The Impact of Electronic Management on the Performance of Employees at the Office of the Presidency of the Republic of Yemen

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Abstract

The research aimed to determine the extent of knowledge of employees in the Office of the Presidency of the Republic of Yemen about electronic management systems and to measure the expected role of applying electronic management in developing administrative work and improving performance from the point of view of the sample members. It also aimed to identify the expected challenges of implementing electronic management from the point of view of employees of the Office of the Presidency of the Republic of Yemen. The researcher developed a set of questions and hypotheses in order to achieve the objectives of the study using the descriptive analytical approach and designed a questionnaire consisting of 30 items and distributed it to the sample members, who were 25 employees of the Office of the Presidency of the Republic of Yemen. The results showed that the sample members had a knowledge background about the positives of applying electronic management. And about the concept of electronic management, as well as about the main elements of electronic management, and that they believe that applying electronic management leads to developing administrative work and improving performance. It also revealed the awareness of the sample members that there are challenges to applying electronic management, as they considered that the biggest challenge is developing infrastructure and the need for the presence of specialized human cadres. Hypothesis testing showed that there are no statistically significant differences at the significance level of 0.05 among employees regarding the expected role of applying electronic management in job performance due to the variables (gender, age, educational qualification, practical experience, and electronic systems that are dealt with).

Considering the results of this study, the researcher presented some recommendations, the most important of which are:

• Encouraging organizations in general and the Office of the Presidency of the Republic of Yemen to apply electronic management and establish methodological foundations for its practice because of its positive effects on the performance of organizations by providing the necessary infrastructure and training human cadres on the use of electronic management systems.

• Organizations seek to create an appropriate environment that encourages the application of electronic management by instilling a climate of trust and encouraging cooperation, consultation, dialogue, and a culture of working in a team spirit, and for management to participate with employees in making strategic decisions and determining future directions.

Keywords: Electronic management, information and communication technologies (ICT), employee knowledge, job performance, the Office of the Presidency of the Republic of Yemen, Descriptive-Analytical Approach, human resource development.

1. Introduction:

The modern world is witnessing transformative shifts affecting individuals, organizations, and recently, governments, driven by the rapid pace of technological and informational advancements, especially in information and communication technologies (ICT). This transition toward a knowledge-based society and economy has intensified competition among nations to encourage their public and private institutions to keep up with progress. One of the most significant responses to these developments has been the emergence of concepts and applications of electronic management (Husseini & Al-Khayyal, 2013, p. 25). The shift to electronic management has introduced several changes in the overall concept of management, leading to the notion of the "end of traditional public administration." The electronic management model provides numerous opportunities for success,

transparency, and precision in service delivery and task execution, thereby marking a revolutionary conceptual shift and a significant leap in the field of management (Abdul Karim, 2010, p. 2). Electronic management is defined as an administrative system that relies on ICT at all stages of the administrative process, starting from data collection and processing, through decision-making, to implementation and follow-up. The objectives of electronic management include enhancing job performance, increasing operational efficiency, saving time and effort, reducing costs, and improving the quality of services provided. Given the rapid advancements in ICT, it has become essential for all institutions, especially governmental bodies, to adopt these technologies. This is particularly relevant for a critical organization like the Office of the Presidency of the Republic of Yemen, where adopting technology is vital for efficient, fast, and accurate work execution.

1.1 Research Objectives:

- To determine the extent of employees' knowledge of electronic management systems within the Office of the Presidency of the Republic of Yemen.

- To assess the potential role of implementing electronic management in advancing administrative work, as perceived by employees in the Office of the Presidency.

- To identify anticipated challenges in applying electronic management from the perspective of the employees of the Office of the Presidency.

1.2 Research Problem:

Electronic management aims to deliver services to clients whenever and wherever needed. The Office of the Presidency of

Yemen has adopted electronic management principles, which bring fundamental changes to traditional centralized administration. Conventional administrative processes, characterized by a high degree of centralization and the need to consult supervisors or managers before executing administrative tasks, often lead to slow, prolonged procedures. These processes rely heavily on regulatory frameworks for all administrative actions, requiring clients to wait extended periods for services. These traditional administrative methods, still common in Yemeni organizations, including the Office of the Presidency, have become ingrained in the organizational culture. Consequently, employees find it challenging to abandon or modify these routines, as they reflect both their professional identity and performance. This resistance has led to inefficiencies and functional challenges within the system. This study thus seeks to address whether implementing electronic management could provide a solution to these issues, shifting the organization from a bureaucratic model to a new administrative paradigm. The research problem is summarized in the following question: *What is the expected role of implementing electronic management on job performance from the perspective of employees in the Office of the Presidency of the Republic of Yemen?*

Supporting questions include:

- To what extent are employees at the Office of the Presidency familiar with electronic management systems?

