedure under review and develop it in a way that reduces the number of steps leading to completion and reduces monitoring and auditing processes, thereby providing the best service to citizens in the shortest time.
6. It addresses all problems faced by employees or the organization through a participatory approach, as seen in quality circles.
7. It aims to reduce conflicts among employees.
8. It seeks to increase productivity among employees in the organization.

9. It enhances positive improvements in the attitudes and behaviors of employees, leading to benefits such as increasing organizational efficiency.

### 2.3 Simplify Administrative Procedures' Steps:

The efforts focused within the framework of the administrative development strategy are concentrated on identifying the fundamental mechanisms for the simplification project related to reducing the number of steps to be taken in carrying out the work., by eliminating some unnecessary procedures that constitute a negative barrier to administrative corruption. Below are the most important practical stages of the simplification project:

1. Selecting the procedures to be studied: The determination of the type of procedures to be studied depends on the scope of the simplification program to be implemented in the organization. If the program is comprehensive, a comprehensive inventory of all existing procedures in the organization is conducted, followed by their study and analysis. The selection is made based on the directives of senior management, and often, complex procedures that receive numerous complaints are chosen for study and analysis.
2. Current procedure flow stage: This stage involves identifying and selecting the procedure to be simplified, as well as gathering information to ensure the accuracy of the available information through auditing and review.
3. Identifying the task Needing Improvement and Development: Select tasks that require development to ensure the project yields greater returns after modification. Typically, these include tasks with inefficiencies or shortcomings, such as delayed work.
4. Following a Clear Sequence of Procedural Steps: Especially in steps involving registration and data collection, the process must not lead to delays in completing transactions. Statistical purposes, report writing, or conducting analytical studies in the future should be positioned at the end of the procedures to avoid obstructing or delaying the completion of transactions.
5. Collecting Information on the Procedures Under Study: The data collection phase is one of the most critical stages of the research process. It forms the foundation for the recommendations and proposals submitted to the relevant authorities after completing the research. Data should be collected from various channels, including information about each activity, time it takes, number of individuals involved, and unutilized time. This step aims to gather comprehensive details on procedures and workflows.

### 2.4 Mechanism and Methodology for Simplifying Procedures:

1. Study and document all procedures and represent them on comprehensive flowcharts to analyze the steps scientifically and systematically.
2. Review and examine complaints from clients and feedback from employees in related departments to identify the challenges they face during the implementation of procedures.

3. Measure the time and effort required to perform the procedures and assess whether they align with the actual need for the sequence of procedural steps.
4. Analyze procedure flowcharts using computer software to identify issues, allocate responsibilities, and calculate the time spent on each step.
5. Develop specific proposals for simplifying work procedures with maximum efficiency to ensure effectiveness in processes requiring detailed study, analysis, and practical solutions.
6. Discuss proposals with relevant departments and engage with the concerned authorities to review the recommendations to simplify the procedures effectively.
7. Address implementation challenges that may face the execution of procedures and discuss and analyze them with the relevant departments.
8. Consider legal and regulatory aspects to ensure compliance during the simplification process.
9. Train staff on the proper scientific methods of implementing and applying new procedures and templates to ensure accurate execution.
10. Establish a periodic review, monitoring, and continuous system -preferably every six months to monitor and ensure proper implementation and identify opportunities for further improvement of work procedures.

## Chapter Three: The Practical Aspect of the Research

### 3.1 Description of the Research Sample:

This section describes the research sample, including the characteristics and demographics of the participants or entities involved in the study. It details the methods used to select the sample and explains how the sample is representative of the larger population. Key aspects such as the size of the sample, the distribution of participants across various categories (e.g., age, gender, occupation, location), and their relevance to the research objectives are highlighted.

