

DOI: 10.5281/zenodo.12426850

THE RELATIONSHIP BETWEEN THE IMPLEMENTATION OF E-MANAGEMENT AND JOB PERFORMANCE QUALITY IN IDHNA MUNICIPALITY

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Received: 24/11/2025

Accepted: 03/01/2026

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ABSTRACT

This study aimed to analyse the relationship between the implementation of e-management and the quality of job performance in Idhna Municipality, Palestine. The results revealed a moderate positive relationship between the two variables, with a correlation coefficient (R) of 0.414 at a significance level of 0.000, indicating that digital transformation contributes to improving job performance quality, though it is not the sole influencing factor. The study also found that the level of e-management implementation was moderate, with the security and technological dimensions leading, while administrative requirements faced greater challenges. Moreover, job performance quality was found to be high, particularly in enhancing internal communication, increasing task completion speed, and reducing archiving costs. Based on these findings, the study recommends strengthening the technical infrastructure, developing employees' digital skills, and improving administrative policies to ensure the integration of e-management with the work environment and maximize its benefits.

KEYWORDS: E-Management, quality of job performance, Idhna municipality, Palestine, digital transformation.

1 INTRODUCTION

The relationship between the implementation of e-management and job performance quality in Palestinian municipalities is a crucial subject for enhancing the efficiency of public services amid developmental and political challenges and struggles. Adopting electronic systems such as project management platforms, digital archiving systems, and e-service portals contributes to improving operational efficiency by reducing the time and effort spent on paperwork, thereby minimizing human errors and enhancing data accuracy. Additionally, analytical tools associated with e-management enable data-driven decision-making, supporting strategic planning and optimal resource allocation. However, the implementation of e-management faces challenges such as inadequate technological infrastructure in certain areas, limited digital literacy among employees and senior citizens, and resistance to organizational change. Nonetheless, strengthening training programs and adopting gradual modernization policies can mitigate these obstacles.

With the advent of the information revolution, daily activities have gradually shifted from traditional to electronic formats to leverage the advantages of these new digital processes, particularly in the provision of administrative services—commonly referred to as e-management. The primary objective of e-management is to reduce the cost of governmental procedures and associated administrative operations by digitizing processes and transactions. This transition enhances the efficiency of administrative bodies in their interactions with individuals and organizations while simplifying the use of these technologies due to continuous advancements in software development. E-management serves as a form of administrative communication that enables citizens to complete all their transactions with government entities from their workplace, home, or any other location via a computer. Undoubtedly, Palestine is among the countries striving for administrative transformation by integrating e-management across various sectors. This shift is evident in the adoption of email for official correspondence and remote communication [1].

E-management is the result of advancements in technological and informational systems, enabling government administrations and decision-making bodies to adopt sophisticated digital tools that enhance task execution and operational efficiency. On a global scale, the United States pioneered the implementation of e-government management, followed by other countries such as the United

Kingdom and Austria during the last decade of the 20th century [2].

E-management contributes to numerous benefits that positively impact various sectors through its effective implementation. It provides additional communication channels that enhance interaction between customers, businesses, and civil society organizations at both local and governmental levels. Moreover, it facilitates access to information for customers domestically and internationally, enabling them to make well-informed decisions. Additionally, e-management plays a crucial role in marketing products and services both locally and globally, as well as attracting investments by identifying available investment opportunities. Among its other advantages, e-management helps reduce the cost of services, operations, and information, thereby improving operational efficiency and streamlining complex procedures. It also simplifies administrative processes and eliminates bureaucracy, ultimately enhancing institutional performance. Finally, the expansion of information technology usage helps bridge the digital divide with advanced societies, strengthening the competitiveness of institutions in the modern digital environment [3].

E-management is defined as an integrated system that relies on the use of digital technology and modern communication tools to enhance administrative processes and decision-making. It focuses on improving efficiency, reducing costs, and increasing interaction between individuals and organizations in both the public and private sectors [4]. E-management is also defined as the transformation of traditional administrative procedures into integrated digital processes through secure electronic platforms. It encompasses data exchange, human resource management, and service delivery while ensuring compliance with digital regulations and policies [5]. On the other hand, e-management is defined as an administrative model that integrates modern technologies such as artificial intelligence, big data analytics, and cloud computing to achieve strategic objectives, including transparency, flexibility, and rapid responsiveness to customer and stakeholder demands [6].

