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Article

The Impact of E-Governance Models on Raising Level of Tourism Management Practices Knowledge Economy Competencies

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Abstract: The research aims direct attention of departments responsible for tourism sector to adopt research dimensions (e-g /(KEC), make them more appropriate to the current reality of tourism organizations and institutions in order to achieve desired position in light turbulent Iraqi environment. research problem is embodied in urgent need for departments operating in this sector, at all levels, affiliations (private or public), pay attention [fields of (KEC) as an essential part in preparing leaders, as they are essence of tourism work, especially since these organizations], field generally constitute one of most important, largest fields that can be invested in era of (KEC). research sample consisted of (123) observations from departments operating in Ministry of Culture, Tourism, Antiquities, Tourism Authority. Their opinions were surveyed using a questionnaire prepared for this purpose, statistically processed using statistical programs (AMOS / SPSS). One of most prominent conclusions of research is that the departments of the Ministry , Authority possess a set of high behaviors, capabilities, intellectual & cognitive skills among their members, keen employ them in field of Their work and specialization, in a way that enables them accomplish their tasks and job duties in accordance with organizational standards, even if not in concept of (KEC) in systematic form, it can form nucleus of competencies practices in accordance with scientific knowledge economic frameworks, while one of most important recommendations was necessity of adopting a training policy based primarily on technical work in accordance with mechanisms , principles of electronic governance , digital economy in an actual and real manner, not being satisfied with routine training courses It adopted for purposes of promotion and job hierarchy, But rather adopting competent trainers , interactive training programs that contribute providing working cadres with advanced job skills and capabilities.

Keywords: e-governance models, (E-G) knowledge economy competencies (KEC), Iraqi Ministry of Culture (MOCT), Tourism and Antiquities, Iraqi Tourism Authority

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1. Introduction

Change: (E-G) represents driving force that has greatest impact on shaping government economic policies. desire to consolidate a state of continuous development, create new aspirations, expectations among citizens to enhance and provide high-quality services, thus creating a qualitative shift in relationship between government citizens, raising level of trust, developing accountability and effectiveness. To achieve level, number of models can be adopted, which constitute independent variable of research. On another level, knowledge represents fundamental basis of wealth in our present era, as governments, organizations, individuals are concerned with the extent of their ability generate control over knowledge, speed of scientific & technological progress, embodied

in communications technology, information revolution. it development has cast a shadow over nature of intellectual output, giving rise to new concepts that express it, including the new economy, post-industrial economy, (KEC), which constitutes variable adopted in current research. research problem is embodied in urgent need for administrations operating in sector, at all levels , affiliations (private or public), focus on fields of (KE) as a An essential part in preparing leaders as are core of tourism work, especially since these organizations , field constitute in general one of the most important , largest fields that can be invested in the era of knowledge economy, research aims try direct attention of departments responsible for tourism sector adopt dimensions of research (e-G / of (KEC) , make them more appropriate to current reality in tourism organizations , institutions in order reach required position in light turbulent Iraqi environment, research sample was represented by (123) observations from the departments working in (MOCT) , Antiquities , Tourism Authority, as their opinions were surveyed using a questionnaire prepared for this purpose and processed statistically using statistical programs (AMOS / SPSS). research included four topics, **first** of which represents methodology, while **second** topic included theoretical framework of the research, It variables, **third** topic was a presentation of the practical side, and finally the fourth topic included the most important conclusions, recommendations and proposals.

2. Materials and Methods

The Problem: Given importance of moving towards a (KE), organizations in general, those working in tourism sector specifically, need modern technologies modern trends to be able satisfy level of multiple, constantly evolving needs. They also need accurately define, evaluate nature of electronic models, technical formulas required, as well as types of competencies, skills required absorb, succeed in new economy. Furthermore, there is a need for leaders in tourism environment who possess ability to consciously understand importance of concept of (KEC), practice modern competencies compatible with era of knowledge management (KM). This embodies nature of problem facing Iraqi tourism sector, which is summarized in urgent need for administrations operating in sector, at all levels, affiliations (private or public), focus on fields of (KMC) as an essential component of preparing leaders, as they are core of tourism work. This is especially true given these organizations, field in general are among most important and largest fields that can be invested in era of (KE).