- What role do employees expect electronic management to play in advancing and enhancing administrative work, if implemented?

- What challenges are anticipated in applying electronic management according to the employees of the Office of the Presidency?

1.3 Research Hypotheses:

Main Hypothesis: There are statistically significant differences at a 0.05 significance level in the responses of the sample individuals concerning the study's areas of focus, attributable to variables such as (gender, age, educational qualification, professional experience, and electronic systems in use).

Terminology:

- Electronic Management: The function of executing tasks through electronic systems and tools. This involves performing administrative functions—such as planning, organizing, monitoring, and decision-making—by utilizing ICT systems within the organization and connecting the organization to key stakeholders, including suppliers, clients, competitors, and government agencies, to enhance the organization's relationship with its environment (Ishawi, 2010, p. 288).

- Job Performance: The degree to which an individual accomplishes the activities and tasks associated with their role within the organization, evaluated in relation to their capability, motivation, and desire to work, considering both physical and intellectual effort within an enabling environment (Baris, 2022, p. 38).

2. Theoretical Framework and Previous Studies:

2.1 Previous Studies:

- Study by Baris (2022), titled: "Electronic Management as a Strategic Approach to Improving Employee Performance in Organizations":

This study aimed to explore the role of electronic management in enhancing employee performance at the Skikda Port Authority. The

research employed descriptive, analytical, and statistical methodologies to analyze data collected from a questionnaire distributed to a targeted sample of 61 individuals from the Finance and Human Resources departments. The findings indicated that electronic management systems in the organization contribute positively to improving employee performance, particularly in the employees' ability to utilize electronic management technologies.

- Study by Boubaker and Qadeid (2020), titled: "The Impact of Electronic Management on Improving Employee Performance: A Case Study of the Civil Status Department in Birmandreis Municipality, Algeria":

This study sought to measure the impact of electronic management on employee performance at the Civil Status Department in Birmandreis Municipality. Using a descriptive approach, the researchers selected a random sample of 34 individuals from the department's employees. Data was gathered through interviews and questionnaires, and results showed that applying electronic management in administrative tasks enhances the speed of operations, reduces errors, and indicates a strong positive correlation between electronic management and improved employee performance.

- Study by Abdelkader (2016), titled: "Challenges of Electronic Management in Algeria: A Sociological Study in the Municipality of El-Kettous, Algiers":

This study aimed to assess the degree of electronic management application in Algeria, focusing on the awareness levels among managers and employees regarding the importance, requirements, and challenges of electronic management. It also investigated citizen satisfaction with electronic services offered by Algerian administration. The research utilized descriptive and statistical methods, with data collected from a sample of 162 administrative

employees and 32 clients. The findings highlighted various challenges facing electronic management in Algeria, such as the lack of qualified electronic workforce, organizational challenges, low citizen awareness of modern technology, and the absence of infrastructure to support electronic management.

- Study by Al-Husseini and Al-Khayyal (2013), titled: "The Impact of Implementing Electronic Management Systems on Employee Performance: A Field Study on Female Staff in the Deanships of King Abdulaziz University, Jeddah":

This study aimed to define electronic management, its role in enhancing administrative processes, and measure the impact of its application on administrative work and the performance of female staff in King Abdulaziz University deanships. It also identified implementation obstacles and offered recommendations for overcoming them, along with evaluating the current system's effectiveness. The research employed a descriptive-analytical approach and a field study methodology, using a questionnaire distributed to a random sample of 240 employees. The results indicated a strong positive impact of electronic management on improving administrative work and staff performance, with a high level of employee awareness of the implemented systems and a high rating for system effectiveness.

- Study by Mandicak & Mesaros (2017), titled: "Impact of ICT on Performance of Construction Companies in Slovakia":

This study aimed to determine the impact of ICT utilization on the performance of construction companies in Slovakia. The researchers conducted an online survey distributed via email to 6,841 construction companies and held interviews with 28 companies. Through descriptive and inferential statistical analysis, the study concluded that ICT significantly enhances overall performance in construction companies, with companies using electronic management

systems exhibiting higher institutional performance compared to those not using such systems.