Researchers define e-management as a modern administrative system that relies on the utilization of digital technology and its various applications in executing administrative processes within institutions. Its primary aim is to enhance job performance quality by accelerating procedures, reducing human errors, and promoting transparency and effective communication among employees and different departments. Additionally, e-management

contributes to improving the efficiency of services provided to citizens by streamlining administrative procedures and enhancing access to information in a more accurate and secure manner.

The world is experiencing an era of advanced technology, where innovation and technological advancements have become integral to our daily lives. In this context, artificial intelligence (AI) has gained a prominent position as one of the key tools significantly influencing various aspects of life. AI applications span multiple administrative and educational fields, from data analytics to intelligent automation and machine learning, making them highly relevant in management and leadership domains. Understanding the relationship between AI technology and job performance quality is crucial in this rapidly changing and highly competitive world. Leaders and managers in organizations face increasing challenges in resource management and strategic decision-making. In this regard, AI technology can provide tools and solutions that empower them and enhance their performance [7].

The concept of performance is one of the most extensively studied and researched topics in administrative studies in general and in human resource studies in particular. This is due to its significance at both the individual and organizational levels, as well as the complexity and diversity of factors influencing job performance. Performance represents the ultimate and integrated outcome of an organization's activities in light of its interaction with internal and external environmental factors. Job performance is considered a comprehensive phenomenon and a central element across all branches and fields of administrative knowledge. Moreover, it is the most critical dimension for various organizations, as it determines their existence and continuity [8].

Achieving outstanding job performance requires effective leadership that establishes a strong foundation and provides the necessary conditions for implementing plans and programs. Such leadership enhances an organization's ability to attain exceptional performance quality by aligning its strategic directions and future vision within an integrated system of policies that guide and regulate its operations. Moreover, it necessitates working within flexible organizational structures that can adapt to performance requirements, ensuring the organization's goals are achieved efficiently [9].

Job performance quality is defined as the process of obtaining specific information and facts that contribute significantly to evaluating and explaining an employee's job performance, behavior over certain

periods, and the ability to assess their professional, technical, and scientific competence. This assessment aims to enhance the fulfillment of duties and responsibilities associated with the employee's role, both in the present and the future [10].

Job performance quality is also defined as a managerial approach that emphasizes creativity and innovation as fundamental principles for continuous service improvement. It aims to encourage employees to think creatively and develop new solutions to enhance processes and deliver outstanding services. This approach requires the active involvement of the entire team in decision-making processes and motivates them to contribute to idea development. As a result, it serves as an effective means for achieving sustainable improvements in service quality by fostering innovation and promoting more efficient work methods [11].

Researchers define job performance quality as the extent to which employees can efficiently and effectively carry out their tasks according to predefined standards that ensure the achievement of institutional goals, with a focus on accuracy, speed, and adherence to professional standards. Job performance quality is influenced by factors such as the use of modern technology, clarity of instructions, and improvement of the work environment, all of which contribute to increased productivity, reduced errors, and enhanced beneficiary satisfaction with the services provided.

By reviewing previous studies related to the research topic, including the study by Al-Fleet and Al-Jubouri (2022), this study aimed to examine the impact of e-management requirements on knowledge management processes among administrative staff at Al-Aqsa University during the COVID-19 pandemic. The research question was formulated as follows: What is the impact of e-management on knowledge management processes for employees during the COVID-19 pandemic? An applied study on Al-Aqsa University. The study adopted the descriptive-analytical approach, as it was suitable for the phenomenon under investigation. A specialized electronic questionnaire was designed to collect primary data to serve the study's objectives and was distributed electronically. During the COVID-19 crisis, the total number of administrative staff at Al-Aqsa University was 130, with 110 responding to the questionnaire, resulting in a response rate of 84.6%. The study utilized SPSS software for data analysis. After addressing the research questions and testing the hypotheses, the study reached several key findings, including a strong positive correlation

(87%) between the implementation of e-management with its requirements and knowledge management during the COVID-19 crisis among the administrative staff at Al-Aqsa University. Additionally, the study found that e-management requirements (administrative, security, and financial applications) had an 88% impact on knowledge management processes. The study presented several recommendations, emphasizing that Al-Aqsa University should capitalize on its experience in employing e-management for knowledge management processes during the COVID-19 crisis and archive this experience in its databases for future reference [12].