Questions

The problem referred to above can be crystallized into the following main and sub-questions:

Main question: To what extent does adopting the dimensions of e-governance models affect raising the level of knowledge economy competencies of tourism leaders working at the Ministry of Culture, Tourism and Antiquities and the Tourism Authority?

Sub-questions:

What is level of awareness of the departments surveyed regarding the nature of e-governance models?

Sub-questions:

1 -What is level of awareness among departments surveyed regarding nature of e-G.m

2 -To what extent do departments in organization surveyed adopt actual practices based on set of digital economy competencies?

3- What is level of correlation, influence between e-governance models, degree to which tourism departments practice (KEC)?

Importance

Studies and research derive their importance from significance of variables seek to address. The importance of the current research lies in clarifying relationship between successful implementation of (e-g m.) , achieving a distinguished level leadership performance within framework of (KEC). importance of research also stems from the

importance of sector, which constitutes field container through which leadership of Ministry, Authority can be addressed. They must be aware of importance of (e-g m), (KE), given their financial, economic returns their greatest impact on building and managing a modern, advanced tourism sector, importance of research is evident in following:

1 .The research represents a step towards developing a modern vision by presenting variables of interest most public organizations. research presents these variables within ministry's, authority's cognitive frameworks, highlighting many of their intellectual and theoretical aspects.

2. The importance of the research stems from attempt bridge gap between theoretical framework of the research variables, their practical application. These variables are of field importance, as they constitute an applied approach that the researched organization must begin implementing, overcome obstacles, and strive acquire new knowledge that will contribute building its future.

Study objective:

The research seeks achieve several objectives, most prominent of which can be summarized in following points:

1. To highlight the cognitive, scientific aspects of research variables (e-g.M)/(KEC) to benefit departments operating in tourism sector and improve their performance.
2. To present, analyze indicators related e-G.M, their impact on practice of economic competencies, as well as correlation, influence between e-governance)/(KEC) in ministry, authority, research sample.
3. To attempt direct attention of departments responsible for tourism sector to adopt research dimensions (e-governance/KEC), make them more appropriate to current reality of tourism organizations and institutions, in order to achieve desired position in light of turbulent Iraqi environment.
4. To diagnose level of implementation of e-governance and its dimensions, as well as level of tourism leaders' practices of (KEC) in Ministry of Culture, Tourism, Antiquities and Tourism Authority.
5. To open way for researchers to launch future studies, research on role , impact of e-G.M and the (KEC). its relationship to other variables in organizations working in tourism field.

Research Hypothetical Plan

Hypothetical plan represents an expressive image of research idea and aims to translate current research problem into a practical framework for analyzing and interpreting results. hypothetical research plan aims to clarify correlation, influence relationships between the variables, as well as clarify dimensions that were measured. two-way arrows indicate correlation relationships, while one-way arrows indicate influence relationships. The dimensions of the variables were chosen according to the literature and available sources, based on the following variables:

1. The independent variable (explanatory): (embodied in) e-governance (measured through dimensions) standards, applications / technology infrastructure / financial resource management / oversight)
2. The dependent variable): (embodied in) (KEC) competencies (measured through the dimensions) personal competencies / academic competencies / leadership competencies / evaluation competencies(

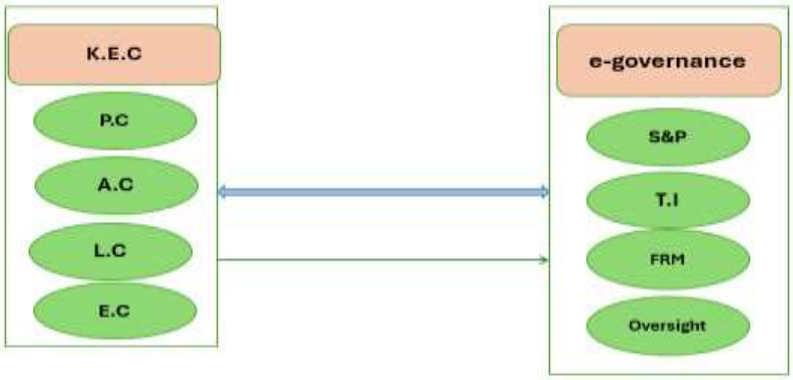


Fig. No. (1) hypothetical plan for research Correlation Relationship Influence Source: Fig. prepared by researcher

