

Performance Promoting Using E - management

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Abstract

This paper discussing the E - management concept, and its special characteristics which lead to enhance personnel performance in many aspects, for instance quickly right decision making, in right way according to reaching results in fast way and exerted effort, as well shortening the time, enhancing personnel competency, monitoring their performance easily and participating in promoting their standard, all that by getting acquainted with New means, methods and techniques. This paper aims to show the significance of using the E - management, for its precise and authentic results that could be reliable in personnel performance acquaintance, the paper include a study on one of the foundations that shows the significance of turn to E - management.

Key Words: E - Management, E-Government, Performance, E- Performance, Traditional Management, perfect performance, The E - management Characteristics

I. INTRODUCTION

The 21th century facts indicates that the humanity civilization passing throw a new era known as Acquaintance Era, this era base on a basic column known as informatics which formed the distinguished feature of this era, and which transferred the world into a small electronic room despite the massive flow of information in so many fields (commercial, scientific, entertainment etc ...) and the huge humanity intellectual product and the pressing need to exchange a lot of this information throw long distances. During the scientific and technological developments of this era, the official and private information institutions, with its different fields of specialization, should act in advance to drawing up the requisite plans and policies to promote an information and telecommunication technologies that should be linked with the national and world information networks, moreover training the scientific and technical cadres whom specialized in information and its networks and the telecommunication techniques, in order to get a foothold in this technological revolution and provide sophisticated and fast information services to its personnel, hence it should be stopping the idea of traditional management and traditional measurement of performance, and go towards the E - management and the ongoing measurement of performance based on the electronic concepts[2][5].

II. PERFORMANCE

Performance is an achievement of results by predefined goals but we have to differentiate between a performance and another performance, every performance should have three things that known as performance triangle and measurement indications as it explained in the shape bellow:



Shape No. (1): Performance triangle and measurement indications

If the predefined goals had been fulfilled with a results this called efficiency,if the goals had been fulfilled with less used resources it is competency.

The used resources means:

- Time
- Human Resources
- Financial Resources

Certainly every performance be distinguished by the optimum use for the abovementioned resources, it is inevitable to indicate the performance maturity stairs as it explained in the shape below:



Shape No. (2): Maturity ladder performance

The lowest performance step at the stairs is the Effectiveness, which means doing work as usually had been done using same means. The step of Efficacy means that the performance been bound by presence of work strategy. However the Efficiency phase is dependent to reaching results by using less available resources, as for high performance step is to start comparing the performance with others' performance (competitors) to achieve results better than others. The best step of performance is the excellent performance which means to achieve predefined goals according to distinct strategy, better than others, using less resources, maintains stable performance for a long time. The concept of performance had been changed due to the accelerating use of modern means and techniques, in the past the measurement of performance was calculated and evaluated within specific period of time, now a days performance been calculated in ongoing way and there are achievement statistics should be issued constantly to reach the right evaluation and adopting the right decisions.

It is inevitable to use the new and modern techniques, applying the E - management according to the concepts of (the E - management) which means using an electronic system enabling the authorized personnel to reach information easily and quickly, with cheap expense, that is the perfect performance, for its significance light upon the E - management will be on it in details in the next paragraphs [11].

III. INSUFFICIENCIES OF TRADITIONAL MANAGEMENT

There are many insufficiencies in the traditional management including but limited to:

- (1) The massive prerequisite papers, documents, paper forms and signatures when a service applicant deals with a Government Authority, all these papers does not serve any clear goal utility for the required service.
- (2) Repetition of asking service applicants' same papers, documents and certificates at any Government Authority deal with, refusing to accredit what audited by another Government Authority before.
- (3) The massive numbers of personnel whom working in thousands of financial units in central Government and local units whom carrying out repeated works do not adding a true value, for instance, the routine calculation of Government and private sector personnel salaries by determine the salary then adding allowances, financial units deduct tax and other deductions from salaries etc. Are computer experts and IT experts able to innovatessolutions that enable personnel to receive their net salaries electronically using smart cards?
- (4) The massive number of the financial transactions between State ministries and the massive number of the personnel, whom working in follow up the settlement of accounts, while it possible to avoid all that by using automatic system regulate the financial relationships, for instance the Government electricity companies have considerable dues on the State administrative units and does not be attained that lead to accumulation of this debts, while it is possible to make a balancing in the budget once a year. The same repeats in all ministries what lead to wasting time and energies, and exhausting the financial resources with no added real value.