- Study by Hong & Ahmad (2015), titled: "The Impact of Electronic Management on Human Resource Development":

This study focused on the impact of electronic management on human resource development and the transformative effects electronic management imposes on human resources. Using a descriptive analytical approach, the researchers examined the contribution of electronic management in advancing HR development. The findings showed that the application of modern digital systems and technologies promotes administrative work, enhances employee productivity, creates a new generation of skilled professionals, provides timely information to decision-makers, raises organizational efficiency, and reduces operating costs by minimizing physical storage needs for secure data and information retention.

2.2. Concept of Electronic Management:

Electronic Management is defined as a framework of activities and tasks executed electronically via networks. It involves conducting operations using electronic tools and systems, leveraging various electronic technologies to facilitate administrative processes within organizations. This enables the execution of managerial functions such as organizing, planning, monitoring, and leading in a faster and more cost-effective manner. Electronic management is also characterized as a comprehensive digital system aimed at transforming administrative work from a manual to an electronic format, utilizing robust information systems to support administrative decision-making efficiently and with minimal cost (Salem, 2021, p. 11).

2.2.1 Requirements of Electronic Management:

- Administrative Requirements: Effective electronic management necessitates strong management that supports and facilitates change, embraces new administrative methodologies, and fosters innovation and knowledge creation. Additionally, organizations need electronic leadership proficient in information and communication technology, with the capability to re-engineer organizational culture. All administrative levels must move away from bureaucratic, routine procedures that hinder development and innovation in organizational practices (Mluk & Daloul, 2022, p. 41).

- Economic and Social Requirements: This involves fostering social awareness about the importance of transitioning to electronic management, leveraging media and civil society organizations to promote the advantages of electronic methods in administrative operations. Efforts should also include programming training sessions on technical tools across educational levels (technological literacy), ensuring sufficient financial resources to cover electronic management project costs, and investing in sustainable ICT funding at both central and local levels (Abdul Karim, 2010, p. 26).

- Human Requirements: Human resources are pivotal for the success of any project, making skilled personnel essential for implementing electronic management. Human resources form the core of electronic management, as they design, develop, and deploy it to achieve organizational goals. The human infrastructure for electronic operations comprises scientific, technical, and skilled expertise capable of delivering electronic services, from hard infrastructure (installations, networking, repairs) to soft infrastructure (services, consulting, new business models, software) (Aidouni & Ben Hajouba, 2017, p. 230).

- Technical Requirements: This is the foundation of electronic management, involving essential devices and technologies to facilitate

information representation and secure electronic data transmission, ensuring accuracy and confidentiality. Technical requirements also include the infrastructure for ICT, equipment, software, knowledge resources, and their widespread availability, all crucial for successful electronic management implementation (Aban, 2016, p. 77).

2.2.2 Functions of Electronic Management:

- Electronic Planning: This focuses on strategic planning within institutions, utilizing electronic systems for comprehensive transaction planning across departments. Modern knowledge systems, decision-support tools, and expert systems enable dynamic planning, adapting to external environmental factors and encouraging innovation—elements not common in traditional management (Baris, 2022, p. 28).

- Electronic Organizing: As organizations transition to electronic structures, traditional models shift toward matrix structures, emphasizing small, flexible units over large, hierarchical ones. This new structure organizes teams rather than departments, replacing rigid command chains with autonomous units and consultative authority. This model also moves from direct supervision to multiple direct supervisors, empowering self-managed teams and decentralizing authority (Aban, 2016, p. 82).

- Electronic Leadership: Changes in the electronic business environment have led to the development of electronic leadership, where leaders utilize internet technologies to enhance the technical development of devices, software, and applications. Effective electronic leaders adapt quickly, make proactive decisions, possess professional knowledge, manage customer relations, and handle market competition, all while focusing on service innovation, task completion, and high adaptability (Aidouni & Ben Hajouba, 2017, p. 226).

- Electronic Monitoring: This involves continuous oversight of all organizational activities through internet-based information systems. Electronic monitoring ensures the effective use of information systems, allowing for real-time, continuous auditing rather than periodic, retrospective checks, thereby enhancing organizational control (Salem, 2021, p. 27).

2.2.3 Barriers and Challenges in Electronic Management:

- Resistance to Change from both managers and employees when transitioning from traditional manual systems to electronic systems (concerns about system disadvantages, operational complexity, and job security).

