

Factors Influencing Intention to use E-Government Services among Iran Citizens

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Abstract

Objectives: Electronic government is the way the Government works and tries to get better interactions with people and businesses with better access, connectivity, providing better systems and services. **Methods/Analysis:** The research undertaken utilizes quantitative method of data collection for key data. In this research, the population is the citizens in Iran and the unit of analysis is the citizens who worked in some organization in Iran. Data is analyzed by SPSS software (Multiple Regression Analysis). 250 questionnaires were randomly distributed to the society. The questionnaire papers assigned were given in 5 main cities of Iran, which were Tehran, Isfahan, Shiraz, Tabriz, Mashhad. 118 questionnaire papers were removed; these are those who do not complete the questionnaires properly and completely. Finally, 132 questionnaire papers were collected properly. **Findings:** According to the findings from this research, the government must emphasize the social issue about how to socialize the service in e-government. Government should be proactive in building the awareness of citizen rather than concentrating on the technical issue because without the awareness and adoption of citizens, the technology used is just a waste of budget. The nature of the globalization process affects countries in order to reduce costs and increase revenue per advent of electronic government. Results are mixed indirect rather than have the same meaning as compared with direct outputs. This research can help governments collect data about factors which have an effect on Iran citizen's intention to use electronic government services. It will help the government to find out the most important areas that need to be considered. Finally, the most important outcome expected from this study is to increase citizens' acceptance of Electronic government in the future. **Novelty/Improvement:** Identify the most important factors that have an effect on citizens of Iran intention to make use of electronic government service.

Keywords: E-government, E-government Structure, E-Government in Iran Citizens, Feasibility of e-Government Establishment in Iran, Necessity of Electronic Government

1. Introduction

Use of Internet in government operation is known as e-government. Electronic government is the way the Government works and tries to get better interactions with people and businesses with better access, connectivity, providing better systems and services. Unlike traditional government procedures, electronic government is known by attributes such as: 1. Broad use of communication technology, 2. The easy way which information can be collected, used and processed by several parties, 3. The uncongenial character of the online environment. The e-Government with the use of a wide technological infrastructure is

a new way for interaction with government websites. It will indirectly raise distance among citizens and government, ambiguity and consider both government infrastructure interfaces and the reliability of the fundamental Internet. These differences raise uncertainty and decrease the perception of citizens to control. It will provide a barrier to electronic Government acceptance. It can provide effective, transactional, informational exchanges between the citizens and the government. Economist Intelligence Unit performed an online research to test some significant transactions that included registration of businesses and tax payments, etc. This unit collected data of some countries' payments communications, and education,

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political and economic context. Based on the mentioned study, Canada has received the highest score for government e-payments; United Kingdom comes second and third is Germany and the United States. The ranking is followed by Australia, Sweden, and South Korea correspondingly. These countries' governments have fine communications and information technology to allow citizens to use services- of e-government.

In Asia, Hong Kong is the 9th country, Singapore is 10th and Taiwan is 11th. These countries' governments pushed the citizens into using online services to develop their economy. The report illustrated that the use of electronic services provided by Iranian government is still low. The report of Government E-Payment Adoption Ranking (GEAR) referred that more study is required to conclude factors influencing citizens' purpose to use electronic government service in Iran. In the electronic government matters such as the privacy system and appropriate security, confidentiality and authentication, infrastructure, technical issue, social issues, accessibility, usability, maintainability and other factors must be studied to raise the citizens' intention to use electronic government services. This research helps to increase the electronic government services among Iranians. It also helps the policy makers to gather more information about the factors that influence citizens' intention to use electronic government services in Iran. So, this helps to create better practical security, better understanding and to control policies which will improve the websites of the government better and citizens who are more concerned. It helps the government to identify the most important area which needs to be improved. Finally, the most significant factor expected from this research is to raise the citizens' confidence for using the electronic government services in the future.

2. E-Government

E-government is a new concept that has gained the attention of scholars all around the world. As a result, a number of researches have been done on implementing e-government schemes, technical barriers and their solutions, improving service quality, infrastructure, and maintenance of new systems. It is defined e-government. Electronic government is a comprehensive system that links citizens, businesses and governments across the world; also it will provide fast and convenient access to the government services³. E-government uses latest technology and newest methods to connect citizens and private sector and satisfies

their needs. Many scholars propose- that the Internet is the best option for implementation of e-government, which is a combination of rapid access worldwide, and latest and most efficient IT equipment at the same time to back-up the data and run the whole system⁴. E-government is a vast area that provides access and linkage between G2G, G2B and G2C. In fact, it is more than just providing the same forms and regulations from the real agencies; it should offer more services in terms of enhancement of service delivery. In people's view, e-government is a fast way of taking care of citizens' urgent needs. Despite the fact that developed countries are already using e-government, developing countries have started to show that they are looking for the online government systems. However, as the whole e-government concept is relatively new in developing countries, they should consider many factors to prevent potential negative impacts on people's lives and business procedures. Therefore, proper planning and scheduling is necessary in such cases.

2.1 The E-government Structure

The main objective of electronic government is -providing a "digital environment" to provide information, build relationships and deliver services. Provision of comprehensive information on securities enforcement processes and forms are available on the Internet. Providing information and facilities to record and archive electronic forms and provide official notification via e-mail and the meetings about subjects and people of interest, are examples of establishing communication. Perform complex tasks related to the activities of public and commercial needs of the people (to the extent permitted by law) and needs of the clients, governmental agencies and public offices are examples of services. In this regard, the use of modern information technology service level offered by an institution or government offices will expand dramatically. Concurrent with the changes in the law (some countries) that arise, the executive processes that previously required a physical presence by the electronic method would be processed. For example, electronic signatures are legally valid and the value is signed by hand on paper. This means that there is no problem in order to develop e-government in public service. It could be argued that the purpose of electronic government, the potential of information and communication technology to change government of the central agency (Agency-centric) and limited services to the citizens of central (citizen-centric) and government services to citizens of the community, merchants and others. In addition, some of the objectives

of e-government are as follows: to provide the best services, positive impact on the cost and efficiency of the service, and more people's participation in public affairs and the provision and use of appropriate methods to manage society⁴. Necessity of Electronic Government one of the most important issues in the information society is electronic government. Electronic government is to provide conditions that allow governments to board their services and provide citizens the whole week. This has been the agenda of governments in recent years and authorities have mobilized their forces in fulfillment of such conditions and process that seek political, economic and social reform with the help of new technology and communications and information services through more efficient ways to engage citizens. In fact, deployment and proliferation of electronic government, often in the direction of changes in governmental processes such as decentralization, improves the efficiency and effectiveness. There is no single definition about electronic government and the problem of dynamic and changing nature of technology⁵. Today, using of information and communication technology to make improvement in the efficiency, effectiveness and transparency and accountability in government monetary and exchange of information between the government and its affiliated organizations, between government and citizens and between government and private sector electronic government refers. Electronic government in Iran is now active in some areas. There are approximately 1,000 government websites in Iran; despite all the shortcomings and the shortcomings of digital information on the web, there is a formal part of the country to carry digital public relations. Electronic government offices in various states of the country have been installed. They will do police and registration services and this is a step forward in delivering electronic services to citizens in Iran⁶. However, the Electronic government with the procedures established in Western countries is structurally backward and national executive body created a comprehensive plan in this regard; a twenty-year perspective, a guide with a lot of obstacles ahead. Establishment of an effective strategy in the field of Electronic government makes significant improvements such as the following will result in the government.

2.2 Feasibility of e-Government and its Establishment in Iran

Increasing communication and its impact on the economic, social and political communities, the complexities arising from technological advances are rapid

and efficient government and government-to-date in order to perform necessary tasks. About how the government works, the internal mechanism and its relationship with other community agencies have been shown in different theories. Despite the methodological differences between these theories, they all insist this issue that the government should enhance their performance duties. The most effective ways to improve government efficiency is implementation and deployment of systems known as electronic government. The electronic government is one of the important phenomena resulting from the use of ICT and is a profound change in modern human's life-style. E-government is one of the important phenomena resulting from the use of ICT developments in the modern human lifestyle. This way, the potential to help build a relationship, smooth, and effective inter-governmental and governmental institutions with the citizens and also provide information and services affordable, immediate and comprehensive use in all business groups is made possible⁶. These reforms aim to improve the practices, procedures and administrative process and reduce administrative bureaucracy and red tape. These problems are long-governmental organizations and administrative divisions and turmoil has affected the country and led to complaints and external and internal grievances. These issues in governmental organizations somehow are making some problems. Complex bureaucracy, overlapping and sometimes-conflicting goals of these organizations due to organizational goals and the result of dissatisfaction with such a trend has emerged. On the other hand, the people's expectations about service and quality of products as well as how it is increasingly changing and government must be responsive to the needs and expectations.

2.3 E-Government and Trends in Iran Citizens

One of the most important issues in the information -society is the problem with the government. E-government is meant to provide conditions that allow governments to board their services and provide citizens all week. This is seriously on the agenda of governments in recent years that has been done, and intelligence officials have mobilized their forces in such circumstances and have tried to realize that the political processes, economic and social reform with the help of information and communication technology and make more effective ways to deliver services to citizens. Today, ICT is used to better efficiency

and transparency and accountability of monetary and exchange of information within the government, between government and its affiliated organizations, between government and citizens and between government and private sector e-government. E-government in Iran, although it is an independent charge, it is active in some areas⁶. Close to 1,000 government websites in Iran, despite all the shortcomings of digital information on the web there is a formal, public relations, digital part of the country. Government offices in various provinces of the country have installed various services and the police have registered and this is a step forward in the realization of the electronic services to citizens in Iran⁶. Government gives tens of millions of dollars for the plan, which is called “TAKFA” to the private sector to strengthen the scientific infrastructure and the private sector in the IT with an indirect impact on the e-government development in Iran. However, the e-government has procedures established in Western countries, and is suffering from backwardness and administrative structure that will create national and comprehensive plan in this regard, in the country’s twenty-year -perspective; there are many -obstacles ahead.

3. Independent Variables

3.1 Perceived Ease of Used

Perceived ease of use is the degree that the user of a system or technology finds working with it convenient and easy. Complexity of the technology or system can lead to lower use of it. Complexity is the degree that the system or technology is perceived to be difficult to work with. Perceived ease of use was found to have positive correlation with perceived usefulness⁷. A good example of authentication is sending certain codes to a person’s cell phone to check the validity of the process. In a recent study, most of the participants declared that using online services is easy to learn, however almost 63% of them mentioned that online government portals should increase the ease of use especially by those who were not that familiar with the Internets.

3.2 Technology Acceptance (TAM Model)

“The model is based on UTAUT technology acceptance model”⁹. UTAUT showed to be very reliable, as compared with the previous models and they are able to design 70% of the user acceptance technology, compared with the previous models which were about 40%¹⁰.

As a result, UTAUT is known as a more comprehensive and enhanced version of acceptance theory that looks at better characteristics and factors. UTAUT can be divided into four key elements; average performance, expected effort, social impact and circumstances that make it easier¹¹. INUTAUT model, the moderating variables are age of users, their previous background and experiences, and voluntary use. On the other hand, Reasoned Action Theory was one of the pioneers in explaining users’ acceptance and usage behavior¹². In the case of Iran, while the number of studies is limited, these few studies are in agreement with the international findings. For example, a research on e-government in Iran showed that Perceived usefulness was a highly effective element in the final users’ behavior¹³.

3.3 Trust Worthiness

Another major concept of using online services is -trustworthiness. Trust means that one believes that another one’s promise is reliable, and will be fulfilled in the future as mentioned. In the recent years, many scholars have added trust as one of the key factors in electronic government implementation¹⁴. Trustworthiness is the degree that users believe that online environment can be trusted, relied on, and their perceived degree of integrity of the online page or service. It should be noted that online users not only should believe in their government, but also they should believe in the trustworthiness of the online service to use them. In many countries, low levels of trustworthiness, lead to failure of incomplete application of e-government. There are some characteristics like competence, predictability, and integrity that are used to create trust in another person. In other words, institutional trust is the root of citizens’ perception of rules, regulations, and legal matters. Trust is based on several factors including competence, predictability, generosity, and integrity¹⁴. Competence means that users estimate the degree of abilities of the online service provider, such as their skills and whether they have the certain experience to satisfy their needs. Predictability is the forecasted outcome of using online service based on the service provider’s past. In such cases, some names have good reputations, while some may not have. Logically, users tend to use servers with good reputation. Generosity is the users’ judgment about service provider’s ethics and considering the good of all. Integrity is the degree that users assess the online service provider’s honesty and loyalty to their words. Each of these attributes can be measured by

using the user's previous experience with the same service provider, or from secondary data.

3.4 Coordination

Coordination is another main reason of failure or success of e-government implementation. Coordination can be the Internet connection and its quality and maintenance. Successful e-government practices require uninterrupted access to the high speed Internet. Lack of speed or interruption of service can ruin the whole system. Studies show that online banking users tend to use online services more when the Internet speed is acceptable¹⁵. Awareness of the services is another important factor. Studies show that one of the main reasons mentioned by online banking potential users not using the online services was unawareness of such services in the first¹⁶. It was found, that there are still plenty of people who are not aware of simple services such as paying bills online, or online transactions. The low level of awareness, can lead to low level of perceived usefulness. In many cases, online services are new to the users and their low level of awareness about the available services can lead to stop using the online services¹⁷.

The social influence of friends, coworkers, and family members is another contributing factor to user's usage and acceptance of technology. Social influence is the perception of an individual of those close to him about what he does and the decisions he makes. In case of e-government, it was shown that citizens tend to find online services more appealing if their colleagues and friend use them and find them effective. Social influence also impacts the perceived ease of use¹⁸. In addition, they tend to find the online services much easier if government offers training and ways to use the help sessions. The positive impact of such help offers was found in online banking, online shopping, and e learning¹⁸.

3.5 Uncertainty Avoidance

The factor of avoidance uncertainty is which refers to the large number of people who feeling threat by unreliability, as well as the importance of norms and standards. Avoidance uncertainty reflects the extent of community members who attempt to deal with anxiety by reducing uncertainty. In⁸ indicated which trust in the Internet is likely to effect the adoption of electronic government services. Their trust to Internet is about the electronic transaction have done by fraud and hacking". With regard to electronic government services, with greater awareness-

of the citizens from the government and -electronic services interests, the more useful this recognition of -electronic services¹⁴.

3.6 Compatibility

A study discussing the use of electronic government services agrees that trustworthiness and perceived ease of use have a direct positive relationship with the faith of citizens in the use of electronic government service¹⁹. The decision is based on whether the individual uses the technology on the perception of technologies like compatibility, comparative benefits, and the complex view of the image²⁰.