Research Hypotheses:

Based on the hypothetical research plan, the two main hypotheses were formulated as follows:

1 **.H1:** There is a significant correlation between adoption of dimensions of (e-g.M) & improvement of tourism management practices (KEC) at (MOCT) , Antiquities Iraqi Tourism Board at level of main variables and sub-dimensions. The following sub-hypotheses emerge from this:

h1-1: There is a significant correlation between standards, applications of e-governance, improvement of tourism management practices for (KMC) at the Ministry of Culture, Tourism and Antiquities and Tourism Board.

h 1-2: There is a significant correlation between infrastructure of e-governance technology and the improvement of tourism management practices for knowledge economy competencies at Ministry of Culture, Tourism and Antiquities and the Tourism Board.

h 1-3: There is a significant correlation between financial resource management, e-g,M, raising level of (KEC) in tourism departments at Ministry of Culture, Tourism, Antiquities and the Tourism Authority.

h 1-3: There is a significant correlation between (e-g.C) oversight, raising level of (KEC) tourism departments at Ministry of Culture, Tourism, and Antiquities and Tourism Authority.

Main Hypothesis:

H2: There is a significant influence of adoption of (e-g.M) dimensions on raising level of tourism management practices for (KMC) at Ministry of Culture, Tourism and Antiquities, Iraqi Tourism Board at level of main variables and sub-dimensions. The following sub-hypotheses emerge from this:

h-2-1: There is a significant influence of (e-g C) standards, applications on raising level of tourism management practices for knowledge economy competencies at the Ministry of Culture, Tourism & Antiquities and Tourism Board.

h-2-2: There is a significant influence of (e-g.M) technology infrastructure on raising level of tourism management practices for knowledge economy competencies at Ministry of Culture, Tourism and Antiquities and the Tourism Board.

h-2-3: There is a significant influence of(e-g,M) financial resource management on raising level of tourism management practices for (KEC) (MOCT) , Antiquities and Tourism Board.

h-2-4: There is a significant influence relationship between (e-g.M) oversight , raising level of tourism administration practices for (KEC) in (MOCT) and Antiquities and Tourism Authority.

Research Methodology

The research methodology in economics administrative sciences is a plan according to which techniques for collecting and analyzing data are determined, in light of nature of problem, objectives, research model, hypotheses. In current research, descriptive approach was adopted, considering methods, techniques provided approach more appropriate and consistent with the nature of current research variables under study.

Methods of Data Collection: These are embodied in

Theoretical Aspect: sources adopted aspect included Arabic, foreign books, periodicals, theses, dissertations, both Arabic foreign, addressed the study variables, in addition specialized research and articles based on Internet.

Practical Aspect: research relied, in practical aspect, on following methods for collecting information:

Questionnaire: This questionnaire was prepared survey sample members' opinions regarding the research variables.

Personal interviews: Personal interviews were conducted with a number of general managers , their assistants, department heads, and division directors in the ministry , agency under study to determine nature of the work diagnose reality of the study's variables and dimensions.

Field visits and observations: This was to gain insight into the reality of work within the ministry and agency.

Documents and records from Ministry of Culture, Tourism, Antiquities and Iraqi Tourism Authority: The researchers relied on records, statistics issued by the aforementioned entities regarding organizational structures, as well as a number of pieces of information data specific research variables and their sub-dimensions.

Research Limits:

Spatial Limits: The spatial limits are represented by headquarters of (MOCT) Tourism and Antiquities & Iraqi Tourism Authority.

Temporal Limits: period of time field study took, extending from

Human Limits: The administrative teams working in ministry and authority under study, including (Director General, Assistant Director General, department heads, and division officials).