- Overlapping Responsibilities in decision-making for initiating changes or transitions (technical, managerial, or strategic decisions).

- Insufficient Financial Allocations for modern applications.

- Lack of Trust in Data Confidentiality and Security for personal transactions.

- Limited Internet Availability within institutions, or restricted access to certain groups.

- Language and Terminology Barriers that may arise.

- Human Factors and the traditional “closed-door” culture, along with fear of technology and its applications.

- Current Computer-Based Models that have not significantly altered traditional administrative procedures, thus failing to persuade others to fully transition to electronic systems (Al-Asadi, 2009, p. 122).

3. Job Performance:

Definition of Job Performance: Linguistically, performance refers to the execution of a task or completion of work (Al-Sharif, 2013, p. 2). It can also be defined as the outcome of an effort exerted by an individual or group to accomplish a specific task. Performance management is described as "a process or set of processes that aid systems in achieving their goals by fostering a mutual understanding between managers and their teams about objectives and managing and developing employees to increase the likelihood of short- and long-term achievement" (Al-Sharif, 2013, p. 43).

3.1 Dimensions of Job Performance:

- Task Performance: Refers to behaviors that directly or indirectly transform raw materials into goods or contribute to the distribution of the final product, as well as planning activities that enhance work efficiency. These behaviors are formalized in the job description as essential job requirements, which vary by role and organization, and they directly or indirectly support the organization’s technical systems (Hammam, 2018, p. 446).

- Contextual Performance: Involves behaviors that, while not directly related to organizational productivity, support the social, psychological, and organizational environment. Unlike task performance, contextual performance includes activities not formally part of the job description, such as cooperation, voluntary assistance, and resilience in task completion. These behaviors also include commitment to organizational goals and policies, even in challenging situations, becoming increasingly vital with the rise of multicultural virtual teams (Marzouk & Khattab, 2020).

- Adaptive Performance: Describes an individual's ability to adjust behavior to meet the demands of new environments, which is particularly relevant in companies facing complex, dynamic work conditions. Adaptive performance highlights a person's ability to alter behavior in response to organizational changes, such as technological innovation, restructuring, or downsizing. Key aspects of adaptability include handling exceptional circumstances, overcoming work stress, cultural adaptability, and solving problems creatively (Suleiman, 2018).

3.2 Factors Influencing Job Performance:

- Managerial Factors: These include clearly defined objectives, employee participation in management, motivational policies, and job satisfaction, influenced by organizational factors like responsibilities, duties, and promotion systems. Leadership style, supervisory approaches, and the prevailing organizational culture also impact job performance.

- Technical Factors: Encompass modern technologies, organizational structure, and work methods. These elements significantly affect organizational and individual efficiency, as the quality and quantity of technologies and operational methods directly influence productivity and performance levels.

- Human Factors: Involve an individual's ability to perform tasks, including knowledge, education, and experience, along with training, skill level, and personal capability. These also encompass the motivation to work, shaped by physical and social working conditions and individual needs and desires (Al-Husseini & Al-Khayyal, 2013, p. 75).

3.3 Job Performance Indicators:

Key indicators of job performance include:

- Productivity levels.

- Employee morale and absenteeism rates.

- Accuracy, thoroughness, and speed in task completion.

- Creativity and innovation rates.

- Adherence to rules, discipline, and interpersonal conduct.

- Teamwork, flexibility, and decision-making application (Baris, 2022, p. 46).

4. Methodology and Procedures:

4.1 Research Methodology:

The study employs a descriptive-analytical approach, commonly used in examining social and human phenomena. For data collection, two types of sources were utilized: primary data, collected through a specially designed questionnaire relevant to the study topic, and secondary data, obtained by consulting various libraries and reviewing previous studies. Hypothesis testing and data analysis were conducted using the Statistical Package for the Social Sciences (SPSS).

4.2 Research Population and Sample:

The research population consists of all employees in the Office of the Presidency of Yemen within government-controlled areas, totaling 30 employees. The sample includes 25 employees. In 2011, there were 600 employees, but due to political, economic, and social circumstances, the number has reduced to 30 in these areas.

A five-point Likert scale was applied to measure the responses of the sample to the questionnaire items, ensuring scale validity and reliability:

- Validity: The validity of the scale was verified by consulting a group of experts and incorporating their feedback.

- Reliability: The reliability of the scale was confirmed by calculating Cronbach's Alpha coefficient, yielding a high reliability value of 0.959.