Meanwhile, the study by Al-Muraikhi (2023) focused on the quality of administrative performance among female high school principals in Hafar Al-Batin and the impact of artificial intelligence on improving their performance. The study recommended implementing a flexible incentive system and enhancing the infrastructure to support the integration of AI programs [13]. The study by Al-Masri (2022) examined the role of artificial intelligence technologies in improving service quality at the University of Jordan. The results indicated a moderate level of technology adoption and service quality [11]. Lee and Kim's (2022) study aimed to explore the challenges associated with implementing e-management and its impact on performance quality in nonprofit organizations, with a focus on the technical and cultural barriers that may hinder the expected benefits of digital transformation. The significance of this topic lies in understanding how these obstacles affect the efficiency of administrative processes, thereby aiding in the development of effective strategies to overcome them. The findings revealed that 60% of nonprofit organizations faced employee resistance to change, which negatively impacted the implementation of e-management. In contrast, 40% successfully achieved tangible improvements in productivity, highlighting the positive impact of digital transformation when a supportive work environment is established [14]. Obeidat et al.'s (2020) study aimed to compare the impact of e-management implementation on job performance in the public and private sectors by analyzing common factors and differences in adopting digital solutions across various industries. The significance of the study lies in assessing the effectiveness of digital transformation in enhancing operational efficiency while considering structural differences and resource availability in each sector. The findings revealed that the private sector outperformed the public sector in

achieving 30% higher efficiency, attributed to greater infrastructure flexibility and faster decision-making processes. Based on these results, the study recommends developing a legislative framework to support digital transformation in the public sector, along with increasing budgets allocated for technological infrastructure development to enhance job performance efficiency and improve service quality [15].

This study distinguishes itself from previous research by focusing on the relationship between e-management implementation and job performance quality in Idhna Municipality, Palestine—an administrative context that has not been extensively explored. Unlike prior studies, which primarily examined academic institutions, non-profit organizations, and the public and private sectors in other countries, this research considers the unique administrative and structural characteristics of West Bank municipalities, adding a new dimension to the exploration of digital transformation's impact on job performance in local government institutions.

The scientific significance of this study lies in its contribution to expanding knowledge on the effects of e-management implementation on job performance quality in municipalities, particularly within the Palestinian government sector. It further enriches the research literature by providing recent field data on the challenges and opportunities associated with digital transformation in municipalities.

The practical significance of this study is in offering decision-makers at Idhna Municipality real-world insights that support the effective adoption of e-management, ultimately improving institutional performance, increasing efficiency, and enhancing the quality of public services.

This study aims to analyze the relationship between e-management implementation and job performance quality in Idhna Municipality by assessing the impact of digital transformation on work efficiency, productivity, and the achievement of institutional goals. Additionally, it seeks to identify the barriers and challenges that may hinder e-management implementation and propose solutions to enhance its effectiveness in improving administrative performance. Like other government institutions, Idhna Municipality faces challenges in developing and improving job performance amid rapid digital transformations. Despite efforts toward e-management adoption, the extent of its impact on job performance quality remains underexplored in the Palestinian context. Therefore, this study seeks to answer the following research questions:

1. Is there a statistically significant relationship

between the implementation of e-management and job performance quality in Idhna Municipality, Palestine?

2. What is the level of e-management implementation in Idhna Municipality, Palestine, from the perspective of its employees? What is the level of job performance quality in Idhna Municipality, Palestine, from the perspective of its employees?

2. METHODOLOGY SECTION

2.1. Study Methodology

To conduct the current study, the descriptive-correlational methodology was employed, as it is deemed the most suitable approach for this type of

research.

2.2. Study Population and Sample

The study population consisted of all employees in Idhna Municipality, Palestine, during the year 2025, totaling 85 employees, according to the statistics of the Ministry of Local Government. A census sample was selected, targeting all employees in Idhna Municipality in 2025. A total of 74 valid questionnaires were retrieved for analysis, representing a response rate of 87% of the study population. The following table presents the distribution of the study sample according to demographic variables.