Scientific Limits: main variables are (e-g.M), their dimensions as an independent variable, & (KEC) as a dependent variable.

Tools Statistical Used In Processing & Extracting Results

Statistical tools are a fundamental pillar of scientific research, as they interpret data collected by researcher, transform into information represents applied aspect of research in organization being studied. So, test research hypotheses arrive at conclusions contribute to benefiting research sample providing appropriate recommendations. A set of statistical techniques was used, including AMOS.V25 program in some statistical aspects, ready-made statistical program (SPSS.V21). These techniques are:[1] **1 - Cronbach's alpha**: This measure is used to measure the reliability of questionnaire items. The greater its value is (70%), the more statistically acceptable it is.

Percentage & Frequency: This measure represents the result of dividing the partial value by the total value multiplied by (100). It is used to calculate the number and percentage of agreement of sample members with the questions in the questionnaire.

Arithmetic Mean: The arithmetic mean is one of the most important measures of central tendency and is used to determine the level of response to variables or dimensions in questionnaire items.

Standard Deviation: This is also a measure of central tendency, is used to determine and measure degree of absolute dispersion of response values from their arithmetic mean. It is included in the statistical program.

Coefficient of Variation: This measure is used to determine level of relative dispersion of responses from the arithmetic mean. It is derived by calculating the

percentage of standard deviation divided by arithmetic mean. 6- T-test: Used to determine level of significance of variables, items. This method is used to test the significance of the correlation coefficient.

Pearson's correlation coefficient: Used to determine correlation and its type between research variables. correlation can be positive or direct, , values are unclassified and presented in numerical form.

Simple linear regression coefficient: This is one of statistical methods used to measure effect of an independent variable on a dependent variable.

Step-wise multiple regression method: To identify which dimensions of the independent variable affect dependent variable.

Coefficient of determination (R^2): This method indicates number of changes in dependent variable can be explained by independent variable. It measured as a percentage ranging from 1 to 0. higher coefficient of determination, better model test.

The Questionnaire

Questionnaire Structure: The questionnaire was primary tool used by researcher to obtain data necessary measure strength of two variables, their sub-dimensions. In designing the questionnaire, the researcher relied on a number of sources, previous studies addressed research variables, as shown in Table 1. **questionnaire was divided into two sections**: first included identifying information about sample members, while the second included paragraphs and dimensions for measuring two variables under study, as shown below.

Table 1. Questionnaire Structure, Variables, Sources, and Number of Measurement Paragraphs

Number	Main variables	Sub variables	Number of paragraphs	Source of measurement
Section One	**Identification information**	- **AQ** - **(JP)** **-NOYS**	**3**	
Section Two Explanatory Variable	**e-governance**	S&A	**4**	[2]
		TI	**4**	
		FRM	**4**	
		Oversight	**4**	
Section Two: The Responding Variable	**(KEC)**	**Personal Competencies**	**4**	[3] [4] [5]
		Academic Competencies	4	
		Leadership Competencies	4	
		Evaluation Competencies	4	

Source: Table prepared by researcher

To determine opinions responding sample members, commonly used five-point Likert scale was used. It consists of options: Totally agree (5), Agree (4), Neutral (3), Disagree (2), Totally disagree (1) to classify the response scores ranging from (1-5) points, with highest score being determined total with highest agreement, Tests of validity reliability of the questionnaire:

In order for the questionnaire used in the study meet approved scientific conditions. The following tests were conducted:

Apparent Validity: Validity is one of basic requirements for constructing tests and scales, as it determines the extent to which the items measure phenomenon to be measured. The questionnaire's scale items were presented to a group of referees

specializing in (KE, KME, TD), given close proximity of these disciplines to the research work and the variables under study. This was done ensure apparent validity of measurement tool, to determine items' ability to cover the relevant field. In light of their opinions regarding clarity of each item in terms of intellectual content and wording, a number of items were modified, with additional items added or deleted for either variable, based on referees' opinions. Finally, questionnaire took final form. B- Tests of validity and reliability of questionnaire according (Alpha-Cronbach) coefficient: Reliability is used to measure the consistency questionnaire items and the stability of results reached in different time periods. For aspect, the (Alpha-Cronbach) scale is used, greater its value is (70%), the more statistically acceptable in economic, administrative research (Nunnaly & Bernsten, 2014: 12). Table (2) shows test results as follows:

Table 2. Stability of research scale

Dimensions	Coding Number of paragraphs	Reliability coefficient	Validity coefficient	reliability coefficient
E-G.M	X	16	0.941	0.970
S &P	X1	4	0.837	0.914
TI	X2	4	0.846	0.919
FRM	X3	4	0.792	0.889
Oversight	X4	4	0.891	0.943
KEC	Y	16	0.956	0.977
PC	Y1	4	0.858	0.926
AC	Y2	4	0.909	0.953
LC	Y3	4	0.853	0.923
EC	Y4	4	0.889	0.942
Odd paragraphs		16	0.953	0.976
Even paragraphs		16	0.973	0.986
Questionnaire half-correlation coefficient				0.925
Spearman-Brown coefficient				0.961
Guttman split-half coefficient				0.959

Source: The table was prepared by the researcher based on the results of the statistical program.

The table above shows independent dimension, standards , applications, obtained a stability coefficient of 0.837 across four paragraphs, while the stability coefficient , second independent dimension, technology infrastructure, was (0.846) across four paragraphs represented research questionnaire, while stability coefficient of third independent dimension, financial resources management, was (0.792) across four paragraphs, while the fourth independent dimension, control, obtained a stability coefficient of (0.891) across four paragraphs. SO, previous four dimensions represented the main variable of the research, e-governance models, to be measured through (16) paragraphs, obtained a stability coefficient of (0.941). When the researcher returned to dependent variable, knowledge economy competencies, measured through four dimensions and (16) paragraphs, it obtained a total stability coefficient of 0.956. As for sub-dimensions level, the dependent dimension, personal competencies, obtained a stability coefficient of (0.858) across four paragraphs. dependent dimension, academic competencies, obtained a reliability coefficient of (0.909) across four paragraphs, while third dependent dimension,

leadership competencies, obtained a reliability coefficient of (0.853), and finally the fourth dependent dimension, evaluation competencies, obtained a reliability coefficient of (0.889). researcher resorted to dividing research questionnaire into two halves, the first and second parts of it to identify the Alpha-Cronbach reliability coefficient, amount of correlation coefficient between the two halves of the questionnaire. The first part of it obtained a reliability coefficient of (0.953) across (16) paragraphs, second part obtained a reliability coefficient of (0.973) through (16) paragraphs, so correlation coefficient of questionnaire's two parts was (0.925), with a Spearman-Brown coefficient of (0.961), and a Guttman coefficient for the half-split was (0.959).

Research community and sample: sample selection process in any research can be considered one most important point influencing researcher's success in achieving desired objectives of any study. There are many factors that affect sample size selection mechanism, including size of community, nature of variables, quality of community's components in terms of their homogeneity or lack thereof. In current research, a sample of administrative leaders in Ministry of Culture, Tourism, Antiquities, Tourism Authority under study was selected, represented by (Director General, Assistant Director General, department heads, division officials), considering them most capable of understanding various variables, in addition to the fact that the aforementioned administrative levels are concerned with making decisions related general economic, technical trends. (130) questionnaires were distributed, of which (123) were returned subject for statistical analysis, personal characteristics of study sample members who responded study's objectives can be reviewed. The most important demographic characteristics of the research sample are as follows:

Academic qualifications of sample: The researcher found that research sample possessed academic qualifications. A bachelor's degree (70%) ranked first, while a master's degree (17%) ranked second. A doctorate degree (7%) ranked third. Finally, a higher diploma, a diploma ranked fourth, respectively, at 3%. This confirms that research sample possessed the qualifications that placed a distinguished position understand nature of variables under study, which adds solidity to the research data. However, it noted that number of individuals with higher degrees who occupy senior positions is small, despite the expansion of graduate programs at the level of Iraqi academic institutions or study programs abroad.