Reliability Statistics

Cronbach's Alpha	N of Items
	30

4.3 Statistical Analysis Methods:

Data were analyzed using a range of statistical techniques available in the SPSS software suite, including:

- Descriptive Statistical Methods:

- Arithmetic Means.

- Standard Deviations.

- Frequencies.

- Percentages.

- Inferential Statistical Methods:

- Independent Samples t-test: to compare two independent samples.

- One-Way Analysis of Variance (ANOVA): for examining variance across a single factor.

5. Demographic Characteristics of the Sample:

- Gender: The gender distribution of the sample is as follows:

The sample comprises 16 males (64%) and 9 females (36%), totaling 25 individuals. This slight predominance of males may be attributed to the nature of the activities within the organization under study.

- Age:

The largest group falls within the 25–34 age range, with 10 individuals (40%), followed by the 35–44 age group, comprising 9 individuals (36%). The 45–54 age range includes 4 individuals (16%), while the youngest (under 25) and oldest (55 and above) categories each consist of 1 individual (4%). This trend may reflect the institution's preference for younger individuals who are more adaptable to advancements.

- Educational Qualification:

The distribution according to educational level is as follows: The majority hold a bachelor's degree, with 12 individuals (48%). Those with secondary education and a master's degree each total 6 (24%), while 1 individual holds a Ph.D. (4%). This distribution may indicate the organization's demand for educated personnel in line with its operational focus.

- Years of Work Experience:

The sample's work experience distribution is as follows: The largest group has less than 5 years of experience, totaling 11 individuals (44%), followed by those with over 10 years of experience, comprising 9 individuals (36%). The 5–9 years range includes 5 individuals (20%). These results align with the age distribution, indicating a reliance on younger staff with less than 5 years of experience.

- Electronic Systems in Use:

The electronic systems most frequently used by the employees are as follows: The most utilized system is the Email Management System, with a frequency of 9 (36%), likely due to its critical role in employee communication and file exchange. Other systems, such as various specialized applications, have a frequency of 5 (20%), followed by Workflow Management Systems with a frequency of 4 (16%) and Document Management Systems with a frequency of 2 (8%). Cybersecurity, Communication, Project Management, Content Management, and Customer Relationship Management systems each have a frequency of 1 (4%). This limited usage suggests a very restricted application of electronic management systems within the organization.

6. Research Results:

Axis One: This section presents the means and standard deviations for each statement related to employees' knowledge of electronic management systems and ranks these statements. It is observed that employees in the Office of the Presidency of Yemen have a high level of knowledge regarding electronic management systems, with a mean score of 3.87 for all statements in this axis. The responses to all items in this axis were high, indicating the participants' awareness of the importance of implementing electronic management systems and their existing knowledge base concerning the concept and components of electronic management. Participants exhibited high responses concerning their knowledge of electronic management systems, demonstrating awareness of the advantages of electronic management implementation, its concept, and its key components.

Axis Two: This section provides the means and standard deviations for each statement concerning the expected role of implementing electronic management in enhancing administrative work and outlines the ranking of these statements. The responses from the participants regarding the statements in this axis were high, with an average of 4.14, indicating that the participants believe that the implementation of electronic management leads to the enhancement of administrative work. The mean responses for the items ranged from 4.36 to 3.64, all of which are considered high. The highest-ranked statement indicated that the implementation of electronic management contributes to reducing conflict and disputes within the workplace, reflecting the employees' need to work in an environment characterized by understanding and harmony.

The lowest-ranked statement was that the implementation of electronic management leads to a shift towards decentralized management.Regarding the participants' views on the expected role of implementing electronic management in improving administrative work, the responses were high. They believe that electronic management implementation leads to the enhancement of administrative work through reducing workplace conflicts and disputes, improving service delivery levels, decreasing instances of administrative corruption, facilitating communication between different departments, providing timely information for decision-making, reducing paperwork, conserving material resources, minimizing costs, and increasing administrative flexibility in response to changes, as well as restructuring to enhance organizational effectiveness and efficiency, and transitioning towards decentralized management.

Axis Three: This section presents the means and standard deviations for each statement related to the expected role of implementing electronic management in improving performance and ranks the statements. It is noted that the responses from participants

regarding the statements in this axis were high, with a mean score of 4.12, indicating that the participants believe that the implementation of electronic management leads to performance improvement. The mean responses for the items ranged from 4.4 to 3.8, all of which are considered high.