Table 1. Distribution of sample members according to demographic variables

Variable	Category	The Number	Percentage
sex	Male	18	24.3%
	Female	56	75.7%
	Total	74	100.0
Age	Between 30-35 years	22	29.7%
	Between 35-40 years	40	54.1%
	More than 40 years	12	16.2%
	Total	74	100.0
Years of Experience	Less than 5 years	12	16.2%
	Between 5-10 years	28	37.9%
	Between 10-15 years	22	29.7%
	More than 15 years	12	16.2%
	Total	74	100.0
Qualification	Master's degree or higher	9	12.2%
	Bachelor's	52	70.3%
	Diploma	13	17.5%
	Total	74	100.0
Current Job Scope	Administrative Supervisory Work	28	37.8%
	Non-Supervisory Administrative Work	35	47.3%
	Technical Work	11	14.9%
	Total	74	100.0
Your knowledge of e-management	Very high	12	16.2%
	High	22	29.7%
	Medium	35	47.3%
	Low	5	6.8%
	Total	74	100.0
Number of training courses in the field of e-management	None	30	40.5%
	One or more	44	59.5%
	Total	74	100.0

2.3. Study Instruments

To achieve the study's objectives, the researchers developed a questionnaire based on a review of theoretical literature and previous studies. The questionnaire consisted of 58 items distributed across the following dimensions: material resources, technological capabilities, human resources, administrative requirements, security implications of e-management implementation, and the use of e-management to enhance job performance effectiveness. All items were designed to measure the relationship between the implementation of e-management and job

performance quality in Idhna Municipality, Palestine.

2.4. Peer Review

The study instruments were reviewed by three experts, and modifications, additions, and deletions were made based on their feedback. Additionally, the validity of the instrument was statistically verified by calculating the Pearson correlation coefficient for each item in relation to its total score, as presented in the following table.

Table 2 indicates that all correlation matrix values between the domain items and the total domain score

are statistically significant, demonstrating a strong internal consistency of the scale items. This, in turn,

confirms the validity of the instrument in measuring what it was designed to assess.

Table 2. Results of the Pearson correlation coefficient between each item of the study and the total score

Item Number	Correlation coefficient (R)	Statistical significance	Item Number	Correlation coefficient (R)	Statistical significance
Material Resources					
1	0.484	0.00**	4	0.714	0.00**
2	0.491	0.00**	5	0.496	0.00**
3	0.560	0.00**			
Technological Capabilities					
6	0.710	0.00**	10	0.521	0.00**
7	0.689	0.00**	11	0.434	0.00**
8	0.582	0.00**	12	0.488	0.00**
9	0.762	0.00**			
Human Resources					
13	0.538	0.00**	17	0.579	0.00**
14	0.494	0.00**	18	0.463	0.00**
15	0.784	0.00**	19	0.635	0.00**
16	0.429	0.00**			
Administrative Requirements					
20	0.751	0.00**	26	0.417	0.00**
21	0.675	0.00**	27	0.448	0.00**
22	0.574	0.00**	28	0.765	0.00**
23	0.486	0.00**	29	0.559	0.00**
24	0.649	0.00**	30	0.474	0.00**
25	0.788	0.00**	31	0.604	0.00**
Security Implications of E-management Implementation					
32	0.443	0.00**	38	0.497	0.00**
33	0.525	0.00**	39	0.495	0.00**
34	0.696	0.00**	40	0.436	0.00**
35	0.401	0.00**	41	0.541	0.00**
36	0.670	0.00**	42	0.434	0.00**
37	0.402	0.00**	43	0.575	0.00**
The Use of E-management to Enhance Job Performance Effectiveness					
44	0.459	0.00**	52	0.482	0.00**
45	0.424	0.00**	53	0.406	0.00**
46	0.420	0.00**	54	0.655	0.00**
47	0.478	0.00**	55	0.493	0.00**
48	0.467	0.00**	56	0.485	0.00**
49	0.480	0.00**	57	0.468	0.00**
50	0.437	0.00**	58	0.432	0.00**
51	0.449	0.00**			

** Statistically significant at(0.01 \geq α)

2.5. Consistency stability

The data presented in Table 3 indicate that the Cronbach's Alpha reliability coefficient for all scale domains and the overall scale score was high, with

the overall reliability coefficient reaching 0.928. This suggests that the scale exhibits a high level of reliability, confirming its suitability for application and its ability to achieve the study's objectives.