Table (5): Research sample

No.	1		2					3			4				5				
Properties	Gender		Job description					Job Environment			Years of Actual Service				Educational Degree				
Category	Male	Female	Leadership	Administrative	Dominant	Specialized	Technical	Both	Office	Field	Less than 5 years	5-10 years	10-15 years	More than 15 years	Middle School or below	High School	Diploma	Bachelor's Degree	Higher Diploma or above
Number	68	62	25	79	9	9	8	24	91	15	67	31	21	11	4	6	28	66	26
Ratio	52%	48%	19%	61%	7%	7%	6%	18%	70%	11%	51%	24%	16%	9%	3%	5%	22%	50%	20%

Based on table (5), the research sample can be described by the following characteristics:

1. Gender: The respondents were distributed almost equally between males and females (males: females, 52%: 48%). The number of male respondents was 68 out of 130, while the number of female respondents was 62 out of 130.
2. Nature of Work: The jobs were distributed among leadership, administrative, and specialized roles. Administrative roles constituted the highest proportion at 61%, while specialized roles represented the lowest proportion at 9%. This distribution highlights the significant contribution of administrative roles to effectively developing work strategies.
3. Work Environment: The majority of participants were office-based employees (81%). The smallest percentage (11%) was for those working in both office and field environments. Fieldwork accounted for 18% of the respondents, indicating that the organization primarily operates within its headquarters in an office-based setting.
4. Years of Actual Service: 75% of the study participants have 10 years or more of service, while the lowest percentage (9%) represents those with less than five years of service. This indicates that the employees possess significant experience and cumulative knowledge in their work.
5. Educational qualifications: 70% of the sample holds a bachelor's degree or higher, representing the majority of respondents. The smallest percentage (3%) consists of individuals with an educational level of intermediate or lower. This reflects that the sample possesses a level of knowledge and educational that enables them to perform their tasks with proficiency and skill.

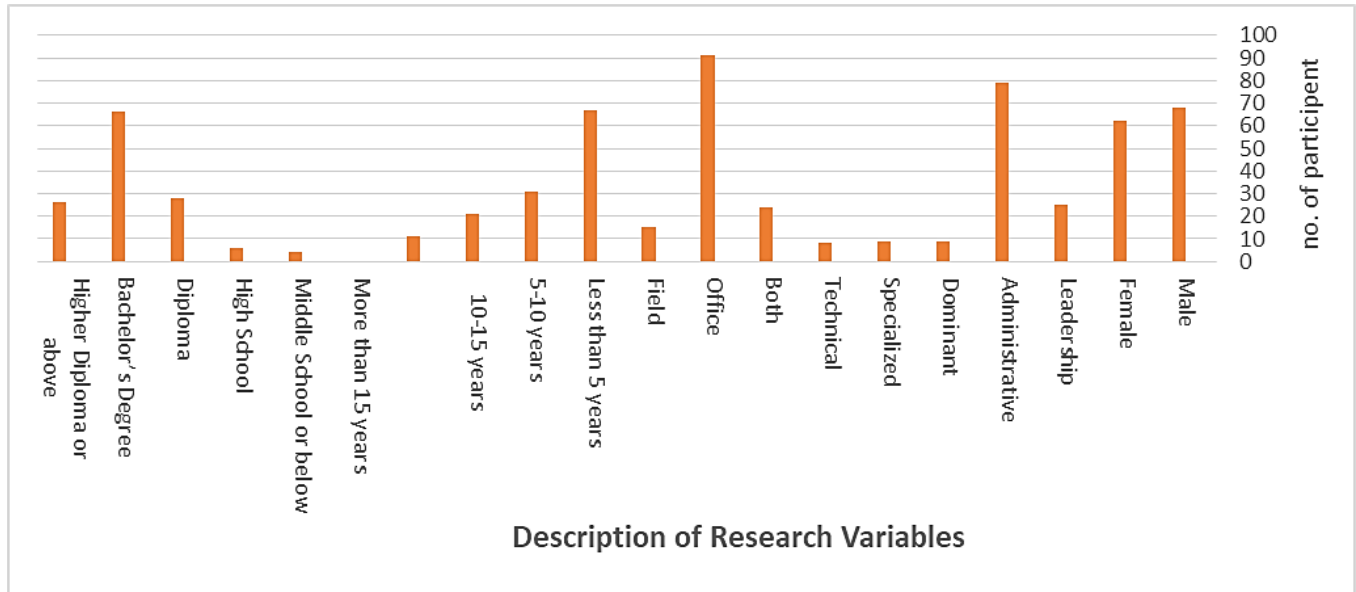


Fig (2): Description of Research Variables

### 3.2 Description of Research Variables:

#### A) Presentation and Analysis of Results for the Independent Variable: E-Governance

- Table (6) presents the relative importance, mean, and standard deviation (SD) for the items related to the e-governance variable.