The highest-ranked statement asserted that implementing electronic management results in faster task completion, reflecting employees' recognition of the importance of technology in expediting processes and services. The lowest-ranked statement indicated that the implementation of electronic management contributes to achieving transparency and access to information.

Concerning the expected role of implementing electronic management in improving performance, participants' responses were also high. They regarded the implementation of electronic management as leading to faster task completion, increased employee productivity, facilitation of monitoring and follow-up, training employees for new tasks, fostering continuous development, enhancing employees' knowledge of job responsibilities, and stimulating creativity and self-improvement among employees, as well as reducing error rates in work and achieving transparency and information access.

Axis Four: This section outlines the means and standard deviations for each statement related to the anticipated challenges of implementing electronic management and ranks these statements. It is noted that the overall responses of the participants to the statements in this axis were high, with a mean score of 3.71, indicating that the participants recognize that the implementation of electronic management will face several challenges. The mean responses for the items ranged from 4.24 to 3.24, with most responses being high. The top-ranked statement indicated that implementing electronic management systems requires infrastructure development, reflecting the

participants' awareness of the need to provide the necessary infrastructure to facilitate the transition to electronic management. The lowest-ranked statement indicated a moderate level of resistance and rejection from employees towards implementing electronic management, suggesting that employee resistance is among the final challenges faced during the implementation of electronic management.

As for the anticipated challenges of implementing electronic management, the participants' responses reflected their awareness of these challenges, as most of their responses were high. The participants regarded the greatest challenge to implementing electronic management as the need to develop infrastructure (computers, operating software, networks, etc.) and the necessity of having specialized human resources. Other challenges included difficulties employees face in keeping pace with technological advancements, challenges in using computers for task execution, and the high financial costs required for implementation. Notably, the participants' responses were moderate concerning employee resistance and rejection of implementing electronic management, reflecting their willingness to transition to electronic management.

7. Discussion of Results:

Main Hypothesis: There are statistically significant differences at the 0.05 significance level in the responses of the participants regarding the study axes attributed to the variables (gender, age, educational qualifications, work experience, and the electronic systems in use). The following hypotheses are derived from this:

- It is observed that there are no significant differences among the research sample in terms of administrative creativity attributed to gender, with a significance level of 0.436, which is greater than 0.05.

Therefore, we reject the alternative hypothesis and accept the null hypothesis, which states:

The researcher considers this result logical, as both genders are aware of the importance and benefits of implementing electronic management.

- The significance level was 0.813, which is greater than 0.05. Thus, we reject the alternative hypothesis and accept the null hypothesis:

This result reflects employees' awareness of the importance of implementing electronic management, regardless of their age.

- The significance level was 0.283, which is greater than 0.05. Therefore, we reject the alternative hypothesis and accept the null hypothesis:

This result expresses employees' recognition of the importance of implementing electronic management across varying educational levels.

- The significance level was 0.596, which is greater than 0.05. Thus, we reject the alternative hypothesis and accept the null hypothesis:

This result reflects employees' awareness of the importance of implementing electronic management relative to their years of work experience.

- The significance level was 0.228, which is greater than 0.05. Therefore, we reject the alternative hypothesis and accept the null hypothesis:

This result expresses employees' understanding of the electronic systems in use regarding the importance and anticipated benefits of implementing electronic management.

This hypothesis tested the existence of statistically significant differences at the 0.05 significance level among employees regarding the expected role of implementing electronic management in job

performance attributed to the variables (gender, age, educational qualifications, work experience, and the electronic systems in use).

The results of testing this hypothesis indicate that there are no statistically significant differences at the 0.05 significance level among employees regarding the expected role of implementing electronic management in job performance attributed to the variables (gender, age, educational qualifications, work experience, and the electronic systems in use).

8. Recommendations:

- The researcher recommends that organizations in Yemen, particularly the Office of the Presidency, adopt electronic management practices and establish systematic foundations for its implementation due to its positive impacts on organizational performance. This should include providing the necessary infrastructure and training human resources to utilize electronic management systems.

- It is essential for other organizations related to the Office of the Presidency to foster a conducive environment that encourages electronic management implementation by cultivating a climate of trust, promoting cooperation, consultation, dialogue, and teamwork, as well as involving management with employees in strategic decision-making and defining future directions.

- The organizations and the Office of the Presidency should establish specialized departments for research and development and allocate the necessary material and financial resources, along with qualified personnel, to carry out research and development operations, viewing this as a launching point towards adopting new management trends, including electronic management.

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