4. Problem Statement

The critical objective of this research is the first category: The barriers which have a direct impact on the willingness of citizens to use electronic government. Thus, to improve the electronic government system, they must look at the barriers that the citizens must extract and then they must develop a comprehensive plan remove the barriers, and increase the level of quality of services that add value to users, to improve citizens' awareness regarding the use of electronic services. Finally, they will have high usage. "Based on the Government Electronic Payment Adoption Ranking (GEAR), Iran's rank was 37th in 43 countries. This research indicated that further studies are needed to be done to analyses factors affecting the acceptance to use electronic services among Iranian citizens". Hence, in this research, the problem statement is to identify the most important factors that have an effect on citizens of Iran intention to make use of electronic government service.

5. Research Questions

- How does compatibility affect the citizens' intention to make use of electronic government service?
- What is the role of trustworthiness in citizens' -intention to make use of electronic government service?
- What is the role of perceived ease of use in citizens' intention to make use of electronic government -service?
- How does coordination influence citizens' intention to make use of electronic government service?
- How does technology acceptance affect citizens' -intention to make use of electronic government service?

- What is the effect of uncertainty avoidance on -citizens' intention to make use of electronic government -service? (DOI)', 'Motivational Model (MM)' and 'Theory of Planned Behavior (TPB).

6. Research Objectives

- To investigate the effect of compatibility on citizen's intention to make use of electronic government -service.
- To identify the effect of trustworthiness on citizen's intention to make use of electronic government -service.
- To show the effect of perceived ease of use on -citizens' intention to make use of electronic government -service.
- To investigate the effect of weak coordination in the development and application of relevant -services on citizen's intention to make use of electronic -government service.
- To evaluate the effect of technology acceptance on -citizen's intention to make use of electronic -government service.
- To identify the effect of uncertainty avoidance on citizen's intention to make use of electronic government service.

7. Research Hypothesis

- H1: There is significant relationship between the -intention of using services of e-governments and compatibility-.
- H2: There is significant correlation between trustworthiness- and citizens' intention to make use of electronic -government services.
- H3: There is significant relationship between perceived ease of use on citizens' intention to make use of -electronic government services.
- H4: There is significant relationship between coordination- and citizens' intention to make use of electronic government- services.
- H5: There is significant relationship between -technology acceptance and citizens' intention to make use of electronic government services.
- H6: There is significant relationship between uncertainty avoidance and citizens' intention to make use of -electronic government services.

8. Underlying Theory

Based on many previous studies, the most dominant among theories in this area are 'Diffusion of Innovation

9. Research Methodology

Two types of studies are being considered; those are causal and correlation studies. The goal of this study is to identify whether a connection exists between those studied variables. Therefore, examination type that is going to be used here is the correlation study. This research takes place in general Society with the least intervention of researcher following the ordinary workflow (which means to expand according to the theoretical framework, the assigned researcher collects related data followed by analyzing them to dig up results) performed. In general, a trial could be performed whether on a natural environment (no artificial settings) or on an artificial environment (manual-settings). Correlation studies are not carried out in artificial settings all the time; quite the contrary, these causal studies are performed in an artificial setup. Among the non-contrived setting, the correlation study-carried out in the sample society with the least interference from researchers-is so called "field study". The current research is concerned about the community and individual citizens finding out what factors influence the intention of using services of e-government. Therefore, the analysis unit is considered individual data throughout the ensuing data analysis phase is collected. Data for the current research is collected in a 2 weeks' period.

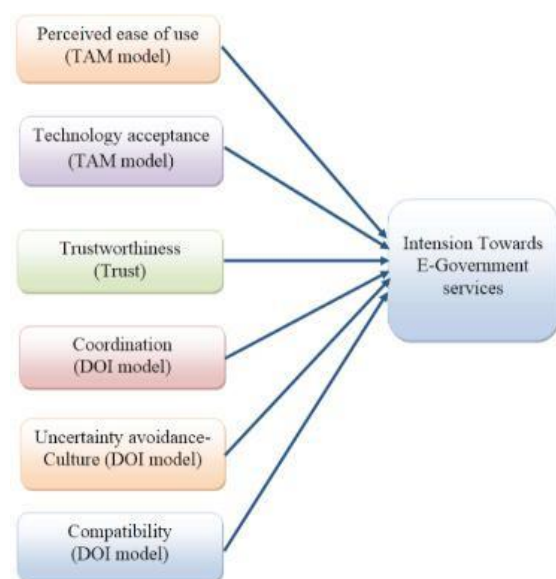


Figure 1. Presents the proposed framework for this study.

9.1 Investigation Types

Characteristics of investigation rely on the research-questions that are first aimed. Additionally, selecting analysis type identifies the degree of the researchers' intervention on the main body of the research. As already discussed, two types of studies are out there: Causal as well as correlation.

9.2 Research Design

In this research, the population, which is going to be analyzed, is the citizens in Iran and the unit of analysis is the citizens who worked in some organization in Iran.

- As primary data for the type of the data the method of data collection will be by companies' interview (Responsible persons), self-administered survey (Questionnaire).
- As secondary data for the type of data, the method of data collection will be collecting data from books, journals, websites, newspapers and company reports and files.

The sampling approach for this research will be non-probability sampling. Data will be analyzed by SPSS software (Multiple Regression Analysis).

9.3 Sample Society, Size and Technique

Sample society for the research presented in this report is the Iranian general public. Particularly, the sample society is unique across all industries and organizations; they have experiences in dealing with services of e-governments. Sampling is a method of picking up an adequate amount of elements from the society. Through a precise sample selection, the properties of the elements of the population elements are possible²¹. The non-probability convenience sampling plan has been implemented since this is a practical option, simultaneously because of time and money limitation as well as limits in carrying out the present study efforts. The suitable ratio will be ten to one ratio (10 to 1) of autonomous variables²². This implies that the least number of contributors has to be hundred thirty. 250 questionnaires were randomly distributed to the society. The questionnaire papers are assigned was given in 5 main cities of Iran, which was Tehran, Isfahan, Shiraz, Tabriz, Mashhad. 118 questionnaire papers were removed; these are those who do not complete the questionnaires properly and completely. Finally, 132 questionnaire papers were collected properly.

9.4. Data Collection

The research under taken here utilizes quantitative method of data collection for key data. The use of Quantitative method is suggested whenever we want to collect and process the data analytically. Data in the form of digital numbers called numeric and the researcher is able to form statistical outcome²³. This method is fit and good enough to be used when there is a need to disseminate and apply data from a sample model of society to a real community to find patterns and trends. Questionnaires were distributed in two different ways, the hard copy and an electronic copy. Questionnaire is an effective way to collect data primarily from shareholders if the researcher is fully aware of the requirements and it is a way to measure the variables in the interest²⁴. The contributors were given a week to fill up the entire questionnaire set and return it in person or through e-mail depending on the most convenient way for the contributors. To retrieve the results of this descriptive study and to compare them analytically, the current study has to gain a well-built conceptual basis and then create a comparison based on a systematic evaluation. For that sake, this study uses primary sources of data that are being achieved through the following systematically procedures. To collect primary data, survey method was used. This study controls and utilizes a measuring tool in the format of questionnaire to identify the obstacles of e-government as alleged by the customers. Then, sections were rated and a questionnaire was made up on that basis. The questionnaire contains two parts. First part is dedicated to barriers and second part carries some questions about benefits; this could be viewed as a command presort of questionnaire. Barriers and benefits extract are monitored throughout the opening questions based on a 7-point scale as opening questions and is integrated in each section to extract the possible and expected challenges and benefits that may not yet be understood. Considering the very fact that the questionnaire contributors MUST be Iranian, questions in the mentioned questionnaire was converted into Farsi. Those raw data were then deposited, integrated and processed- to be statistically used using right tools.

9.5 Data Processing and Analysis

When primary data sources were collected successfully, a well-defined model of successful research and research hypotheses will be created; key data should firstly be analyzed statistically not only to test the hypotheses, but also

to form additional insights on the cons and pros of the mentioned system in Iran. The steps below must be done: Data clearing, data codification, data analysis.

9.6 Data Clearing

Completed questionnaire has the potential of having missed data, worthless parts, vague answers and other statistical sources of disruption. By compensating data of these entries, it is to remove in addition to refining data and storing them on spreadsheets for further analysis in the future.

9.7 Data Codification

Those questions and variables are entered in a special -format using SPSS sheet. The scale of the variables and their values will be defined and the variables are arranged in a format that can be used for different and distinct sta-tistical tests using guidelines of SPSS.

9.8 Data Analysis

Before analysis, the formatted data is checked for any defects or errors happened by any chance in the phase of data entry prior to any other phase. A demographic analysis will be conducted to illustrate the characteristics of contributors. Then, for every disadvantage or advantage, the normality assumption must be examined. Given that data has been normally distributed, the one-sample t-test to mid-point as rt-scale would be used to test the method of analysis moreover, provided that the data proved note-worthy removal from normality, binomial method would be utilized in order to analyze the recent cons and pros of electronic government system. As a final point, the com-ments given by contributors in response to the opening question about other obstacles and benefits that were not listed in the subjective section of the questionnaire would be analyzed.

9.9 Developing a Sampling Plan

Table 1 explains developing a sampling plan.

10. Results and Discussion

10.1 Age of Respondents

Analyzing the age of respondents using the frequency analysis depicted that the distribution of the respondents' age who were a total of 132 people are as follows: 19.7% of

Table 1. Developing a sampling plan

Research Design	Description
Type	Hypothesis
The Population	Citizens in Iran
Unit of Analysis	Citizens who worked in some organization in Iran
Method of Data Collection	Primary data – companies' interview (Responsible persons), self-administered survey (Questionnaire) Secondary data which were collected from books, journals, websites, newspapers and company reports and files.
Select the Appropriate Sampling Method	Non-probability sampling
Data Analysis	Multiple Regression Analysis

the respondents were among the 20-30 year olds, 40.9% of them belonged to the 30-40 year-old group, 25.8% were 40-50 year olds, and the remaining 13.6% were in the group of 50 year olds and above.

10.2 Analysis

In accordance with what was said about the research methodology in the previous chapters, six types of e-government barrier and obstacles that were observed and understood by the users, were discovered which are: Confidentiality, ease of use, enjoys capacity, reliability, safety and visual attractiveness. In the primary phase to explore whether these barriers that have been perceived by the users exist in Iran's e-government, the normality of the variables was calculated. In case each variable has a normal distribution in the Likert scale, the method cho-sen for analyzing would be one-sample t-test in which the concentration would be on Lkiert scale "(which is 4 in the Likert 7-point)". In this system of analyzing, in the event that the average data for each barrier (like ease of use) did not show significant difference from mid-point Likert scale, it is safe to make the conclusion that the variable in question is not considered as a barrier for Iran's e-government. However, in the event that the average data for each barrier (like ease of use) betrayed significant difference from mid-point Likert scale, the average response must be considered. If the average response is also more than midpoint of Likert scale, it is safe to assume that the variable in question is an e-government barrier that was perceived by the users; and if the average response

is under the midpoint- of Likert scale, it is safe to assume that the variable in question is not an obstacle for the e-government.

Because the inference in a parametric analyzing such as t-test is normal distribution, in case it was not possible for the data of a variable to go through the normality test, a non-parametric analyzing should be conducted. A method of analyzing that is not parametric in a descriptive research for supporting the fact that a variable exists is the binomial test. The limit in this analytic investigation is set at 4 (which is the midpoint in Likert scale). Therefore, the binomial test will investigate the null hypothesis which is that the possibility of having responses above 4 is as much the possibility of having responses below that. In case the p-value (sig) of the test is more than 0.05, the null hypothesis cannot be ignored and discarded; thus, it is safe to assume that the variable that has gone through the analysis and can pose as a barrier. On the contrary, if the p-value of the binomial test is under 0.05, the null hypothesis is discarded. In this situation, if the percent-age of the responses above is more than the ones below 4, the variable is realized to be a barrier. In regards with “open question”, it was composed to dismiss obstacles that might have skipped other people’s notice or the ones which depended on the country or its cultural elements. Taking this into consideration, the gathered responses were categorized in the sub-sets of “other barriers”. In order to depict the significance of each variable, frequency -analysis was done.

10.3 Perceived of use

Descriptive analysis was done based on data gathered about perceived ease of use to particularize the common variables’ statistics. The outcome of the analysis is as shown in the Table 2. Based on the result of the descriptive analysis, 5.85 can be considered as average perceived ease of use, that is greater than the midpoint of Likert 7-point scale, 4. Besides, the standard deviation of this variable is 1.28. Based on the collation between standard mean (5.85) and 5% trimmed means (5.94), no significant outlier exists in the data. Since Skewness and kurtosis are (-1.115) and (0.125) respectively, there is no significant departure from normality because they are between +2 and -2. More analysis is required to examine the normality-assumption exactly.

Based on the normality’s assumption, the -Kolmogorov-Smirnov statistics and Shapiro-Wilk were examined in Table 3. P-values of the Kolmogorov-Smirnov

Table 2. Descriptive analysis - perceived ease of use

	Kolmogorov–smirnov			Shapiro–wilk		
	statistic	df	sig	statistic	df	sig.
perceived ease of use	0.32	128	0	0.775	128	0

Table 3. P-values – perceived ease of use

	Statistic	Std. Error
perceived ease of use Mean	5.85	0.158
95% confidence Interval for Lower Bound	5.53	
Mean Upper Bound	6.16	
5% Trimmed Mean	5.94	
Median	6	
Variance	1.638	
Std Deviation	1.28	
Minimum	3	
Maximum	7	
Range	4	
Interquartile Range	1	
Skewness	-1.115	0.295
Kurtosis	0.125	0.582

as well as Shapiro-Wilk are less than 0.05. This shows that there is a deviation from normality. As discussed in the part named as introduction to the analysis, when there is departure from normality, the nonparametric test or in other words binomial test should be performed because the parametric test which is the one-sample t-test is not appropriate.