The analysis focuses on understanding the significance of e-governance components and their statistical distribution, using these metrics to identify patterns and trends in the data. The relative importance highlights the weight or priority of each item, the mean indicates the central tendency of responses, and the standard deviation reflects the variability of the data points around the mean.

Table (6): shows the relative importance, mean, and standard deviation (SD) of the items related to the variable of e-governance- Source: Prepared by the researchers based on the results of SPSS program V.20.

E-governance		Scale					Mean	Standard Deviation	
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree			
Q1	E-governance requires necessary financial support to prepare the infrastructure to increase its chances of success in HIC.	Freq.	1	8	36	63	22	4.21	0.851
		Ratio %	%1	%5	%28	%49	%17		
Q2	The right person in the right position enhances the success of using e-governance in HIC.	Freq.	1	1	4	40	84	4.58	0.669
		Ratio %	%1	%1	%3	%30	%65		
Q3	Implementing e-governance increases transparency in operations and contributes to simplifying and standardizing procedures in HIC.	Freq.	1	0	12	54	63	4.37	0.717
		Ratio %	%1	%0	%9	%41	%49		
Q4	E-governance reduces costs, time, and effort.	Freq.	0	3	3	63	61	4.4	0.654
		Ratio %	0	%2	%2	%49	%47		
Q5	E-governance reduces conflicts among employees and increases achievement speed.	Freq.	0	6	6	76	42	4.18	0.724
		Ratio %	0	%5	%5	%59	%32		
Q6	E-governance enhances the efficiency of administrative work in HIC and achieves effectiveness.	Freq.	1	2	11	64	52	4.26	0.742
		Ratio %	%1	%2	%8	%49	%40		
Q7	E-governance minimizes duplication in work, tasks, and responsibilities	Freq.	0	1	26	59	44	4.12	0.747
		Ratio %	%0	%1	%20	%45	%34		
Q8	The existence of a standard operating guide for using e-governance facilitates employees' ability to implement it.	Freq.	1	3	10	64	51	4.28	0.826
		Ratio %	%1	%2	%8	%49	%40		
Q9	Employees resist change or management's direction due to their belief that e-governance threatens their job positions.	Freq.	4	22	27	47	29	3.61	1.14
		Ratio %	%3	%17	%21	%36	%23		
Q10	E-governance implementation leads to increased satisfaction among beneficiaries regarding service delivery.	Freq.	1	2	12	61	54	4.27	0.755
		Ratio %	%1	%2	%9	%47	%41		
Q11	The current administration agrees with the implementation of e-governance.	Freq.	1	4	12	61	52	4.22	0.8
		Ratio %	%1	%3	%9	%47	%40		
Q12	The necessary requirements for implementing e-governance are available.	Freq.	7	14	28	53	28	3.62	1.102
		Ratio %	%5	%10	%22	%41	%22		
Mean								4.14	0.78

The table indicates that (12) questions were measured as the independent variable (e-governance) based on the responses of the sample individuals surveyed from employees at HIC.

The overall mean for this variable is (4.14), which is higher than the standard mean of (3), with an overall standard deviation of (0.78), which is a high value as it exceeds the standard deviation of (0.60). At the item level, the highest mean value was recorded for the item "The right person in the right position enhances the success of using e-governance in HIC.," which reached (4.58), with a standard deviation of (0.66). On the other hand, the item that recorded the lowest mean value was "Employees resist change or management's direction because they believe e-governance threatens their job positions," which had a value of (3.61), with a standard deviation of (1.14), considered a high deviation from the standard deviation of (0.60).

The paragraphs where most of the sample participants agreed with the statement "strongly agree" appeared in the section about placing the right person in the right position, which increases the success of using electronic governance in the organization, with a total of 84, representing 65%. In the statement "employees resist change or management direction because they believe electronic governance threatens their job positions," their responses of "agree," were reflected in a total of 76 individuals, representing 69%, and those who responded with "disagree" were represented in the same statement, with 22, accounting for 17%. Meanwhile, those who answered "strongly disagree" regarding the statement "the necessary requirements for implementing electronic governance are available" numbered 7 individuals, representing 5%.