- (5) Difficulty of disagreement and contradiction between figures and data that issued from different Government authorities like exports and imports figures, unemployment figures, gross domestic product growth average and local and foreign debts figures etc, applying the concept of smart Government(electronic)will root out this problem, by determine data sources and auditing it precisely before entering it to the system, moreover the possibility of the self auditing and self check in the comprehensive information system which discovers the contradiction between data and recover it immediately.
- (6) Wasting of the huge national resources represented in the accumulated commodities stock in stores of the state due to non perfection of planning and controlling Governmental procurements, repeating purchase same items despite its existence in warehouses. The surveillance of commodity store in the State comprehensive data base moreover unifying the procurement unit and store management, resulting in better effectiveness in using the available resources. One of the important features of transferring towards the smart Government (electronic) is utilizing the unified national ID, by dealing with the Citizen in all State authorities using unified ID saving huge efforts and files, and that participate in quickness of accomplishing transactions reducing all expenses.
- (7) Nature of the political regime: the majority of the management problems resulting from the political regime, that most people unaware of this issue, this lead to outbreak of nepotism and disorder, neglecting the principals of recruitment competency and reward and punishment.
- (8) Non competency of personnel: this element is connected with the last reason, a considerable number of personnel are not specialized and dose not attend specialized training courses, and they had been chosen according to their political party membership, that lead to arbitrary transaction executing, non abidance of laws and disdaining people.
- (9) Extreme bureaucracy: concept understood for the bureaucracy is the extreme abidance the text of the law a step leads to hindering of the conducts and consequently root out the aim which for it the law was legislated while it is to facilitation of people transactions However, the bureaucracy is in most of Arabic countries is not resulting from abidance by the law" but is a result from a lawlessness a lot of the times and reliance of the improvisation in transactions to the extent that two similar transactions may be handled in different ways that for the (lawlessness) bureaucracy.
- (10) Lack of the questioning: Systems of the supervision and the questionings in the administrative field are ineffective, in spite of the large number of the observation and punitive corporations inside the executive power, till now no violations had been stopped, and no mismanagement had been controlled. In addition that ministries does not reporting its activities every six months as per law stipulates which result in outbreak of the corruption and administrative negligence.
- (11) Decrease of revenue: this affects the employees very much including employees with ethics and law commitment employees, pushing to acceptance of bribe to facilitates transactions, that what lead management to its current level.
- (12) The strong administrative centralism: The general management structure complains about an effective strong centralism and an effective inconsequence between its managements on the central level and local managements[1][3][6].

IV. THE E - MANAGEMENT GOALS

The principal philosophy for the E - management is its view to the management as a resource for the services, and the citizen and the firms as clients desire the utilization from this services, certainly the E - management have many goals pursue for its realization as a part of dealings with the agent, mentioning a few irrespective of the importance and the priority:-

- [1] Making cost of the measures little (the administrative) and its process.
- [2] Increasing competency of management work through its dealings with citizens and firms and institutions.
- [3] Serving more clients in same time, while the traditional management capability in carrying out clients' transaction is limited, what cause clients stay in a long queues.
- [4] Cancellation of the direct relation between the two sides the transaction which lead to limitation of the personal relationship influences.
- [5] Annulling paper archive system and substitute it by an electronic archive system for more flexibility and capability to correct errors quickly and expansion of documents for more than one department quickly, utilizing it any time.
- [6] Rooting out the bureaucracy and its solid concept, facilitating work by dividing it and specializing in specific works.

[7] Cancellation of place factor, by making conversations between the employees, sending orders and instructions and held seminars through “video conferences” and through management electronic networks.

[8] Cancelling the effect of time factor, the concept of summer and winter seasons does not exist, also no existing of taking a leave to achieve transactions [7].

V. THE E - MANAGEMENT CHARACTERISTICS

Some of the E - management characteristics:

- (1) Eliminating the organizational gap between the management at the top and the workers at the bottom.
- (2) Cancelling the traditional division between the management (which takes the decision) and the workers (whom carrying out), and the consultant (who provides advice and recommendation).
- (3) Re-portion of the roles and the positions that make the management which decision-maker to be turned into a consultant management (provide consultants which help to remove obstacles) or an executive management work to provide problems’ solutions.
- (4) Assuring the total quality management (TQM) principal with its modern concept, quality as it is defined in Oxford dictionary means the high degree of quality or value, the specialized American institution (O.D.I) defined the quality Is to accomplishing the right works in the right time, the E - management assuring the significance of fulfillment the work requirements in the time that client need the service.
- (5) Simplifying the procedures and reduce the expense providing high quality service.
- (6) Shortening the time of finalizing the administrative transactions.
- (7) Accuracy and logical in achieved operations.
- (8) Making communications easy between the institution departments and between the institution and other institution inside and outside the country.
- (9) Reduce using papers in noticeable way that affects positively on the institution business. Those led to processing the problem of keep and authenticate the transactions[8].