Table 4 shows that the outcome of binomial test of perceived ease of use with midpoint of 7-point Likert scale, 4, is illustrated. The null hypothesis regarding the binomial test is as follows “50 percent of respondents consented that perceived ease of use is a barrier, this response was with the score of more than 4, while other 50 %didn’t consent that confidentiality is a barrier; these respondents answered to score of less than 4”. Above output reveals that the score of perceived ease of use was grouped in to <=4 and >4. 80 percent of perceived ease of use outcome is greater than 4 while 20 percent are less than this amount. Based on the rejection of null hypothesis and due to the fact that 80 percent of respondents regarded

Table 4. Binomial test of perceived ease of use

	Category	N	Observed Prop.	Test Prop.	Asymp. Sig. (2-tailed)
perceived Group 1	<=4	26	0.2	0.5	0.2
case of Group 2	>4	106	0.8		
Total		132	1		

a. Based on Z Approximation.

perceived ease of use as a barrier and obstacle while 20 percent of them didn't perceive confidentiality as a barrier and obstacle, and the percentage of those who regarded perceived ease of use as an obstacle are greater than those who didn't regard confidentiality as a barrier, so there is enough claim and proof to deduce that perceived ease of use is a barrier as recognized by citizen of Iran.

10.4 Technology Acceptance

Descriptive analysis was done based on data gathered about technology acceptance to particularize the common variables' statistics. The outcome of the analysis is as shown in the Table 5. Based on the result of descriptive analysis, 5.62 can be considered as average technology acceptance, which is greater than the midpoint of Likert 7-point scale, 4. Besides, the standard deviation of this variable is 1.36. Based on the collation between standard mean (5.625) and 5% reduced means (5.695), no significant outlier exists in the data. Since Skewness and kurtosis are (-0.84) and (-0.60) respectively, there is no significant departure from normality because they are between +2 and -2.

Table 7 shows that the outcome of binomial test of technology acceptance with midpoint of 7-point Likert scale, 4, is illustrated. The null hypothesis regarding the binomial test is as follows, "50 percent of respondents consented that acceptance of technology is a barrier; these responses were with the score of more than 4, while the other 50% didn't consent that usability is a barrier; these respondents answered to score of less than 4". Above output reveals that the score of acceptance of technology was grouped in to <=4 and >4. 74 percent of acceptance of technology outcome is greater than 4 while 26 percent are less than this amount. Based on the rejection of the null hypothesis and due to the fact that 74 percent of respondents regarded acceptance of technology as an obstacle

Table 5. Descriptive analysis – technology acceptance

		Statistic	Std. Error
Technology acceptance	Mean	5.62	0.167
	95% confidence Interval for Lower Bound	5.29	
	Upper Bound	5.95	
	5% Trimmed Mean	5.69	
	Median	6	
	Variance	1.839	
	Std Deviation	1.356	
	Minimum	3	
	Maximum	7	
	Range	4	
	Interquartile Range	3	
	Skewness	-0.837	0.295
	Kurtosis	-0.602	0.582

Table 6. P-value – technology acceptance

	Kolmogorov-smirnov			Shapiro-wilk		
	statistic	df	sig.	statistic	df	sig.
technology acceptance	0.322	128	0	0.804	128	0

Table 7. Binomial test of technology acceptance

	Category	N	Observed Prop.	Test Prop.	Asymp. Sig. (2-tailed)
perceived Group 1	<=4	34	0.26	0.5	0.2
case of Group 2	>4	98	0.74		
Total		132	1		

a. Based on Z Approximation.

while 26 percent of them didn't consider easy to use as a barrier and obstacle so those who regarded acceptance of technology as an obstacle are more than those who didn't consider easy to use as a barrier; there is enough claim and proof to deduce that perceived acceptance of -technology is a barrier as recognized by citizens of Iran.

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10.5 Trust Worthiness

Descriptive analysis was done based on data gathered about trustworthiness of relevant services to particularize the common variables' statistics. The outcome of the analysis is as shown in the Table 8. Based on the result of descriptive analysis, 5.32 can be considered as average trustworthiness, which is greater than the midpoint of Likert 7-point scale, 4. Besides, the standard deviation of this variable is 1.49. Based on the collation between standard mean (5.32) and 5% reduced means (5.35), no significant outlier exists in the data. Since Skewness and kurtosis are (-0.40) and (-1.34) respectively, there are no significant departure from normality because they are between +2 and -2. More analysis is required to examine the normality assumption exactly.

Based on the normality's assumption, examined in Table 9. P-values of the Kolmogorov-Smirnov as well as Shapiro-Wilk are less than 0.05. This shows that there is a deviation from normality. As discussed in the part named as introduction to the analysis, when there is departure from normality, the nonparametric test or in other words binomial test should be performed because the -parametric test using the one-sample t-test is not appropriate.

Table 10 shows that the outcome of binomial test of trustworthiness with midpoint of 7-point Likert scale, 4, is illustrated. The null hypothesis regarding the binomial test is as follows, "50 percent of respondents consented that trust is a barrier, these responses were with the score of more than 4, while other 50% didn't consented that reliability is a barrier; these respondents answered to a score of less than 4". Based on the outcome the p-value = 0.019 which is less than $Z = 0.05$, so the null hypothesis is rejected. Above output reveals that the score of trustworthy was grouped in to ≤ 4 and >4 . 65 percent of trustworthy outcome is greater than 4 while 35 percent are less than this amount. Based on the rejection of the null hypothesis and due to the fact that 65 percent of respondents regarded trustworthy as an obstacle while 35 percent of them didn't consider reliability as a barrier and obstacle so those who regarded trustworthy as an obstacle are more than those who didn't consider reliability as a barrier; there is enough claim and proof to deduce that trustworthy is a barrier as recognized by citizens of Iran.

10.6 Coordination

The outcome of the analysis is as shown in the Table 11. Based on the result of descriptive analysis, 5.29 can be

Table 8. Descriptive analysis – trustworthiness

	Statistic	Std. Error
Trustworthiness Mean	5.32	0.183
95% confidence Interval for Lower Bound	5.95	
Mean Upper Bound	5.68	
5% Trimmed Mean	5.35	
Median	6	
Variance	2.22	
Std Deviation	1.49	
Minimum	3	
Maximum	7	
Range	4	
Interquartile Range	3	
Skewness	-0.397	0.295
Kurtosis	-1.336	0.582

Table 9. P-value – trustworthiness

	Kolmogorov–smirnov			Shapiro–wilk		
	statistic	df	sig.	statistic	df	sig.
trustworthiness	0.252	128	0	0.843	128	0

Table 10. Binomial test of trustworthiness

	Category	N	Observed Prop.	Test Prop.	Asymp. Sig. (2-tailed)
trustworthiness Group 1	<=4	46	0.35	0.5	0.019 ₂
case of use Group 2	>4	86	0.65		
Total		132	1		

a. Based on Z Approximation.

considered as the coordination in the development and application average barrier, which is higher than the midpoint of Likert 7-point scale, 4. Besides, the standard deviation of this variable is 1.29. Based on the collation between standard mean (5.29) and 5% reduced means (5.32), no significant outlier exists in the data. Since Skewness and kurtosis are (-0.52) and (-1.03) respectively, there are no significant departure from normality because they are between +2 and -2.

Table 11. Descriptive analysis–coordination

		Statistic	Std. Error
Coordination	Mean	5.29	0.158
	95% confidence Interval for Lower Bound	5.97	
	Upper Bound	5.6	
	5% Trimmed Mean	5.32	
	Median	6	
	Variance	1.654	
	Std Deviation	1.288	
	Minimum	3	
	Maximum	7	
	Range	4	
	Interquartile Range	2	
	Skewness	-0.518	0.295
	Kurtosis	-1.029	0.582

Table 12 shows that the outcome of the binomial test of the coordination in the development and application with midpoint of 7-point Likert scale, 4, is illustrated. The null hypothesis regarding the binomial test is as follows, “50 percent of respondents consented that coordination in the development and application is a barrier; these responses were with the score of more than 4, while the other 50% didn’t consent that coordination in the development and application is a barrier; these respondents answered to a result of less than 4”. Based on the outcome of the analysis, the p-value = 0.009 which is less than $Z = 0.05$, so the null hypothesis is rejected. Above output reveals that the score of coordination in the development and application was grouped in to ≤ 4 and > 4 . 67 percent of coordination and application development outcomes are greater than 4 while 33 percent are less than this amount.

10.7 Uncertainty Avoidance- Culture

Descriptive analysis was done based on data gathered about Uncertainty avoidance-Culture to particularize the common variables’ statistics. The outcome of the analysis is as shown in the Table 13. Based on the result of descriptive analysis, 4.68 can be considered as average uncertainty avoidance - culture, which is greater than the midpoint

Table 12. P-value-coordination

	Kolmogorov–smirnov			Shapiro–wilk		
	statistic	df	sig.	statistic	df	sig.
coordination	0.316	128	0	0.838	128	0

Table 13. Binomial test of the coordination

		Category	N	Observed Prop.	Test Prop.	Asymp. Sig. (2-tailed)
coodination	Group 1	≤ 4	44	0.33	0.5	0.009 ₂
case of use	Group 2	> 4	88	0.67		
Total			132	1		

a. Based on Z Approximation.

of Likert 7-point scale, 4. Besides, the standard deviation of this variable is 1.35. Based on the collation between standard mean (4.68) and 5% reduced means (4.71), no significant outlier exists in the data. Since Skewness and kurtosis are (-0.245) and (-0.923) respectively, there are no significant departure from normality because they are between +2 and -2. More analysis is required to examine the normality assumption exactly in Table 14.

Based on the normality’s assumption, the Kolmogorov-Smirnov statistics and Shapiro-Wilk were examined in Table 15. P-values of the Kolmogorov-Smirnov as well as Shapiro-Wilk are less than 0.05. This shows that there is a deviation from normality. As discussed in the part named as introduction to the analysis, when there is departure from normality, the nonparametric test or in other words binomial test should be performed because the parametric test which is the one-sample t-test is not appropriate.

Table 16 shows that the outcome of binomial test of uncertainty avoidance – culture with midpoint of 7-point Likert scale, 4, is illustrated. The null hypothesis regarding the binomial test is as follows, “50 percent of respondents consented that uncertainty avoidance – culture is a bar-rier; these responses were with the score of more than 4, while the other 50 % didn’t consent that security is a barrier; these respondents answered to result less than 4”. Based on the outcome of the analysis, the p-value = 0.902 which is greater than $Z = 0.05$, so the null hypothesis might not be accepted. Above output reveal that the score of uncertainty avoidance – culture was grouped in to ≤ 4 and > 4.52 percent of uncertainty avoidance-culture out-comes are greater than 4 while 48 percent are less than this

Table 14. Descriptive analysis – uncertainty avoidance

		Statistic	Std. Error
Uncertainty avoidance	Mean	4.68	0.166
	95% confidence Interval for Lower Bound	4.35	
	Mean Upper Bound	5.01	
	5% Trimmed Mean	4.71	
	Median	5	
	Variance	1.82	
	Std Deviation	1.349	
	Minimum	2	
	Maximum	7	
	Range	5	
	Interquartile Range	2	
	Skewness	-0.245	0.295
	Kurtosis	-0.923	0.582

Table 15. P-value – uncertainty avoidance

	Category	N	Observed Prop.	Test Prop.	Asymp. Sig. (2-tailed)
uncertainty avoidance	Group 1 <=4	64	0.48	0.5	0.902 ₂
	Group 2 >4	68	0.52		
	Total	132	1		

a. Based on Z Approximation.

Table 16. Binomial test of uncertainty avoidance

	Kolmogorov-smirnov			Shapiro-wilk		
	statistic	df	sig.	statistic	df	sig.
uncertainty avoidance	0.215	128	0	0.904	128	0

amount. Since the null hypothesis was not rejected and due to the fact that 52 percent of respondents regarded uncertainty avoidance-culture as a barrier and obstacle while 48 percent of them didn't consider security as an obstacle and the percentage of those who regarded uncertainty avoidance-culture as a barrier and obstacle are not

higher than the percentage of those who didn't consider security as an obstacle so there is not enough claim and proof to deduce that uncertainty avoidance-culture is a barrier as recognized by citizens of Iran.

10.8 Compatibility

Descriptive analysis was done based on data gathered about compatibility to particularize the common variable's statistic. The outcome of the analysis is as shown in the Table 17.

Based on the result of descriptive analysis, 5.17 can be considered as average barrier of the compatibility, which is greater than the midpoint of Likert 7-point scale, 4. Besides, the standard deviation of this variable is 1.64. Based on the collation between standard mean (5.17) and 5% reduced means (5.22), no significant outlier exists in the data. Since Skewness and kurtosis are (-0.32) and (-1.44) respectively, there are no significant departure from normality because they are between +2 and -2.

Based on the normality's were examined in Table 18. P-values of the Kolmogorov-Smirnov as well as Shapiro-Wilk are less than 0.05. This shows that there is a deviation from normality. As discussed in the part named as introduction to the analysis, when there is departure from normality, the nonparametric test or in other words binomial test should be performed because the parametric test which is the one-sample t-test is not appropriate.

Table 19 shows that the outcome of binomial test of compatibility with midpoint of 7-point Likert scale, 4, is illustrated. The null hypothesis regarding the binomial test is as follows, "50 percent of respondents consented that compatibility is a barrier, this response were with the score of more than 4, while other 50% didn't consented that visually attractive is a barrier; these respondents answered to score less than 4. Above output reveal which the score of compatibility was grouped in to <=4 and >4. 58 percent of compatibility outcome are greater than 4 while 42 percent are less than this amount. The null hypothesis could be accepted due to the fact that 58 percent of respondents regarded compatibility as a barrier and obstacle while 42% of them didn't perceived visual attractive as a barrier and obstacle and the percentage of those who regarded

Table 17. Descriptive analysis – compatibility

	Kolmogorov-smirnov			Shapiro-wilk		
	statistic	df	sig.	statistic	df	sig.
compatibility	0.255	128	0	0.845	128	0

Factors Influencing Intention to use E-Government Services among Iran Citizens

Table 18. P-value – compatibility

		Statistic	Std. Error
Compatibility	Mean	4.68	0.202
	95% confidence Interval for Lower Bound	4.67	
	Mean Upper Bound	5.57	
	5% Trimmed Mean	4.22	
	Median	6	
	Variance	2.695	
	Std Deviation	1.642	
	Minimum	2	
	Maximum	7	
	Range	5	
	Interquartile Range	3	
	Skewness	-0.319	0.295
	Kurtosis	-1.436	0.582

Table 19. Binomial test of compatibility

	Category	N	Observed Prop.	Test Prop.	Asymp. Sig. (2-tailed)
compatibility Group 1	<=4	56	0.42	0.5	0.268 ^a
Group 2	>4	76	0.58		
Total		132	1		

a. Based on Z Approximation.

compatibility as a barrier and -obstacle are not higher than the percentage of those who didn't regard visual-attractive as a barrier, so there is not enough claim and proof to deduce that compatibility is a barrier as recognized by citizens of Iran.