This indicates that most of the sample participants agree on the importance of e-governance in administrative work, its role in achieving a qualitative shift in performance, and the role it plays in enabling institutions to increase their effectiveness and efficiency. This can be achieved through the availability of specialized departments that provide support and assistance and address the errors and issues that the institution may face.

**B) Presentation and analysis of research results for the dependent variable (simplifying procedures):**

Table (7): shows the relative importance, mean, and standard deviation (SD) for the items of the variable (simplifying procedures)- Source: Prepared by the researchers based on the results of SPSS program V.20.

Simplifying Procedures		Scale					Mean	Standard Deviation	
		Strongly disagree	Disagree	Neutral	Agree	Strongly agree			
Q1	The procedures keep pace with changes in systems and regulations.	Freq.	1	8	36	63	22	3.75	0.838
	Ratio %	%1	%5	%28	%49	%17			
Q2	The senior management regularly reviews the procedures in the HIC.	Freq.	1	1	19	63	46	4.17	0.759
	Ratio %	%1	%1	%15	%48	%35			
Q3	The importance of raising employee awareness about simplifying procedures.	Freq.	1	2	13	57	57	4.28	0.77
	Ratio %	%1	%2	%10	%44	%44			
Q4	Simplifying procedures can provide more time for employees, which can be invested in other activities to serve HIC.	Freq.	1	1	7	84	37	4.19	0.636
	Ratio %	%1	%1	%5	%65	%28			
Q5	Simplifying procedures contributes to increased productivity and effectiveness for employees.	Freq.	1	0	10	63	56	4.33	0.636
	Ratio %	%1	%0	%7	%49	%43			
Q6	The process of simplifying procedures helps in redistributing tasks to reduce time and effort.	Freq.	1	0	16	60	53	4.27	0.702
	Ratio %	%1	%0	%12	%46	%40			
Q7	The process of simplifying procedures contributes to minimizing chaos, and unnecessary effort.	Freq.	0	4	17	58	51	4,2	0.782
	Ratio %	%0	%3	%13	%45	%39			
Q8	Simplifying procedures helps reduce the costs of paper and other materials.	Freq.	1	3	6	61	59	4,34	0.721
	Ratio %	%1	%2	%5	%47	%45			
Q9	The process of simplifying procedures needs to start with documenting paper transactions electronically.	Freq.	1	1	10	59	59	4.34	0.721
	Ratio %	%1	%1	%8	%45	%45			
Q10	The process of simplifying procedures helps prevent accidents, violations, or crises at work.	Freq.	0	7	12	74	37	4,08	0.768
	Ratio %	%0	%5	%9	%57	%29			
Q11	Simplifying procedures contributes to eliminating unnecessary (routine) steps in completing HIC's tasks.	Freq.	1	8	10	52	59	4.23	0.894
		Ratio %	%1	%6	%8	%40	%45		
		Ratio %	1	1	10	59	59		
Mean									

Table (7) shows that the dependent variable (simplification of procedures), was measured through (11) questions based on the responses of the sample individuals surveyed from HIC. The overall mean score for this variable was (4.19), which is higher than the standard mean of (3), with a general SD. of (0.74), a high value compared to SD. of (0.60). Two statements: "Simplifying procedures reduces

the costs of paper and other materials" and "The process of simplifying procedures needs to start with documenting paper transactions electronically," both scoring (4.34), were achieved the highest mean scores. The standard deviation for these two statements was (0.721). On the other hand, the statement that recorded the lowest mean score was "The procedures in place keep pace with changes in systems and regulations," which scored (3.75), with a SD. of (0.837), indicating a high deviation from the standard deviation of (0.60).

Regarding the statements where most sample individuals agreed with the phrase "strongly agree," this was observed in the two statements: "Simplifying procedures reduces the costs of paper and other materials" and "Simplifying procedures' process needs to start with documenting paper transactions electronically," with a total of (59), representing (45%).