Table 3. Cronbach alpha reliability coefficients

Variables	Item Numbers	Cronbach alpha
		Reliability Coefficients
Material Resources	5	0.770
Technological Capabilities	7	0.846
Human Resources	7	0.748
Administrative Requirements	12	0.886
Security Implications of E-management Implementation	12	0.762
The Use of E-management to Enhance Job Performance Effectiveness	15	0.704
Total Degree	58	0.928

2.6. Statistical Method

The study data were analyzed after applying the

instruments to the study sample using the Statistical Package for the Social Sciences (SPSS). The analysis

included calculating frequencies, percentages, means, standard deviations, Cronbach’s Alpha reliability test, and Pearson correlation coefficient.

3 RESULTS AND DISCUSSION

Results of the First Question: Is there a statistically significant relationship between the implementation of e-management and job performance quality in Idhna Municipality, Palestine?

To answer this question, the Pearson Correlation coefficient was used to determine the relationship between the implementation of e-management and job performance quality in Idhna Municipality, Palestine, as presented in Table 4.

Table 4. It shows the results of Pearson Correlation Coefficient to find the relationship between the application of e-management and the quality of job performance in the municipality of Idhna in Palestine.

	Relations	Correlation coefficient	Statistical significance
Job Performance	Material Resources	0.416	0.00
	Technological Capabilities	0.395	0.02
	Human Resources	0.373	0.01
	Administrative Requirements	0.381	0.00
	Security Implications of E-management Implementation	0.450	0.00
	Implementation of E-Management	0.414	0.00

** Statistically significant at a significance level of ($\alpha \leq 0.01$), * Statistically significant at a significance level of ($\alpha \leq 0.05$).

The data presented in Table 4 indicate a statistically significant relationship between the implementation of e-management and job performance quality in Idhna Municipality, Palestine. The correlation coefficient (R) was 0.414 with a significance level of 0.000, which is statistically significant. This suggests a moderate positive relationship between the implementation of e-management and job performance quality in Idhna Municipality, Palestine. Results of the Second Question: What is the level of e-management implementation in Idhna Municipality, Palestine, from the perspective of its

employees?

To answer this question, the means and standard deviations for the level of e-management implementation in Idhna Municipality, Palestine, from the employees' perspective were calculated, as shown in Table 5.

Table 5. Summary of mean scores and standard deviations for the level of application of e-administration in the Idhna Municipality in Palestine from the point of view of its employees, rankings presented in descending order. (n=74)

Paragraph	Mean	Standard Deviation	Degree of approval
Material Resources	3.27	0.57	Medium
Technological Capabilities	3.57	0.66	Medium
Human Resources	3.26	0.61	Medium
Administrative Requirements	3.17	0.64	Medium
Security Implications of E-management Implementation	3.71	0.46	Medium
Implementation of E-Management	3.40	0.48	High

The data presented in Table 5 indicate that the level of e-management implementation in Idhna Municipality, Palestine, from the employees' perspective was moderate, with an overall mean score of 3.40 and a standard deviation of 0.48.

Table 5 also shows that the security implications of e-management ranked first, with a mean score of 3.71 and a standard deviation of 0.46. The technological capabilities dimension ranked second, with a mean score of 3.57 and a standard deviation of 0.66. The material resources dimension came in third place, with a mean score of 3.27 and a standard deviation of 0.57. The human resources dimension ranked fourth, with a mean score of 3.26 and a standard deviation of 0.61. Lastly, the administrative requirements dimension ranked fifth, with a mean score of 3.17 and a standard deviation of 0.64.

Results of the Third Question: What is the level of job performance quality in Idhna Municipality, Palestine, from the perspective of its employees?

To answer this question, the means and standard deviations for the level of job performance quality in Idhna Municipality, Palestine, from the employees' perspective were calculated, as shown in Table 6.