10.9 Implications

In order to find the best method for analyzing, the normality-supposition and assumptions for all of the barriers,-advantages and merits were verified. Consequently, it was decided to analyze the binomial using a non-parametric

method for the purpose of examining the assumptions. Applying Binomial analyzing for the six barriers that were pulled out from the relative literature- (perceived ease of use, acceptance of technology, reliability, coordination of uncertainty avoidance, and compatibility) indicated that only four of them (perceived ease of acceptance of technology use, reliability, coordination) could be considered as obstacles for Iran's citizens in adopting the e--government.

11. Recommendation

Regarding the results of the analysis, it was realized that among the six potential obstacles in adopting e-government, the four hindrances (coordination in the development and application, trustworthiness, Technology acceptance, perceived ease of use) exist in Iran such that it is perceived by citizens. Moreover, besides the previously mentioned obstacles, two more (uncertainty avoidance and compatibility) were identified by the respondents. A fact that can't be denied is that the best way to elevate how e-government performs is for the government officials to remove these obstacles. Thus, the authorities in Iranian government have to carry out the removal and elimination or minimizing of the identified obstacles that were particularly determined by Iran's citizens.

12. Conclusion

Shifting from a government to the system of an e-government seems like an unavoidable decision for many countries and their government around the world. Just like the effect of electronic commerce on the international market with its rapid growth during the past decade, the development of e-government's influence is also inevitable. This growth is also associated with emphasis put upon the new public management policies. According to this view point, focusing on the citizens is the most important task and the citizens should be considered as clients by the government officials. Creating an excellent system of e-government that excels in both formulation and the effectiveness and efficiency of application, which is what a government should do, should be united and joined with the citizens' willingness to use. Stated that the removal of obstacles and the improvement of beneficial points (the way citizens perceive it) are directly and significantly related to the degree of the citizen's willingness to use.

Thus, in order to help the e-govern-ment to perform better, governments should first try to remove barriers and perceived benefits through scientific

research, and to remove barriers and promote benefits. This descriptive- research has attempted to remove the obstacles and -benefits of the adoption of e-government, in accordance with Iranian citizens' perception. The result of the analysis showed that many of the barriers (4 of 6, meaning that 67.7%) which were reported in previously mentioned literatures existed in Iran's e-government. Therefore, Iranian government- authorities should pay considerable attention to -developing an adequate plan to eliminate perceived barriers.

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The Effect of External Environment Characteristics on Effective IT Governance through Organizational Performance

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Abstract

During the last decade, information technology (IT) has been playing more important role for organizations in achieving their goals. Recently, information technology governance has become a critical issue for many companies in various industries. The aim of this study is to examine the extent to which influence of external environment characteristics affects the effectiveness of IT governance as well as the performance of organizations in Malaysian manufacturing companies. Moreover, the mediating influence of effective IT governance was also being tested. 357 questionnaires were used in order to conduct the analyses. Structural Equation Modeling (SEM) is used for testing the developed hypotheses generating from the theoretical framework of the study. The data obtained from managers in manufacturing industry; Samples selected from seven states of Malaysia (Selangor, Penang, Johor, Sarawak and Negeri Sembilan, Melaka, Pahang). This topic of research has considerable significance in Malaysia; A significant contribution of this study is the construction of a theoretically based model which assimilates the external environment characteristics, effective information technology governance, and organizational performance.

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Keywords: IT governance in Malaysia, IT governance in Organizations, External Environment Characteristics, Effective IT Governance, Organizational Performance

1. Introduction

IT is fast becoming a strategic tool to create a competitive edge for the information-based economy, IT, information, and intellectual assets (Ahmad et al., 2013). Even though it has been realized that IT investments create value for firms by offering critical systems to businesses, the cost of an IT venture continues to increase, and it has to be properly managed. The pervasiveness of technology usage has caused organizations to be highly reliant on IT. This places businesses at because of being exposed to threats to IT, information and intellectual assets internally and externally from hackers, phishing sites, malware, and viruses (Ahmad et al., 2013). Due to

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the high investment made in IT in addition to the critical effects IT has on the success of the organization, a substantial amount of resources are used to acquire and manage IT with fair distribution across an organization. ITG is a component of the decision-making structure, including processes, as well as relational tools to manage and control. Studies commonly recognize it as a skill of an organization with high significance in aligning and achieving organizational value using IT (Ahmad et al., 2013). However, the development of IT governance remains a challenge to organizations. Recently, creating and implementation of effective IT governance has been highly considered by modern businesses. Effective IT governance guarantees the alignment between business goals and IT (Al Qassimi & Rusu, 2015). In order to achieve the firm's performance goals, it is essential for organizations to have effective IT governance. To do so, some IT governance methods should be used that promotes behaviors in line with the firm's strategy, mission, norms, culture, and values (Al Qassimi & Rusu, 2015). In contrast, companies without effective IT governance will suffer from inaccuracy of information quality, inefficiency of operating costs, wrong estimation of IT projects' costs (under specification and over budget), failure in competitiveness, inefficient performance of IT divisions or the whole organization; these problems will reduce the performance of the organization (Alao et al., 2011). Different decision areas come under IT governance. These include IT Vision & Strategy, IT Architecture and Infrastructure, Business Applications and IT investments. In order to have effective IT governance, companies should use well-designed, well-understood and clear governance methods.

2. Literature Review

2.1. IT Governance in Malaysia

ITG has grown in its significance in the past years spurred by the different IT development trends, Nowadays most of the organizations are using system for different department which those systems are highly IT related. But in many companies there is not enough knowledge that how important is IT in their Organization. Due to the fast-paced development globally and locally in the IT industry, there has been an increased interest in the area of ITG in Malaysia. This study aims to examine the relations of ITG initiatives with the efficacy of ITG and the performance of the organization. Early studies by Tan (2011) in Malaysia on the area of ITG started in the education sector, which is still being continued. Previous research on ITG for manufacturing companies in Malaysia is carried in two various methods, One method tries to generalize the implementation of ITG in manufacturing companies (Teo 2013) and the second method attempts to customize ITG to fit the particular features of the manufacturing companies. The ITG research continues to get more attention in Malaysia (Teo, 2013). The field of ITG is fairly new in Malaysia (Tan, et al., 2011), The IT infrastructure in firms has become rather complicated, as the firms grow larger regarding the number of workers and yearly revenue. ITG has gained more importance in the last decades, mainly due to the different trends in developments in IT. Due to the country's rapid development and the global development in the IT sector, the ITG in Malaysia has also seen a growing interest (Ahmad et al., 2013). In Malaysia, the IT sector has been growing at a rapid pace, According to the yearly report from the Multimedia Development Corporation; the total revenue currently is more than RM 30 billion, which is the highest it has reached since the 2008 financial meltdown. Moreover, the MDeC reported the IT sector's contribution to be RM 9.6 billion to the Gross Domestic Product (GDP) of Malaysia in comparison to the year prior with 25% growth as well. There is also rapid globalization in the IT sector in Malaysia (Al-Najjar & Kalaf , 2012).

2.2. External Environment Characteristics

According to Bianchi & Sousa, (2016), environmental uncertainty is a measurement of the amount of stability, complexity, dispersion or otherwise found in an environment. Bianchi & Sousa, (2016) discovered that effective ITG is a necessity despite the uncertainty of the environment. The measurements use opposing terms to convey the severity of each such as stability vs. instability, homogeneity vs. heterogeneous, concentration vs. dispersion, etc. The three variables widely utilized to define uncertainty in the environment are environmental competition, environmental heterogeneity, and dynamism of the environment (De Haes & Van Grembergen, 2008). Uncertainty in the environment is related to the external environment where the operations of the organization take place. According to Mohamed et al. (2012), uncertainty in the environment is the level at which the environment is balance or imbalanced, complex or simple, dispersed or concentrated. Dimensions are measured stability vs. instability, homogeneity vs. heterogeneous, concentration vs. dispersion, etc. The level of unpredictability in an environment marks the dimension of dynamism, while heterogeneity measures the level diversity and complexity as well as similarities and differences. Heterogeneity involves the complexity and diverse aspects of the external factors and the level of which there are similarities or differentiation. Hostility is described as the level of competition among restrictive environmental situations including resources availability as well as requirements by regulatory bodies. Researchers in the past two decades have paid a lot of attention to the impacts of external environmental traits in the firms. This is due to needing for compliance to requirements by new regulations and the increase in complexity in doing business in the international market. Various business strategies are inter-related to various impacts namely differentiation in marketing strategy is inter-related to composite uncertainties; dynamism and unpredictability; differentiation in innovation are inter-related with unpredictability; and innovation strategy cost is not inter-related to environmental uncertainty. Pick (2015) discovered that effective ITG is a necessity in spite of the environmental uncertainty. According to Elbanna and Child (2007), uncertainty and hostility affect the rationality of strategic decision. According to Yayla et al. (2012), environmental uncertainty is supportive of the success of perceived IT and industry stability and predictability, governments, as well as the economic effect; even though proper test has not been reported in a study before. Nevertheless, external pressures and competitive are contributory factors. Yayla et al. (2012) studied environmental uncertainty and discovered relations with the performance of exports. Environmental dynamism also moderates IS support for strategic flexibility and firm performance relations in a positive manner. In organization's external environment comprise customers, suppliers, competitors, governments, industry associations, and other social and economic forces which impact organizational governance of decision-making processes. IS researchers find that the changing external IT environment often influences IS-related management processes in organizations. Based on prior studies, we expect the external environment to impact IT governance patterns based on the resource and capability requirements they impose on an organizational performance (Xueet a., 2008 and Juliet, et al., 2016).

2.2.1. Heterogeneity

Environmental heterogeneity is described as the industry complexity or diversity of factors including customer demands and buying habits, as well as the amount and variety of products (De Haes & Van Grembergen, 2009). Heterogeneity in the environment creates the need for organizations to not compete as much on cost efficacy given the many different types of products and services (De Haes et al., 2011). It means that companies must now depend on the economies of scope and not the economies of scale in terms of competition in this type of environment. Given the increase in heterogeneity in the environment, the amount and difficulty of determinant that require consideration in strategic decisions and planning go up. Because of this, organizational flexibility is greatly needed to coordinate the business units and product lines that are diversified (De Haes et al., 2011).

2.2.2. Dynamic

Dynamism in the environment denotes the unpredictability and rate of changes in the environment including the obsolescence of products and services, changes in technology, moves by rivals, and rapid changes in demands by consumers (De Haes et al., 2013). Due to the current fast moving technology-based business environment, managers are constantly faced with uncertainty in keeping with the demands with more information as well as the capability of processing this information quickly (Bermejo, 2014). This is why at present having IT capability is of utmost importance and value of this type of dynamic environment since it enables firms to mobilize their resources quickly and effectively. In line with this argument, Etim.& Agara (2011), point out that investment in IT seems to affect financial performance in stronger an positive manner when the changes in the environment are higher, while Gad Selig (2016) claim that resources enabled by IT are more valuable in conditions that are more dynamic environmentally. It may be harder to gain a competitive edge as most changes happen at the same time in a more dynamic environment. In addition, it could be especially hard to maintain the competitive advantage that has been created as the change's speed can neutralize any generated benefits or make it obsolete.

2.2.3. Hostility

Environmental hostility describes the presence of undesired external forces in a company's business environment, Etim & Agara (2011). It represents the level at which a company's environment can prevent a continuous rate of organizational or sales growth (Gartner, 2010). Environmental hostility can come from different economic, social, and political factors, including radical changes in the industry, imposing stricter regulatory policies, or stiff competition among rivals (Gartner, 2010). Companies in volatile business arenas could face high tax charges, interferences from the government, no access to technical knowledge offered by educational academies, weak infrastructure, poor market growth, overall economic collapse, or insufficient quality human resource (Gekonge, 2005). Firms may stop accessing and enhancing the required resources in developing their IT ability with the presence of the abovementioned obstacles (Gordon, 2012). Under-developed capabilities in IT may in turn, additionally slow the growth of firms towards innovation; processes in investment, as well as the operational structural changes, would require achieving flexibility and effectiveness through exploitation and exploration (Juliet et al., 2016).

2.3. Effective IT Governance

ITG leads to improvement in the performance of IT and this in turn leads to improvement in the performance of the company (Kairu et al., 2013). The significant framework of ITG links the performance of IT to performance of the company through business value creation and states that value creation optimizes risk while benefiting optimal resources costing (Mario S, 2012). Creation of value can also be defined as having achieved particular IT goals in relation to some of the overall corporate goals found in most companies (Rocheleau & Wu, 2002). Some of the aims are designed to enable the following goals such as the actions that have been planned and those in the works in the IT division should be in line with the company's business strategy, to prioritize the critical business requests; meeting these requests must comply with the deadline, requirements, quality as well as the agreed costs; IT initiatives costs and risks must be properly managed and the anticipated benefits of IT actions must be reached (Kairu et al., 2013). In this research has used of structure, process, and relational mechanism.

2.4. Organizational Performance

Managers tend to use financial measures to gauge performance before but at present it does not seem to sufficient and thus other tools are being developed such as the balanced scorecard which includes both financial and non-financial measurements to gauge performance. Having non-financial measures are equally important and using them both enables a proper findings or results of firm performance (Safdar & Raahemi, 2015), (Sylvie & Anne, 2017). The BSC has been developed from its early stages as a simple framework for measuring performance to a complete system of management and strategic planning. The BSC was introduced due to the requirement to include non-financial components for measuring performance in an organization. The BSC is as a system that a firm can use to assess the major performance measurements based on various perspectives such as financial, customer, internal business processes, as well as learning and growth. It means each staff member who performs the major functions must measure their job performance particularly their contribution to the goals of the firm in the aim to increase the profitability and wealth of the system (Tan et al., 2011). The BSC is categorized into four perspectives namely financial, customers, internal business processes, and learning and growth. This research is based on the four perspectives of the BSC to create a holistic view and understanding of an ITG framework that is effective and its effect on the performance of the firm.

2.4.1. Financial Perspective

According to Tan et al., (2011), the financial perspective identifies the objective of the financial performance expected from the firm's strategy. It is also linked to the projected economic outcomes from reaching the goals identified in the other three perspectives. Tan et al., (2011) Claim that these three core financial components that drive the business strategy include firstly Revenue Growth. Revenue growth involves each action or activity which increases the organization's revenue base (Teo et al., 2013).

2.4.2. Customer Perspective

Teo et al., (2013) claim that this component includes the capability of the firm to offer products and services of good quality, delivery effectiveness, as well as general satisfaction with customer service. The BSC requires the managers to interpret their overall customer service mission statement to particular measures which how the features that are most important to the customers (Grembergen & Steven, 2016).