However, their responses (agree) appeared in the paragraph (simplifying procedures can provide more time for employees that can be invested in other activities to serve HIC), where the number of respondents was (84), representing (65%). As for those who responded (disagree), it appeared in the paragraph (simplifying procedures contributes to eliminating unnecessary (routine) steps in completing the HIC's tasks), with a total of (8) individuals, representing (6%). Regarding the responses to the scale item (strongly disagree) across all questionnaire items, the number of their responses was approximately equal, totaling (1), representing (1%).

### 3.3 Hypothesis Testing:

To determine the acceptance or rejection of the hypotheses regarding the correlation between the independent variable (e-governance) and the dependent variable (simplifying procedures), the simple correlation coefficient (Pearson) was used. If the value of the statistical analysis results is accompanied by an asterisk (\* or \*\*) which indicates (the correlation is significant\* 2-tailed)) at the 0.05 level, it indicates a statistically significant correlation between the two variables.

For testing the impact hypotheses of the independent variable on the dependent variable, simple linear regression will be used, and to ensure significance, the (F-Test) will be applied.

#### 1- The correlation between e-governance and the simplification of work procedures:

Table (4) shows a statistically significant correlation between e-governance and the simplification of procedures, with a correlation coefficient of (0.66\*). This indicates a strong positive correlation statistically between the two variables, resulting in one significant correlation between e-governance and the simplification of procedures at a significance level of (0.05) through (23) items. Therefore, the hypothesis stating that "there is a statistically significant correlation between e-governance and the simplification of procedures" is accepted, indicating a strong and positive relationship between the two.

Table (8): Correlation- Source: Prepared by the researchers based on the results of SPSS program V.20.

	e-governance	Simplifying Procedures
e-governance Pearson Correlation	1	*0.665
Sig.(2-tailed)		0.025
N	12	11
Simplifying Procedures Pearson Correlation	*0.665	1
Sig. (2-tailed)	0.025	
N	11	12

## 2- The impact of e-governance on simplification of work procedures:

The impact of influence between e-government and simplification of procedures Table (4 ) shows that the calculated F value for the e-government variable reached (7.15), which is higher than the tabular (F) value at a significant level of (0.05) and (0.01), and the value of the coefficient of determination (R2) reached (0.44), and the value of the simple linear regression coefficient reached (0.52), which indicates that there are significant differences with statistical significance.

Table (9): Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.922	50.283		.018	.986
	e-government	.527	.197	.665	2.674	.025

a. Dependent Variable: simplifying procedures

Table (10): ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	124070.710	1	124070.710	7.153	.025 <sup>b</sup>
	Residual	156116.476	9	17346.275		
	Total	280187.186	10			

a. Dependent Variable: simplifying procedures

b. Predictors: (Constant), e-government

Table (11): Model Summary- Source: Prepared by the researchers based on the results of SPSS program V.20.

Model	R	R Square	Adjusted R Square	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
1	.665 <sup>a</sup>	.443	.381	.443	7.153	1	9	.025

## Conclusions

1. There is a statistically significant correlation and impact relationship between e-governance and simplifying procedures.
2. The application of e-governance plays an important role in simplifying procedures as it helps to speed up performance and accuracy of completion, in addition to reducing the number of paper transactions, thereby decreasing the purchase of paper and other materials used.
3. E-governance contributes to increasing the speed of access to information, thus enhancing the efficiency of HIC and achieving effectiveness through decision-making support.
4. Employees recognize the importance of e-governance and their desire to reduce traditional paper-based dealings in executing tasks, activities, and procedures.
5. The importance of strengthening the infrastructure and providing the requirements for the sustainability of e-governance.
6. Most employees agreed on the importance of simplifying procedures for their role in eliminating or merging steps so that it does not affect the workflow.
7. The necessity of having a procedural guide for using e-governance, which facilitates employees' ability to implement it.

## Recommendations

According to the conclusions reached by this research, a set of recommendations can be presented as follows:

1. Encourage the completion of studies that focus on employing e-governance and its principles in practice, given the limited work in this area, as indicated by the study.
2. Continue to enhance the infrastructure of healthcare departments, particularly HIC, along with other devices, programs, and networks to ensure the sustainability of their effectiveness in implementing e-governance.
3. Persist in automating activities and paper-based procedures in HIC.
4. Include as many employees as possible in workshops and training courses to develop their capabilities and skills in programs and technologies.

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