VI. THE ELECTRONIC GOVERNMENT SUCCESS FACTORS

- (1) Activation of the national educational committees’ role towards the electronic Government.
- (2) Promoting the technical cadres working in the electronic service field in all Governmental departments by training these cadres according to projects.
- (3) Provide necessary experiences in business, IT, and communications.
- (4) The positive, fruit able cooperation between the Governmental institutions in decision making about the electronic Government.
- (5) Assurance of continuation of applying the strategy of electronic Government in consistency with the general sector and the programs strategies.
- (6) The commitment of all Governmental departments with the policies, standards and technical criteria of the electronic Government.
- (7) The most important factor is providing computers and internet service.
- (8) Promotion and enlightenment for using the electronic services [5][6][7][8].

VII. REASONS TO TRANSFER TO THEE - MANAGEMENT

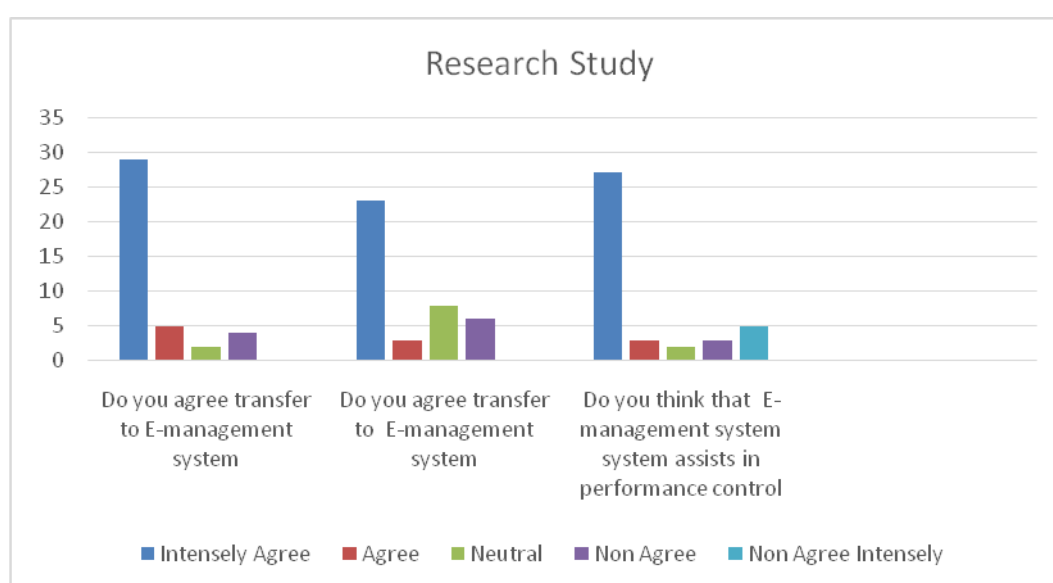
Transfer to the E - management not kind of entertainment it is inevitability imposed by world changes, the concept of integration, sharing and engaging information service become one of success factors for every institution. The scientific and technical progress imposed the administrative development towards the E - management. Time is considered one of the important factors. The reasons led to the transfer toward E - management could be summarized in the following points:

1. The complicated procedures and complicated operations and its effect on increase of business cost.
2. The instant decisions and instant recommendations which could cause an imbalance in the application.
3. The necessity of unification of data at the all levels of the institution.
4. Difficulty of theknowledge about performance measurement averages.
5. The necessity of providing the circulating data for the institution personnel.
6. Going to the technological employment of the development utilization and relying on the information in adopting the decisions.
7. The competition between institution increased, that require occurrence of distinctness mechanism in every institution pursue the competition.
8. Necessity of fulfilling the ongoing communication between the personnel on all business sectors.

VIII. RESEARCH STUDY

A research study had been made on a media institution on forty persons; its result was as follow:

S. N	Questionnaire	Intensely Agree	Agree	Neutral	Non agree	Non agree Intensely
1	Do you agree the transfer to E - management system	29	5	2	4	0
2	Do you think that theE - management system enhance the institution performance	23	3	8	6	0
3	Do you think that E - management system assists in performance control	27	3	2	3	5



IX. CONCLUSION

It is become clear that the best performance level is to attain the best results using predefined strategy with less resources and better than others', maintaining that level through times using the modern available means, to reach this level it is necessary to use the electronic concepts executing integrated electronic system for the management, following up the performance precisely.

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