2.4.3. The Internal Business Process

The perspective of internal processes concentrates on internal business results that are successful financially including satisfied customers as quoted by (Teo et al., 2013). Firms should be able to identify the major business processes that they excel in to address the firm's objectives and expectations of the customers.

3. Problem Statement

Recently, information technology governance has become a critical issue for many companies in various industries; this is even more important for large enterprises due to the more complex business processes, more specified tasks and departments. Many companies suffer from extra costs of IT and other processes due to failure inefficient alignment between IT and business strategies which in turn, leads to a low performance of the company (Al Qassimi & Rusu, 2015). Hence, the research problem for this research is that the importance of IT governance has been known by organizations, the effect of external environment characteristics and effective IT governance on organization Performance in Malaysian manufacturing companies is still not well established.

4. Significant of Research

Information Technology Governance is very important in manufacturing sectors. Also the topic of research has considerable significance in Malaysia. In fact, there are limited studies about IT governance in Malaysia and a seemingly lack of awareness studies on IT governance from the Malaysian perspective. A significant contribution of this research is the construction of a theoretically based model which assimilates the external environment characteristics, effective IT governance and Organizational Performance.

5. Research Questions

The research questions in this study are including:

RQ1.What is the effect of external environment characteristics on Effective IT Governance?

RQ2.What is the effect of external environment characteristics on organizational performance?

RQ3.To what extent effective IT governance mediates the relationship between external environment characteristics and organizational performance?

RQ4.How does effectively IT governance influence organizational performance?

6. Hypothesis Development

H1a.There is a significant relationship between external environment characteristics and Effective IT Governance.

H1b.There is a significant relationship between external environment characteristics and Organization Performance.

H1c.Effective IT Governance mediates the relationship between external environment characteristics and Organization Performance.

H2. There is a relationship between Effective IT Governance and Organization Performance.

7. Research Framework

Hence the Proposed of Conceptual Framework is shown in Figure1.

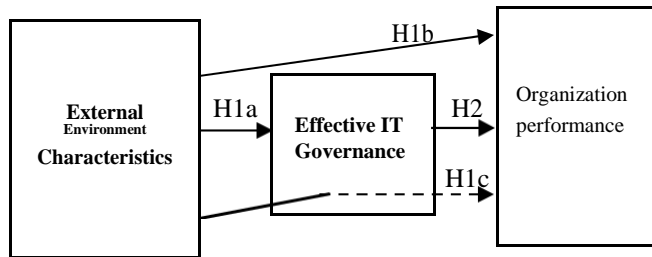


Fig. 1: Conceptual Framework

8. Research Methodology

This study tries to focus on IT Managers working in manufacturing companies. Samples have selected from seven states of Malaysia because of heavily populated and rather various manufacturing industries in order to let the results to be generalized to a larger population, and the main reason for the selection of seven states is

because Malaysia's manufacturing industries are largely concentrated in these states. The majority of manufacturing organizations are established in (Selangor (29.7%), Penang (13.6%), Johor (12.6%), Sarawak (10.3%) Negeri Sembilan (7.0%) Melaka (4.6%) and Pahang (4.6%) (statistic.gov.my, 2017). This is a combination of exploratory and descriptive research that aims to investigate the determinants of Malaysian IT governance and its influence on organizational performance. This research has applied a correlation (quantitative method) study to examine variables obtained from the member of the list from the Federation of Malaysian Manufacturer (FMM, 2014) and SME Corp Malaysia. There were a total of 335 responses achieved. 222 Out of 335 were returned from SMEs companies, and 113 returned from FMM companies. This study has used a simple random sampling. For this study, AMOS was select to perform SEM.

9. Results of Hypothesis Testing

As shown in Table1, the results of hypotheses testing are listed according to the finalized structural model of IT governance initiative, effective of IT governance, organizational performance.

Table 1: Hypotheses Testing Results

	Paths	Unstandardized Estimates	Std. Error	Critical Ratios	p-value	Results
H1a	X → G	0.245	0.078	3.141	0.051†	Supported
H1b	X → P	0.084	0.076	1.105	0.233	Not Supported
H1c	X→G→P	0.102	0.045	2.267	0.009**	Supported
H2	G → P	0.397	0.145	2.738	0.000***	Supported

10. Data Analysis and Result

In this research, there are 30 items. Furthermore, selecting AMOS course was strongly reinforced by its comprehensive make use of evaluating mediating results in the new professional and organizational analyses. Also In this study, confirmatory factor analysis (CFA) was done using Covariance-based structural equation modeling by the software tools of AMOS 20. SEM test is the proper tool for this study; SEM permits both confirmatory and exploratory models forming. The confirmatory factor analysis was conducted by 30 scale items that derived from the EFA output fit indices. The first CFA model fit indicate that Good (GFI) =0.886, (AGFI) = 0.869 were poor (acceptable threshold. 0.90), and (RMSEA) =0.077 (< 0.06). Therefore the CFA was finalized with 26 items, resulting in Model 2: also all of the fit indexes had acceptable amounts (Chi square=443.957, df =179, P-value=0.000, AGFI=0.912, GFI=0.934, CFI=0.953, NFI=0.902, and RMSEA=0.053).

11. Hypothesis Testing

To assess the mediating path the bootstrapping option in AMOS was selected.

[H1a]: There is a significant relationship between external environment characteristic and effective IT governance.

[H1b]: There is a significant relationship between external environment characteristic and organization performance.

[H1c]: Effective IT governance mediates the relationship between external environment characteristic and organization performance.

In this case external environment characteristic ($\beta = 0.245$, $z = 3.141$, $p = 0.051$) was tested to show significant influence on effective IT governance confirming H1a. External environment characteristic ($\beta = 0.084$, $z = 1.105$, $p = 0.233$) was not confirm to demonstrate significant impact on organization performance, not supporting hypothesis H1b. Effective IT governance ($\beta = 0.102$, $z = 2.267$, $p = 0.009$) was found to have a full mediator role between external environment characteristic and organization performance and hence H1c was supported. As a whole, hypotheses H1a, H1c are accepted and H1b is rejected.

[H2]: There is a significant relationship between effective IT governance and organization performance. The research outcomes showed that effective IT governance ($\beta = 0.397$, $z = 2.738$, $p = 0.000$) was associated significantly with organization performance and hence Hypothesis H2 was accepted. This also implied that greater effort ineffective IT governance would result in higher level of performance a company can achieve.

12. Research Findings

Researchers in the past two decades have paid a lot of attention to the impacts of external environmental traits in the firms. This is due to needing for compliance to requirements by new regulations and the increase in complexity in doing business in the international market. Various business strategies are inter-related to various impacts namely differentiation in marketing strategy is inter-related to composite uncertainties; dynamism and unpredictability; differentiation in innovation are inter-related with unpredictability, and innovation strategy cost is not inter-related to environmental uncertainty. Environmental uncertainty is supportive of the success of perceived IT and industry stability and predictability, governments, as well as an economic effect; even though proper test has not been reported in a study before. Nevertheless, external pressures and competitive are contributory factors. Environmental dynamism also moderates IS support for strategic flexibility and firm performance relations in a positive manner. Therefore In this study, external environment characteristic has no direct influence on organization performance. In this research supported the mediating effect of effective IT governance between external environment characteristic and organization performance in Malaysian manufacturing companies. Maturity in IT is not the same as the investment level in IT and a better way of measuring would be through IT capability in the company, therefore, less investigation has been done on its effect IT function characteristics and organization performance. However, its significant effect on IT functions characteristics on organization performance in Malaysian manufacturing companies. Hence this research result has added confirmation that the mediating effect of effective IT governance between IT function characteristics and organization performance in Malaysian manufacturing companies.

13. Conclusion

This research has concentrated on the external environment characteristics that effective ITG and organization performance in manufacturing companies in Malaysia. Due to the importance of the IT governance in Malaysia, this study could aid Managers and researchers to promote their knowledge about the importance of ITG and how it can benefit organization performance. By considering both external environment characteristics and effective ITG and their impact on manufacturing companies, effective ITG could enhance organization performance. Indeed, the findings provided useful information related to ITG that enlightened companies to their Productivity and performance, and assists them to survive in the hypercompetitive world.

13.1. Further Research

Data was collected from production institutions covering, both MNCs and SMEs in Malaysia. The justification for selecting the cross-sectional style was to acquire enough sample size for analyses. Because the

device of evaluation in analysis was organizations instead of individuals, the inclination is normally that the sample size was likely to be little, especially therefore, when the questionnaires had been distributed to a making sector alone. This research ought to be extended due to the accessible and different sample size. Additional analysis in replicating this research can be carried out an industry-specific setting, such as service.

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The Effect of Recruitment, Selection and Development on Talent Management in IKCO Company in Iran

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Abstract

Background/Objectives: the talented people are important role of success in organizations, the goals of this study is to determine the used organization techniques to recruit and select, develop and maintain talent. Also examine the relationship between recruitment and selection, development used by organizations and their talent management. The survey method was selected for this research. Methods/Statistical analysis: The Research tool is a structured questionnaire. This study is Settings of international companies in Iran. The Questionnaire was conducted by human resource managers in the organization. The result indicate that HR planning and selection are the most common techniques used by the organization to recruit and techniques. Also, training programs continuously developing talent is the method used by the organization to develop their talents. Findings: The findings showed that the most important strategy to preservation talent is clarifying job responsibilities and career paths. In this study is that what techniques are used for the recruitment and choosing in this organization to predict the talent management.

Keywords

Talent management, Appearance of talent management, Marketplaces for talent workforce, Challenge for talent management

I. INTRODUCTION

Talent person should be unique abilities, knowledge and skills. Talent segmentation plays important role in identifying talent with additional attention to develop the opportunity for bring new ideas that can better organization effectiveness and achieve to goals. The human resource management and line management has an influence talent management. "Talent management is an important mission process that assurance organizations have the quality and quantity of people in place to meet their current and future business precedence" Some managers believe that the investing in talent has high cost and prevented them of doing. One of the most important factors to successfully do the implementation of talent management is continual commitment from all organization levels and cannot be implemented and done by human resource.

Talent management can help the company to achieve economic and industrial development at national level. Also a firm with strong marketing competencies is able to use it deep

understanding of customer needs to do faster development of new products and organize marketing activities which provide a unique value to customers. Also the ability to developing and design new products process and upgrade knowledge and transferring this knowledge into designs.

One of the important competitors for IKCO is Parskhodro Company. Parskhodro uses of talent management to find talent employees and train them and use their innovation and knowledge to add value to its products to gain competitive advantage in the market and it was successful to reach its goal.

II. PROBLEM STATEMENT

Nowadays the recruitment, development and keeping of talent are very important in all company performance, and if organizations investment in talent management it's not cause to enough and satisfaction to achieve desired level of talent pool. Talent management must focus on all levels of an organization, and not only focus on top level. Talent management issue needs to be at business strategy of any organization.

Talent management includes recruitment; development of talent in the company and today's majority of companies doesn't focus on all component of talent management. Talent management is a new in Iran. Some organizations don't talent management to business strategy, so they fail to understand what success should look like for organizations. Find the talent management is so important for success of the companies. So they need to find how much talent management strategies are run in Iran IKCO. This is focus on this study.

III. RESEARCH QUESTION

- (i). Is there a relationship between talent recruitment and selection techniques used by organization and Talent Management?
- (ii). Is there a relationship between talent development techniques used by organizations and Talent Management?

IV. RESEARCH OBJECTIVES

- (i). To investigate the relationship between recruitment techniques used by organization and Talent Management?

(ii). To investigate the relationship between talent development techniques used by organizations and Talent Management?

V. SIGNIFICANCE OF STUDY

Iranian company has a focus on managing and attracting people with high performance. When they select or recruit by organization, they should trained and maintain by organization and they can to reduce cost for organizations and staffs satisfaction that can help to organization profitability. What technique they used to help company for recruit and select the right people. Because the selection and recruitment are important for an organization and the organization must to recruit right people and train and develop them with technique for organization, so retain the right people is vital for organization. Investments the company for hiring, training and retaining them is so important.

VI. TALENT MANAGEMENT

Talent management is a procedure appearance in 1990 and continues with adapted so many of companies come to understanding their talents of employees and drive of skills for success in their business. The talent management is a process by which organizations forecast human capital requirement and try to attract or keep the appropriate and eligible people in organizations. The talent has needs to continue for training and develop high performance for potential of the new roles, identifying the gaps of knowledge and perform plant for improve their competency or abilities and insure to maintain [1]. Three key of talent management activities performance among high performing organizations are: ensure of global stability in management process, to reach cultural diversity and expansion global leader [2]. Talent management so important that companies are forced to go where talent is and an organization performance looks that becomes more depends on employees skills. Talent management it seems to be central and significant duties, which HRM take part strategically in organizations [3]. Talent management is including all human resource process, administration and technologies. It usually refers to sourcing, selecting, retaining, development, establishment and renewable of workforce with analysis and planning. Also talent management is what occurs in relation of the recruit, development and process of management workforce and alternatively it can be describe as optimizing talent. There is no single compatible definition of talent management [4]. Programs of talent management is designed for establish pool of talent that can feed specific job category and individual skills development, competency and behaviours of those jobs and staffs that successful in the future. the more focus on development and investment widespread, talent mind set. As [5] Not different between talent management and human resource management both including take the right job in the right time and manage supply, demand and streaming of people via the organizations that it is including a set of human resource typically activities like: selection, hiring, training and evaluating, Shows that the majority of companies still intention to focus on top talent

with nearly half the companies planning for maintains or increase learning and costs development. Mckinsey found three key of talent management activities performance among high performing organizations are: ensure of global stability in management process, to reach cultural diversity and expansion global leaders [2].

Talent management includes the accurate tools of strategic or process for increase the output of a workplace with the establishment improving processes and systems for absorption, developing, retain and use of required capabilities and skills workforce and matched the talent with present and future needs of bossiness. The meaning of talent management it is not exactly to define because each author has different definition and they have own definition and point of view toward talent management. The concept of talent management, strategy of talent, substitution management and HR planning are so close to each others that they can be replacement for each other. Talent management developed three main areas considered to be talent management. First is the talent management mix of roles, actions, such as: hiring, selection and developing the employees substitution planning and managing [6].