Table 6. Summary of mean scores and standard deviations for the level of quality of job performance in Idhna Municipality in Palestine from the point of view of its employees, ranked in descending order: (n=74)

Paragraph	Mean	Standard Deviation	Degree of approval
Accuracy of delivering instructions to employees	4.23	0.59	High
Speed of completing work	4.08	0.74	High
Reducing the cost of storing information and archives	4.07	0.75	High
Speed of delivering instructions to employees	4.01	0.87	High
Organizing the daily workload of employees.	4.00	0.57	High
Raising employee performance rates	3.99	0.81	High

Reducing error rates	3.95	0.72	High
The ability to perform work from anywhere in the world	3.94	0.75	High
Improving communications between employees and increasing the efficiency of administrative processes	3.93	1.00	High
Defining clear responsibilities for employees	3.84	0.79	Low
Saving employees' time and effort	3.77	0.79	Medium
Improving the level of performance of employees in the municipality.	3.72	0.97	Medium
Raising employee productivity	3.61	0.84	Medium
Reducing daily work costs	3.49	0.85	High
Overcoming obstacles that reduce the level of performance	3.39	0.84	High
Quality of job performance	3.86	0.35	High

The data presented in Table 6 indicate that the level of job performance quality in Idhna Municipality, Palestine, from the employees' perspective was high, with an overall mean score of 3.86 and a standard deviation of 0.35.

Table 6 also shows that the statement "Accuracy in conveying instructions to employees" ranked first, with a mean score of 4.23 and a standard deviation of 0.59. The statement "Speed of task completion" ranked second, with a mean score of 4.08 and a standard deviation of 0.74. The statement "Reducing the cost of information storage and archiving" ranked third, with a mean score of 4.07 and a standard deviation of 0.75.

4 CONCLUSION AND RECOMMENDATIONS

The study results indicated a moderate positive relationship between the implementation of e-management and job performance quality in Idhna Municipality, with a correlation coefficient (R) of 0.414 at a significance level of 0.000. This suggests that digital transformation contributes to improving job performance quality, though it is not the sole influencing factor. The study also revealed that the level of e-management implementation in the municipality was moderate, with an overall mean of 3.40 and a standard deviation of 0.48. The security dimension ranked highest among the sub-dimensions, with a mean of 3.71, reflecting the municipality's emphasis on data and information security. This was followed by the technological capabilities dimension, with a mean of 3.57, indicating the presence of an adequate technological infrastructure that requires continuous development. In contrast, administrative requirements ranked lowest, with a mean of 3.17, suggesting challenges related to administrative planning processes or employee acceptance of the e-management system. Regarding job performance quality, the study found that it was at a high level, with an overall mean of 3.86 and a standard deviation of 0.35. The most affected aspect of e-management implementation was accuracy in conveying instructions (4.23), reflecting improved internal communication,

followed by task completion speed (4.08), indicating increased work efficiency. Additionally, the reduction in the cost of information storage and archiving (4.07) highlights the effectiveness of digital transformation in lowering operational costs and enhancing data management.

The study results revealed a moderate positive relationship between the implementation of e-management and the quality of job performance, reflecting the role of digital transformation in enhancing work efficiency. However, further development is needed to ensure a more significant impact. Additionally, the security and technological dimensions were identified as essential factors in the success of e-management, necessitating continuous improvement to sustain progress. Moreover, e-management has proven effective in achieving tangible operational benefits, such as improving internal communication, increasing task completion speed, and reducing archiving costs, highlighting the real advantages of adopting digital technology.

However, the study also indicated variations in the level of adoption across different dimensions, with administrative requirements receiving the lowest evaluation. This finding suggests challenges in administrative adaptation to digital transformation. Based on these results, the study recommends strengthening the technical infrastructure by investing in electronic systems and developing employees' digital capabilities, alongside implementing intensive training programs to enhance engagement with the systems and reduce resistance to change.

Furthermore, the study emphasizes the need to improve administrative systems related to e-management to ensure their integration with the overall administrative structure and enhance operational efficiency. Additionally, it recommends raising awareness of the importance of e-management by organizing awareness workshops to educate employees on its benefits and positive impact on job performance. Strengthening cybersecurity is also crucial, requiring the development of electronic protection policies and the

continuous updating of cybersecurity systems to safeguard municipal data and information. Finally, the study suggests leveraging successful experiences by examining best practices adopted by

other municipalities that have effectively implemented e-management, aiming to maximize the benefits of digital transformation.

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