Talent management is about recognize recruitment, develop and retaining people with high performance and they can grow within the organization [7]. Each organization has a different talent people and that can be changed and market changes. Some organization knows talent people in job performance, so the people with high job performance are more attention for these organizations [8]. Talent management in the marketplace is very important for organization to success. Some organization believes that effective talent management practices are important source in differentiation increase competitive integrated economy. Talent person should be unique abilities, knowledge and skills. Talent segmentation plays important role in identifying talent with additional attention to develop the opportunity for bring new ideas that can better organization effectiveness and achieve to goals. The human resource management and line management has an influence talent management. Talent management is an important mission process that assurance organizations have the quality and quantity of people in place to meet their current and future business precedence [25]. Some managers believe that the investing in talent has high cost and prevented them of doing. One of the most important factors for implementation successfully of talent management continual commitment from all organization levels and cannot be implemented and done by human resource.

A. Recruitment and Selection Talent Management

Recruitment and selection are a core human resource planning activities and are a vital part or section in organizations total strategic plan. Recruitment and section causes stability in an organization with attracting and hiring talented workers. Firstly, all organizations must recognize

their needs and understand talent need in the market. If organizations understand different generation required and tendency, organizations can find incentive and attitude. This can be helpful for organizations to make up the strategies and technique that can support success recruitment and selecting process. Good recruitment and selecting is effect on improve organizations outcomes. [9] They show that the right strategies in recruitment and selection process can better the organizations efficiency. Recruitment Definition is a process for looking and absorption an eligible applicant's pool of that candidate can be selected the job vacancies Selected [10].

(i) HR Planning

Some researchers have examined relationship between efficient management of human resource within the organization and customer reactions to service eligibility [11]. After expenditure time can help organizations to make a planned and tactical strategy to improve to talent competencies and make constancy and profitability for organizations. [12], [13] The defined for Talent management as comprehensive method used in planning with human resource sector to raise the abilities in organizations ,improve or better performance, career developing, also centralization on planning within organizations. Now the talent management has development its role to general management centralization on hire to absorption the attention eligible people and also maintaining, satisfaction and incentive talent people [14] .So from the view of HR planning, talent management is a expending concept that covers policies to manage high value and high potential of staffs in organizational of different level .these group of employees have specific skills and knowledge the job that they can make high value for organization. The concept of work life balance has changed nature of talent management that more based on the quality of work made with talented people than works quantity. And also the talent management is refer to having or gain the right people matched to the job right and time right and perform the right things [15]. they should sometimes identify with organization already has fast growth in experiencing that to the extent that is driving the talent system, and when they become more consistency in size of term of operations their perspective maybe change.

(ii) Selection

The selecting is a process that select or the choosing of a group of the best applicant's eligible candidate 16. Some organization use selection or choosing tools models facilitates selecting decisions. Management must running proven selecting of talent or chosen the systems and instruments for creating the right people that based on merit of high performance organization need to enhance diversity to retain people, reward to the high performance.

(iii) Action planning

The organizations can make up their talent management in this level .in this level organizations take action plan that are precious and they are helpful for new system, like:

Pre Employment Actions: this action is helpful to identifying the goals in substitution planning; also, this is helpful to recognize the gap between current employees and external talent those can absorption by organizations.

In Employment Action: In hiring process the relationship between managers and talented candidate must be according to the employee value propositions.

Exit Related Action: In this levels the organizations preservation their contact with their employee that leaves the organizations for 6 months. Also it can development the network to absorption and return eligible labor outside the organizations.

B. Development of Talent

Development of talent is a part of HR development and this trend can exist in change in an organization. Also its employees can use planned and unplanned learning for reach and retention a competitive advantage for organizations. Developing talent is so important in an organizations for maintain business growth. Companies need to understand which this is better to indicate their employees that they are committed and care about them. Also the developing talent can help to increase employee's ability that cause increasing their competitive advantage against their competitors. They goals are staffs development skills to help to achieve their business goals and help them to achieve their full potential.

(i) Mentoring

The mentoring is a one of procedure of talent development which managers create the incentive talent for support the employees for reach their ideal expectations. The mentor must help to improve these problems and help talent to reach the desirable level of performance and also support talent to have more satisfaction and commitment about job and organizations. Working for maintain strong talent in the organizations. Mentors develop and keep talent with helping new employees learn about the organizations .mentors help employees that attention how they would like to grow as a professional company programs to registers, new skills to develop and career growth to look. Mentoring relationship can help keep talented people because they have a stronger commitment to the organizations. Also the monitoring enables any of employees to achieve their full potential in the organizations.

(ii) Training

Employees training and development is not mean just to earn new knowledge, ability and skills but also enable to promote entrepreneurship, introduce employee for changes, encourage the changes of their attitude, introduce employee to important business for decisions and including activities them in the process of decision making. The employees quality and developing their by train and educate are major causes in

determine the long-term profitability from a small business. If they hiring and keeping good employees, this is good policy for investing in developing their skills, so they can increase their productivity or efficiency.

(iii) Succession Planning

Succession planning is necessary factors that can helps to organizations to knows their target and choose the right people. Also succession planning is defined as a dynamic process of systematically and developing the leadership talent and developing and identifying key employees to meet future organization strategy and operational needs. One of the most important issues facing every global business is that of developing and keeps a succession plan to meet the organizations future management needs. The succession planning is:

Leadership building is the talent pool for assurance continuity the leadership. The potential for developing substitutes methods which better to proportional their strengths. Recognize the best candidate for group of position. The planning of Succession creates an efficient process to identify, develop and retain top leadership of talent.

(iv) Career Management

Managing of Talent understanding is from static succession to action oriented activity by different level of stress on substitution planning [17]. Any employees have an opportunity to have an individual plan and organizations create position actually and clearly for the future.[18] Succession plan allows organizations to plan for who will do key roles in the future and avoid the cost s with succession a key employee. supporting the use of career management service, such as projects a positive view of the organization, and supporting employees to assess career management helps driven skills and abilities of individual to ensure greater productivity .individual can benefit from obtain a stronger understanding of their career capital (value, skills, abilities) and focusing on their personal objective to develop personal development plans. High rank situation like managerial and specialist are not easy to be filled. If organizations know their talent pool and use them to fill situations they can decrease the time and cost of talent recognition.

Organizations can decrease their cost by identifying of internal talent and use them to fill position. Also talent management provides a relationship between important operational needs with HR management [19]. Also, assessment methods give chance to correction the evaluation of their strong points in defining and maintain internal talent. Also if the organizations identifying with their talent potentials so, they can response the problems in employees, diversification, employees, and maintain the talent potential for organizations target and protect of organizations profitability [20].

Utility and importance of general knowledge can transferred and improve during the time and this knowledge

can be correction to meet organizational needs and can help to people talent for uncertainly in new markets and very competitive. One of the main factors that essential to reach a well organized career management is training and development. More organizations hold talent, more the likelihood which competitors attacking the pool of talent.

VII. APPEARANCE OF TALENT MANAGEMENT

Some of the organizations centralization on foreign labor but the talent management point of view is according to the development and improvement of internal labor KSAOs: (knowledge, skills, abilities) among the caching for top level human capital, development to provide assignment and investment on substitution planning. In 1990 the organizations encountered pool of insert eligible talent and employers look to absorption talent with external recruitment. So the quality of talent is so important, the organization realized which when they lost their internal employee experienced they requirement to alternatives with absorption external labour. So retain eligible individuals and absorption retaining outside employees are the most important worry by organizations. Often organization must investment on internal development because the positive effect of internal development on success of organizations.

VIII. MARKETPLACES FOR TALENT WORKFORCE

Many organizations waste their time and money for m make competitive value on talented people with high ability within the organizations. While some organizations do not taking their internal talent pool as a source of competitive advantage and also is not considerable their strategy on talent management. Few of companies are centralization on labor of talented for the best use of incentive and innovation to gain their job knowledge and skill to improve their organizational skills. In the organizations the intangible asset including job knowledge, particular skills, client relationship make the important and add value for organizations. Also distribution of resource valuable is required for develop the talent needed for take chance. The managers have better chance to absorption and organize the talent that can help to reach their goals in the organizations if be a trend for internal talent market development. For employers is hard to identifying the staff with the highest possibility to be the best for existing jobs. Many companies usually devote by personal connection between individuals heads and individual employees or within small group. For manager is hard to understand who will be the best person for available position in firm's talented workers. Also this is hard for talented people that what opportunities exist in the company. Often, mostly the organizations expend their trying on level and excellence in its line of talent management and comparison with other group of expert labour. The companies allocated their money and time for better general managers and help them to improve their hierarchy situation than expenditure it for the talent required

for individual client's relationship development, suppliers [21]. Also talented labours are incentive by rewards of the line management and effort to find the chance in line than professional management.

IX. THE PROBLEMS AND CHALLENGE FOR TALENT MANAGEMENT

In talent management process organization need to see the future for determine the distance between human capital needs and availability. Talent management centralization in high level of managerial and executive in the organization ,the most important things here is according to absorption the right people with the right skill to the right job for meet both person, job and person, organizations match in all jobs which perhaps is not easy to find the right people. Ability and skills of organizations depend on the decision making of talent management and determination who works for the organizations. Also they can provide economic consistency to the community. Failure in manage talent as surplus workforce that causing to reconstruction or workforce deficient in talent pipeline. Organizations Demand and supply are not in equilibrium and there is a high rate of high level of people. Also, human resource with a real challenge for both recruits and maintains people with varied skills. As a result, need of organizations not able to be satisfied as a result of lack in talented labours.

X. RESEARCH FRAMEWORK

For avoid of present challenges this is essential for companies to change their recruiting, training and rewarding systems according to the tasks which form their business plan. To respond the challenge, the organizations should review hat how they recruiting, training and reward their staffs, With put those tasks at their business plan, also in this position they can analyze the problems and find the best solution than only waste their valuable researches. Planning and hiring employees, performance evaluation, learning, career development, substitution planning, compensation, assessment and reporting of result that combined elements of talent management framework. Also this system is able to help the organizations to leverage output of talent management like, satisfaction of employees, commitment, incentive, performance and efficiency (Fig. 1).

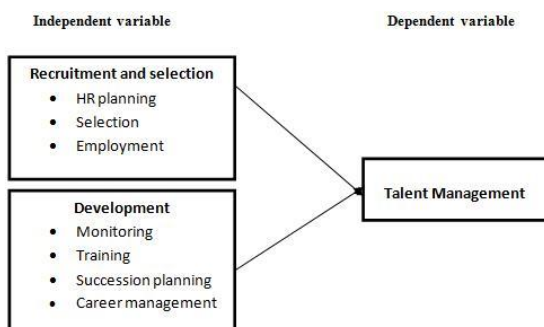


Fig.1. Research framework for the determinants of talent management.

XI. RESEARCH HYPOTHESIS

A. Hypothesis 1

There is a positive relationship between recruitment techniques used by the organizations and management of their talent.

B. Hypothesis 2

There is a positive relationship between the talent development techniques used by organizations and manage their talent

XII. RESEARCH METHODOLOGY

In this investigation will be used of qualitative research design. The definition of the qualitative method is research which including analyzing and interoperation of text and interviews for discover significant patterns descriptive of specific phenomenon. In this survey method will be used data collection. The populations are the IKCO Company. Convenience sampling will used in this research just as companies that agreed for participate in this study will be choosing. Sampling for this study is 36 sections in IKCO which they ate working separately as an organization and also they are dependent in output. In this survey, questioner by self run and personally distributed by the researcher to the subject to the subject.

The questionnaire includes five parts. For analysis of questions, a computer program (SPSS) will be used.. For answer the research question and test hypothesis are used both descriptive and inferential statistics were used. Descriptive statistics were used to describe the organizational specification which participated in this study.

For analysis of questions, a computer program (SPSS) was used. In this research used of data analyzed with "SPSS version 17" software. For answer the research question and test hypothesis are used both descriptive and inferential statistics were used. Descriptive statistics were used to describe the organizational specification which participated in this study, also hiring of talent, developing and strategies of management used in organization.

XIII. DATA ANALYSIS A.

Sections in IKCO

Out of 36 IKCO sections, 25 show which, used talent management in their sections. In below, there is the detail of 36 sections that participate in this survey from the stand point percentage. Also according to table 1 the 25 percent of respondents working for manufacturing section, 8.3 percent working in information section, 16.7 percent working in marketing services, and 2.8 percent is in public services, 11.1 percent working in transportation section and, 2.8 percent working in financial service, 33.3 percent working in technology section. The maximum of respondent is belongs to technology section (33.3 percent) and the minimum of respondent is belong to public services (2.8 percent) (Table 1).

Table 1. Distribution of Sections in IKCO

Section	Frequency	Percentage
Manufacturing	9	25
Information	3	8.3
Marketing Services	6	16.7
Public Service	1	2.8
Transportation	4	11.1
Financial	1	2.8
Technology	12	33.3
Total	36	100

B. Number of Employees and Age of Each Section

The minimum numbers of employees in each section are 15 and the maximum numbers of employees in the each section are 3100. So the outcomes indicate that this section is not newly established. Also the oldest establishment is 50 years and the newest is for four years (Table 2).

Table 2. Distribution of the Respondents According to Number of Employees and Age of Each Section

	N	Min	Max	Mean	Std Deviation
Number of Employee	36	15	3100	339.86	790.799
Establishment of Section (Year)	36	4	50	27.38	14.497

C. Hiring and Selecting Strategies of Talent

The range of this scale from strongly disagree is shown in number one to strongly agree in number five is shown. The average score is three. It means which each section is taking initiative to recruit talent.

Also the maximum means is for align employees with mission and vision of each section with 4.19 and the minimum is the employment terms and conditions facilitates talent recruitment with value of 3.50. also 91.7 percent of each section said which the recruitment initiative are balance to the mission and vision of each section that lower than half of the each section (47.3%) reported which the recruitment condition and terms presented by the each section facilitate in recruitment of talent.

More than two third of each section create a culture which makes people want to join the each section (72.3%) and using choose strategies used by each section can each section to obtain talent(69.4%) through the strategies for talent recruitment. Only more than half of each section (55.5%) have agreed. the selection strategy used by each section can them to obtain the talent is there (Table 3), (Table 4).

D. Talent Development Strategies

Mean more than 3.5 scores shows that the each section use the strategies to average extent for developing talent. Also 3 strategies which is presenting training opportunities for skill up gradation is (4.03), presenting job challenge is (4.0) and creating policies that career growth is (3.94).

Table 3. Distribution of Talent Recruiting and Selecting Strategies

Recruitment and Selection Strategies	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	Mean
Recruitment initiatives align employee with the mission and vision of each section	30.6	61.1	5.6	2.8	—	4.19
Candidates skills are assessed earlier in the hiring process	11.1	58.3	25	5.6	—	3.75
Creating culture that makes individuals want to join the each section	16.7	55.6	27.8	—	—	3.89

Table 4. Distribution of Talent Recruiting and Selecting Strategies

The planning by the HR department identifies the talent required by each section	13.9	41.7	36.1	8.3	—	3.61
The selection strategies enables my organization to acquire talent	8.3	47.2	41.7	2.8	—	3.61
The employment terms and conditions facilitates talent recruitment	5.6	41.7	50	2.8	—	3.5

Mean the scores near 4 or more than 4 shows which these strategies can be used much more. ¾ of each section announced which each section make policies which encourage career growth (77.8) ,provide job challenge (75%) and providing training opportunities for skill up gradation(75%) . the lowest score is for succession planning is through talent development (3.56). just 42.7%of each section used this strategy (Table 5).

E. Talent Management Strategies

Just 2 strategies get an average score more than three. A little more than two third of each section (64%) reported that each section have particular talent management initiative in place. It also reported (64%) which talent management initiatives were top preference in each section. Less than a third of each section (30.6%) said that they had employee member that situation is only responsible for monitoring talent management initiatives (Table 6).

F. Reliability Statistic for the Questionnaire on Talent Management

The Pearson moment solidarity used to realize relationship between independent variables, recruiting and selecting,

development with the dependent variable of talent management (Table 7).

Table 5. Distribution of Talent Development Strategies

Talent Development Strategies	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	Mean
Creating policies that encourages career growth	22.2	55.6	16.7	5.6	—	3.94
Identifying gaps in current employees and candidates competency levels	22.2	41.7	33.3	—	2.8	3.81
Providing job challenge	25	50	25	—	—	4
Providing training opportunities for skill up gradation	30.6	44.4	22.2	2.8	—	4.03
Promotions are based on talent	8.3	61.1	27.8	2.8	—	3.75
Training programs are constantly carried out to develop talent	8.3	66.7	22.2	2.8	—	3.81
Succession planning is through talent development	11.1	36.1	50	2.8	—	3.56

Table 6. Distribution of Talent Management Strategies

Talent Management Strategies	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)	Mean
Having a staff member whose position is for overseeing talent management initiative	—	30.6	—	69.4	—	2.61
Section has a specific talent management initiative in place	—	69.4	—	30.6	—	3.39
Talent management initiative is a top priority in each section	—	63.9	—	36.1	—	3.28

Reliability Statistics for the Questionnaire on Talent Management		
No	Constructs	Cronbach Alpha Values
1	Talent Management	0.78
2	Recruitment	0.82
3	Development	0.86

Since the Cronbach alpha values are above 0.7, the questionnaire is deemed to be reliable for use in this research.

Table 7. Reliability Statistic for the Questionnaire on Talent Management

Factor Influencing Talent Management	r	P
Recruitment and Selection	0.388	0.019
Development	0.275	0.104

G. Product Moment Correlation Analysis of the Factors Influencing Talent Management

The outcomes shows that just recruitment and selection ($r = 0.388$, $p < 0.05$) had significant relationship with talent management. Also the relationship between development and talent management was not significant ($r = 0.275$, $p > 0.05$). [22] That indicated many of each section are unsuccessful

developing and keep their qualified workforce. In each sections development are not sufficient to supporting the talent management. According on above outcomes, just one of three hypothesis of research is not rejected. Hypothesis 1 that suggested which is a positive relationship between technique of recruitment and talent management is not rejected. Hypothesis 2 that suggested which is a positive relationship between technique of development and talent management (Table 8) and Table 9 This table show there is correlation between independent variables and dependent variable.

Table 8. Pearson Product Moment Correlation Analysis of the factors Influencing Talent Management

	Talent Management	Recruitment	Development	Retention
Talent Management Pearson Correlation Sig.(2-tailed) N	1 36	0.388* 0.019 36	0.275 0.104 36	0.191 0.263 36
Recruitment Pearson Correlation Sig.(2-tailed) N	.388* 0.019 36	1 36	0.807** 0 36	0.655** 0 36
Development Pearson Correlation Sig.(2-tailed) N	0.275 0.104 36	0.807** 0 36	1 36	0.848** 0 36

Table 9. Correlation between Recruitment and Selection, Development with Talent Management for Model 1

Parameters				Change Statistics			
R	RSquare	Adjusted RSquare	Std Error of Estimate	R Square change	F	df1	df2
0.388	0.151	0.126	1.441	0.151	6.04	1	34

H. Forecast of Talent Management

Simple regression analysis used for finding the contribution of three independent variables of recruitment and selection techniques to talent management. The outcomes are providing in table 9 multiple regression analysis of forecast of talent management using the stepwise method: The table 10 multiple regression analysis of forecasting of talent management using the stepwise method.

This outcome indicates that just recruitment and selection techniques are considerable forecasting of talent management (F1, 34 =6.040, p < 0.05). It explains 15.1% of talent management in each section which examined.

I. Regression

First hypothesis says that there is a positive relationship between recruitment techniques used by organizations and

Talent management in IKCO Company in Iran. According to Table 9.A, we can see that there is positive relation, and H1 is accepted. Second hypothesis says that there is a positive relationship between talent development techniques used by organizations and Talent management in IKCO Company in Iran, According to Table 9. B we can see that there is weak positive relation, and H2 is accepted.

Table 9. Multiple Regression Analysis of Forecast of Talent

Table 9 A. Model Summary

Parameters					Change Statistics			
Model	R	R Square	Adjusted R Square	Std Error of Estimate	R Square change	F	df1	df2
1	0.388	0.151	0.126	1.441	0.151	6.04	1	34

Table 9 B. Model Summary

Parameters					Change Statistics			
Model	R	R Square	Adjusted R Square	Std Error of Estimate	R Square change	F	df1	df2
1	0.275a	0.076	0.075	1.521	0.076	7.54	1	34

A. Predictors: (Constant), recruitment

B. Dependent Variable: Talent Management

XIV. CONCLUSION

In IKCO international company, coordinate staffs with the mission and vision of the organization technique, that necessary to further improvement in hiring and selection of talent. It look which the organization evaluate the candidates skills before in the recruiting process, however these skill must be associated with the organization's mission and vision. This concept is which selecting the right people that have the right knowledge, skills, ability and attitude with the mission and vision of the organization is the centralization on recruiting and selecting techniques in this organization. The recruiting and selecting technique of successful organization in the hr planning section can to recognize the talent needs by this organization and also selecting strategies used by them that can organization to obtain talent. Any way this organization is less successful with the recruiting rules and condition which facilitate talent management. In talent development, the IKCO Company required to improve the training methods and present opportunity for promote of talent skills. Which talent investment and organizational development provides in long term needed [23]. Distribution of organization success in talent development, indicate which

it successful in providing training program continuous developing talent of their staffs. Also they are less successful in substitute planning for developing talent. When staffs leave the organization, the important worry in this organization is drop in service quality, when the organization was not worried about loss of business opportunities. In the other hand which the important focus of keeping initiatives in the organization is leverage available talent the present potential than absorption and hiring new talent which are exist in the market. Also the organization must improve current culture and change to the culture that cause the staffs want to stay in this organization. In this study, staffs have an opportunity that have an individual career plan and organizations must make regulations of future form position for the staffs. These organizations are successful in pension strategies to keeping the talents; also they are not successful in their general compensation systems to talent reward.

XV. SUMMARY OF THE FINDING

Today, the basic and main worries of managers are incentive competition and lack of highly aware staffs in this survey ,examined two fields, 1- identify the recruiting and selecting ,development, and talent management technique that used by IKCO in Iran to selecting, develop and recruit talent. 2- The relationship between, recruit, development technique that used by organization and their talent management was examined.3- This study specified that of three techniques of recruitment and selection development is the best predictor of successful talent management in international company which was centralization of this study. The technique for talent management shows, which many of the organizations had particular talent management initiative in place, the concept is that each section of IKCO has specific technique and ways for talent management. The talent management is in the role of mindset and every organization has a specific method for managing talent but the talent management initiatives are not high precedence in this organization. This researcher indicates which though the recruitment and selection and development techniques related with talent management, just recruitment and selection is a considerable predictor of talent management. [24]. that indicate the talent identification, training them can directly affect on managing talent. In this research shows that obtained with the regression outcome, just 15.8% of talent management able explained with organizations recruiting, development and selection. 15.1% of talent management is explained about recruiting and selection techniques. The concept is in these organizations the recruitment and selecting method is the main method used for managing talent.

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The Impact of Website Information Convenience On

E-commerce Success Of Companies

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Abstract

Nowadays where there is a huge competition among the online retailers, more and more services and products are added to online businesses to increase shopping convenience for customers, like free delivery for twenty-four hours, online payment, and pick up services in the dedicated convenience stores and more. Many e-commerce researchers have found and selected convenience as an important factor at online shopping and consumer behaviour. This shows not only the importance of convenience in online shopping, but also it shows that website information convenience plays very important role in success of companies in competition through e-commerce and this factor leads the companies to rich the competitive advantage and be successful in achieving their final goals.

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Keywords: website information; web design; website convenience; e-commerce

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1. Introduction

The e-commerce is an online market which has been growing rapidly and changing business patterns over the past several years. E-commerce has changed the business pattern with manufacturers, distributors, and customers using the internet as a useful tool for communication. So it's important to know how customers leverage the features of the internet to make purchasing decisions. Online shopping can offer best product choices, availability and convenience without the limitations in time and space [4]. Convenience is an important factor in e-commerce. Customers can take benefits of lower prices, faster searches, easier comparisons and more choices. Also more customers buy products online. Web sites can have features that provide product recommendations and offer different ways of payment to elevate the shopping convenience of customers. Web site information convenience is an important factor to attract customers and make a connection between them and company's product or services. This connection is very important to reach company's competitive advantages. Web site information convenience, as an important factor which plays a critical role in e-commerce success, needs more attention. The goal of this study is to identify what makes convenience in information and also effect of this convenience on the e-commerce.

1.1. Website information

Hurme [12] Defines information richness: as the information that can help customers to make decisions in online shopping. This is a great help to customers when they want to shop online. [7] The increased information on the web has the potential to result in more knowledgeable customers who are able to make better decisions and will experience more satisfaction with their purchase. More detailed product or service information will lead to a better purchase. Information richness focuses on information about buying and reduces search time.

1.2. Importance of information

Information technology is essential to the success of any business. The information collected in any business is as valuable a resource as capital or human resources. Information may cover: market trends, customer profit, buying performance. This information can be processed, and analyzed with computers before being used by managers for decision making. Information must be: exact, complete and up-to-date. Usefulness of data is important for companies because they can sell products by email orders so they need to keep up-to date list of names and addresses of customers. This data is very valuable and can be sold to other companies.

1.3. Website design

This paragraph is about having design and technology and on learning from programming many high profile design events. In fact, this is a very important factor to ensure the success of the website. [8] Three facts about web design are: navigation design, information design, and visual design. Information design is about customization of product information or service information while navigation design is about the plan used, and they can help or barrier users as they access the different section of a website. Visual design deals with balance, emotional request, aesthetic and graphic unity of

the website which consists of colours, shapes, fonts and photographs. There is a relationship between navigational design and convenience. We expect a website design related to each of three e-convenience dimension. So how can we make sure that our e-commerce web page design is a success? First of all by making a simple and concise design, the design should provide only relevant content information. Second we must make sure that we have the working links and every link which has been placed on the web site, leads to the right place. The third one is the important role of navigation. A complex design results in difficult navigation that confuses the visitor. When the visitor is confused, he/she will switch to some other site. Ensure that the navigation of your site is highly user-friendly. One of the good ways to turn your visitor into a customer is to place a buy now link that helps visitors to close the deal there. Another important factor is to keep the language simple; we should keep the language simple and clear that can help customers make instant purchases. After that, we must not develop a site that takes time to load. Time-consuming web site that needs time to load easily makes customer disappointed about the product and company. Actually we can improve this situation by using web hosting by better servers. Also, there is no necessary need to install unnecessary software. Do not make customers download and install software for viewing your site. This makes customers really tired and in this world which time plays an important role in our lives this can be very disturbing and also can make the customer unsatisfied. And finally do not make the interaction a challenge for your visitor; it can encourage them to make the purchase.

1.4. Website Convenience

Most of the people who buy goods on the web are not sure about the product quality. For instance, if the products have the same quality as it seems in the website or not. Also the price may not be the same because sometimes the price shown in websites does not include additional costs like shipment or taxes. [21] Some customers may have a limited time so they can save time and take advantage of the convenience of buying online.[14] Convenience refers to the ability to use self-service technology. Online services don't have any contacts with company employees and can make appropriate buying and delivery of goods and services regarding the customer's needs, Time schedule and location [20] Website convenience can reduce customer time consumption in an effort to deal with the process. Srinivasan [17] has Defined convenience in e-commerce as the range to which customer feels that a website is simple, sensory and user-friendly. Services like shorter product search period and wider payment selection can reduce the efforts that customers make and increase online buying intention [6] there are five dimensions of website convenience: decision convenience, availability convenience, transaction convenience, benefit convenience and post being convenience.

1.5. E-commerce

Electronic commerce includes buying, selling and exchanging of the products and services on the web. You have a business Appearance online and you can use email for communications. The e-commerce is a modern business that addresses needs of organizations, and the customer can buy the product when the prices get lower, when the quality of goods improves and also when service delivery speed increases. E-commerce is usually faster, cheaper and more convenient than the rationale methods of bartering goods and services [1]. There are four types of e-commerce: business to business, business to consumer, consumer to business and consumer to consumer. This deal has three parts: online retail

sales, online paying and supplier buyer auctions. Business to business: The Companies can buy from each other online. In this type of e-commerce there is more to purchase. Business to consumer: all the activities of businesses are being sold to the general public, like when a company sells its products to the final consumer. Consumer to business: a consumer can post their project with coordinating budget online and companies study the consumer's requirements and suggest on the project. After that, consumer study suggests and selects the company that will complete the project. Consumer to consumer: is the operation of individual consumer purchasing and selling goods through the internet.

Electronic commerce uses a variety of technologies consists of credit cards, email and electronic fund transfers. Also, the website is the best way to collect information and purchasing through internet. The information is playing an important role in e-commerce. Some websites derive income by offering products or services for sale. The products may be purchased at the website itself, by entering credit card or other payment information on the website. Websites sometimes derive income from a combination of these two practices. There are two important roles for web sites, first is the type of information and varieties of information on the web site and the sufficiency of information. The second role is the web site design, which is as important as first role. These roles leads to e-convenience which make companies to reach final target to e-commerce success of companies.

1.6. Personalization

Kim [13] defined personalization as “transferring information highly related to a person”. Online retailers can provide information, which is needed by the consumers. Websites can also record customer surfing paths or buying history so that web sites can provide suggestions for customization for further purchases. Amazon.com is a pioneer in personalization. It can do quick focus on what customer really wants. If the online retailer is able to accurately trail or prepare close choices for each consumer, it can minimize the time that customers spend on browsing through an entire product assortment to locate a particular product.” [17]

2.1. Customer loyalty

Customer loyalty describes the action of customers who are known as repeated customers, who are choosing one product or service from one company rapidly over another brand or company for particular need. Satisfaction of convenience information is an important factor for customer loyalty. On the other hand customer loyalty is an important factor for e-commerce success in companies and it guarantees future purchase from customers. Also, when customer loyalty increases it can help companies to increase the profit by using loyal customer as a marketing agent by attracting his or her friend and family to the product or service of the company.

2.2. Value of time for customers

As we all know “time” is the most valuable thing on the earth because everything is needed in time and all the business is affected by time. [10] With providing sufficient and convenience information through website, company can do lots of savings in customers valuable time. This action can attract lots of customer because customers neither want to waste their times searching in the website nor to be

lost in difficulty which are existed in the web site. So attracting customers lead the company to gain better profit and it will help them gain success in e-commerce. [22]

3. Discussion

In the current paper which has studied impact of website information convenience on e-commerce success of company, we have made and developed a model which studies first the factors that have effect on website information convenience and second how website information convenience can lead to e-commerce success of company. Website information convenience is an important factor for e-commerce success of company. As this study shows there are three important factors which have effects on website information convenience: type and a variety of information exist in websites, website design and attractiveness of website and personalization in website. These three factors make website information convenience for customers. Website information convenience will lead the company to e-commerce success by making loyal customers which will purchase more in future and also by valuing customers by giving them the opportunity to not waste their time by searching in wrong directions. These two factors can lead to e-commerce success of company.

4. Conclusion

This study shows that there are many factors that can affect website information convenience and this convenience has direct effect on e-commerce success of companies. With providing the easy and clear view of information, customers can have lots of options to buy service or goods. Personalization in the websites helps companies to attract more customers to their website. This type of attracting customers is one of the most effective ways of marketing for a company. On the other hand it can improve customer loyalty to the company by providing an easy and clear view of information about its product or services in their web site and also by saving the valuable time of customers. These results show that how website information convenience can lead to e-commerce success of company.

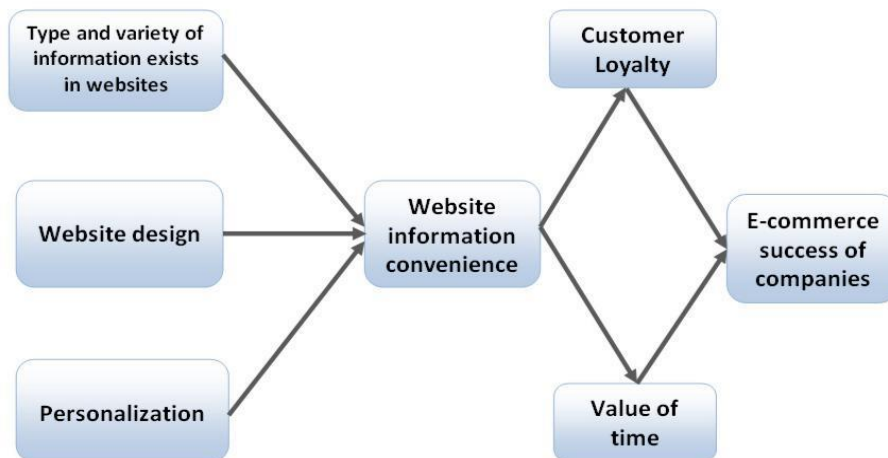


Fig.1. Factors that has effect on website information and impact of website information on e-commerce success of company

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The Role of Electronic Government in Malaysian Companies

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Abstract:- Installation of an e-government in a country is a sensitive issue. It is a fact that the installation of Information technique project in different agencies in the developed countries have encountered with a failure of seventy percent. Though, having a successful experiment for countries like Malaysia is needed for a very adequate consequence and result. This study, with sufficient reviewing the history of the subject and the interviews with those who have been facing with the administration of e-government, all challenges that probably the managers will encounter to them, have been described thoroughly, and have tried a deep understanding and sufficient knowledge of possible problems. These days, introducing information technology is essential for most countries, also the challenges of e-government for the managers and government are very important. This study will focus on describing e-government in the government sector with the government. This research shows and describes the benefits and risks of management challenges in the administrating e-government in Malaysia. In addition, this study will pay attention to the Managing challenges in administrating e-government, and this study will help the overcoming and gaining victory against these challenges.

Keywords:- *Electronic Government, Aim of Electronic Government, Digital Divide, Digital Divide among Countries, Phases of Electronic Government, Electronic Government in Organizations.*

I. INTRODUCTION

The information technology is very valuable to the countries of the third world. They know it as a short way to the development, a tool for overcoming to the ruination, a way for rendering better services and comparable to the developed countries, a means for social and economic changes and a way for an eternal and rapid development. The higher economical powers also need for the great markets to introduce their products. They also consider valuable creating more understanding and comprehension among nations. Therefore, e-Government by the use of wide technological infrastructure has improbability for the transaction, by the new way of interaction with the government website. It will not directly raise distant among citizens and government, ambiguity and consider both government infrastructure interfaces and the reliability of the fundamental Internet.

II. ELECTRONIC GOVERNMENT

In general, electronic government is a term used to describe concepts such as electronic government, and electronic services and electronic democracy. It is the main transformation process that occurs in the public sector. The purpose of this change is the integration of technology and extension activities with the view of the central direction of the citizens. The resulting advantages can be less corruption, increased transparency, and increase comfort, and revenue growth and cost reduction [1]. The definition of electronic information in the government and communications technology (ICT) in the public sector is to improve its operations and service delivery [2].

III. THE AIM OF ELECTRONIC GOVERNMENT

The main objectives have been identified for electronic government by many scientists in different ways. For example, indicated that the main objectives of electronic government are: to provide public goods and services in a reliable way to the citizens by the government fast, the development of general participation, and the establishment of governance in response to strengthen the foundation of accountability and government transparency, and to improve productivity and efficiency of operations and reduce costs and improve the economic parts which are the most important [3].

IV. DIGITAL DIVIDE

The digital divide is discussed in academic, professional and popular writing and comments under a variety of categorizations. These include north-south, developed-developing world, urban-rural, rich-poor and so on. The contemporary divide can take some unusual forms. For example, there has recently been the discussion of a divide between those who use the Internet and those who can use it but choose not to do so because of the marginal opportunity cost of leisure time [4].

On the other hand, citizens should be encouraged as the primary user of the electronic-government to use the system. Also, receive benefits that are the driving force to encourage them to use the system and improve its readiness to use level, and the level of citizens' awareness about the benefits of the use of all electronic systems is of paramount importance. The digital divide is one of the main challenges of data technology

that is the gateway to the successful implementation of e-government in different countries. Factors such as high costs for general using, the lack of time to use, the lack of inadequate knowledge, are not available to the general people, extending the gap to general people. As mentioned, no countries have implemented an e-government to complete its aspects: so, the authorities are seeking to improve their systems. Therefore, the government should recognize barriers to the implementation of the e-government. Also, citizens should be encouraged as the main e-government user for using the system. Therefore receive benefits that are the driving force to encourage them to use the system and improve its readiness to use level, and the level of citizens' awareness about the benefits of the use of all electronic systems is of paramount importance [5].

V. THE DIGITAL DIVIDE AMONG COUNTRIES

So many researchers have been done about the citizens' intention to make use of e-government services in the world but there is a lack of research about the citizens' of Malaysia intention to make use of e-government services. The mission to implement electronic government has increased dramatically thanks to its positive impacts. However, due to the complexity of using e-government, it is challenging for governments to make their citizens use the e-government services [6]. The most important characteristic of any successful e-government is its quality and accessibility. Other issues like the integration of legacy systems, and security systems appropriate privacy and confidentiality, and infrastructure maintenance, social and other issues need to be studied to increase the effective participation of citizens in the use of electronic government services. Although there are many services available online, most of the citizens still prefer to conduct their official matters the old-fashioned way. Most people are using these websites to check their summonses instead of fully utilize the online facility given [7]. The reluctance of the general public to trust, to perceive usefulness and accept the innovativeness of e-services provided by the government to conduct their official matters is an issue that needs to be addressed. The use of the Internet has changed the quite rapid spread of methods to provide services to citizens. Using government websites, citizens can get proficient services in a convenient way is faster than face-to-face services and can also access government information and services from anywhere, at any time. Moreover, from the government side and these facilities can be used by citizens significantly reduce costs for the government [8]. As a result, the Government's objective in this area is to build services focused on the needs of the citizen and provide easy access to government services to citizens [9].

VI. FOUR PHASES OF ELECTRONIC GOVERNMENT

There are different models for this issue and different divisions have been carried out in this background. but after researching about on these models, we can point out to four stages as follows: The first stage: at this stage organizations and government introduce their services on the facebook. The second stage: at this stage people can ask their questions from who give services and receives their responses from e-mail. The third stage: at this stage people can receive e-services only during an official working time of offices, and the relation between people and government is carried out via local internet indeed. (in this stage services like issuing passports, receiving taxes are done without the presence of people). The stage fourth: at this stage all of the data systems are united and citizens refers to the only one internet and receive needed data and performing this stage certainly needs for culturing, giving training service, extending and installing technical and communicational services [10].

VII. UTILIZATION OF ELECTRONIC GOVERNMENT

E-government can be utilized as follows [11]:

- Government to citizens (G2C): It is the most important and the most current kind of e-government which includes from giving data to the people up to paying telephone, using water, electric power, penalties.
- Government to business (G2B): The government provides the special needs of trading society by internet system and it includes from registering companies up to providing electronic instruments.
- Government to employees (G2E): In order to providing data for employees of general section, the special internet has been designed so that they can access to the data like human sources or personal section and retirement section.
- Government to government (G2G): Generally it is available via the internet or private internet of governments.

VIII. ELECTRONIC GOVERNMENT IN ORGANIZATIONS

Producing knowledge and science in the present world has created new issues which one of them is the management of data technology. For this management, labor, capital, and machines are not the main sources for creating wealth but the science of them is a fundamental factor for gaining and earning [12]. The borders and organizational units are faded and organizational activities are changed to horizontal form. All activities and duties of the organization are designed and carried out on the base of giving data and even the officials do not need to be present at their organization physically. These officials continuously are engaged to learning and educating and creating also innovating, are there the most duties. The labors of the organization will be done in the form of online, and managers are in contact with their customers and clients without any mediator. The decision issue will be changed into

the un-concentrated form, and the time for making a decision will be increased, and prolonged. by creating this government the more numbers of officials will be released and they can be used in mental labors. In many countries, the official issues are based on bureaucracy, and moving towards e-government is needed for newer official issues. General teaching and creating culture is very important [13].

IX. MANAGING ELECTRONIC GOVERNMENT

As mentioned before the e-government has many advantages and benefits. Besides it makes the managers of governmental institutions review their issues, they try to omit additional preventions by reviewing their activities and programs, and by re-planning they correct their issues. One of the other advantages of e-government is that citizens can receive their needed governmental services without referring to the governmental institutions, then they prevent of encountering face to face of officials which is one of the factors causes deterioration in the governmental institutions. On the other side by creating e-government, the managers of organizations can have more control on the staff which is under his supervision. Thus, creating of e-government can have an important role on creating safety, and reducing deterioration at governmental institutions [14].

X. SIGNIFICANCE OF STUDY

These days, people's expectations of needs and necessities have led the government to feel responsible for these expectations and requirements; therefore, people need to increase communication time, extend the time of work, provide high quality services and receive less cost. Therefore, the only factor that can respond to all people in the world is e-government. Not only does the government create unity with society, but it also emphasizes the resources that are needed by the government. The e-government promotes the culture of self-servicing and enables citizens to help themselves as long as possible and prevent the waste of time and budgets. This problem has an evolutionary quality and should be required in each country exclusively as a country. Clearly, other experiments in this field will be very valuable. In this study, by reviewing the interview with those who have been facing to the e-government, all the challenges that managers are likely to face are fully described and are trying to understand the deep Have enough knowledge of possible problems.

XI. OBJECTIVE OF RESEARCH

There are various goals for e-government that cannot be considered to provide better services to the people, improving business between the government and them, and clearing up citizens for access to the information that they need.

XII. PROBLEM STATEMENT

Different countries in the administration of e-government have faced various problems and qualities. These varieties are mainly due to and are caused by their cultures. The critical reason for the difference between them is how they think about their opportunities and how they manage and feel the need for e-government. These days, introducing information technology is essential for most countries, also the challenges of e-government for the managers and government are very important. This study will focus on describing e-government in the government sector with the government. This research shows and describes the benefits and risks of management challenges in the administrating e-government in Malaysia. Also in this study will pay attention to the Managing challenges in administrating e-government, and this study will help the overcoming and gaining victory against these challenges.

XIII. RESEARCH QUESTIONS

- What are the requirements for creating e-government?
- How can create a model for implementing e-government?
- Evaluating the Effect of perceived ease of use in using citizens' intention to use e-government services?

XIV. RESEARCH METHODOLOGY

In this research, the population is Malaysian SMEs. In this study, 131 questionnaires will be randomly distributed to the society. The sample will be collected from Malaysian SMEs companies. The research utilizes a quantitative method of data collection for key data. The data were collected for the current research through a self-administered questionnaire. Questionnaires will be distributed in two different ways, the hard copy and an electronic copy.

XV. CONCLUSION

Installation of an e-government in a country is a sensitive issue. It is a fact that the installation of Information technique project in different agencies in the developed countries have encountered with a failure of seventy percent. Though, having a successful experiment for countries like Malaysia is needed for a very adequate consequence and result. Different ways of administration of information technique, for a country like Malaysia, determining and codification of administrative politics, planning for the way of its availability, and recognizing its different stage for a successful administration, all are the points that have attracted the thoughts and interest of managers, and are challenges of all of them. The different achievements of studies have pointed to the three prominent challenges which are: cultural challenges, organizational and sources. In this research, will try that the advantages of e-government to be mentioned to the nations and a practical

the experiments of other countries in administrating e-government has been investigated and an adequate study for finding the best way of its doing in Malaysia by using discoveries, works, and experiments of international institutes and the situation of similar countries from the point of view of development will be registered. In this research, the management challenges in administrating e-government in Malaysia have reviewed.

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