Job position: The largest percentage of research sample were department officials, at (66%), which enhances accuracy of data obtained, considering they are closest to the reality of work in ministry , the authority, they are the most capable of understanding daily work requirements , not dealing with mere administrative correspondence that has no connection practical reality, while percentage of department heads was (17.6%), followed by the percentage assistant general manager at (11.3%), and finally percentage of the general manager at (4.8%).

Sample Service Length: largest proportion of research sample was experienced, within the 11–15-year category, representing 80% of workforce. Ether6–10-year service category ranked second with 8%, while 16-year service category ranked third with 7%. less than 5-year service category ranked third with 5%. This indicates adoption of a workforce renewal policy, which has created a homogeneity of experience, a transfer of ideas, and internal training to accomplish tasks assigned to them.

Table 3. Characteristics of Research Sample

Paragraph	Categories	%	Repetition
Academic Qualification	Diploma	%3	4
Job Position	Higher Diploma	%3	4
Academic Qualification	Bachelor's	%70	86

	Master's	%17	21
	Doctorate	%7	8
	Total	%100	123
Job Position Academic Qualification	General Manager	%4.8	6
	Assistant General Manager	%11.3	14
	Head of Department	%17.6	21
	Section Head	%66.3	82
	Total	%100	123
	5 years or less	%5	6
	10-6	%8	10
	15-11	%80	99
	16 years and older	%7	8
	Total	%100	123

Source: Table prepared by researcher.

3. Results and Discussion

Theoretical Framework

Historical E-G.M

In the 1990s, governance practices emerged in public administrations through inter-organizational relationships as organizations sought to develop their own policies, as indicated by the conclusions of the Sixth Global Forum on Reinventing Government. Its goal was to incorporate expertise in government restructuring, seek a framework, strategy for future innovations in governance, and enhance cooperation between government, private sector, civil society organizations improve quality of governance at the national and local levels. It also aimed to strengthen countries' capacity for participatory management and transparency, and address challenges of globalization. Furthermore, it laid foundation for a global reinvention network that linked key players in governance, business, civil society [6]. Governance went through various stages [7] [8].

1. **The first stage**: birth stage (computer age) This stage dates back to beginning of second half of twentieth century.
2. **The second stage**: The escalation stage (era of information systems). This stage dates back to 1970s and 1980s, when some government officials and commentators predicted that information technology would revolutionize public administration.
3. **The third stage**: The peak stage (Internet era), which was clearly established by beginning of twenty-first century.

Concept E-G.M: Several concepts of governance have been proposed by a number of researchers in their contemporary studies, most important of which are:

NO.	Researcher,	Definition
1	[9]	Providing quality information services to citizens, businesses, civil society organizations, and other government agencies in an effective, cost-effective, convenient manner, making government operations .more transparent accountable
2	[10]	It means using information communications technology to achieve government-related goals,

		ensuring a state of "participation, transparency, accountability, information service provision, communication and interaction in governance".
3	[11]	extent to which electronic means are applied to improve interactions between government, society, business by employing internal electronic means to simplify, improve governance systems in all assigned activities enhance administrative efficiency.

Source: table was prepared by researcher based on mentioned sources.

SO, it defined as process of utilizing new information, communication technologies—especially Internet, World Wide Web—as channels for interactive communication linking tourists, official tourism sector authorities, facilitating delivery of government tourism information and services.

E-g. M: The IT governance model is classified into several main areas according to nature of governance methods. Developed (industrial) countries were the first to experiment with different methods for controlling energy, and appropriate changes in governance and re-engineering of some service delivery methods were required. led to the generation of e-governance models. With the reforms, formation of different, various e-g m. subsequently emerged, primarily due, differences between developing developed countries based on initial conditions, design, expectations, and different perspectives on best governance methods. most prominent of these models can be stated as follows [12]:

A. Critical flow model

B. Comparative analysis model

C. Wider/Broadcasting dissemination model

D. Interactive service model

C. Mobilization & lobbying model

The mentioned models can be shown in the following figure:

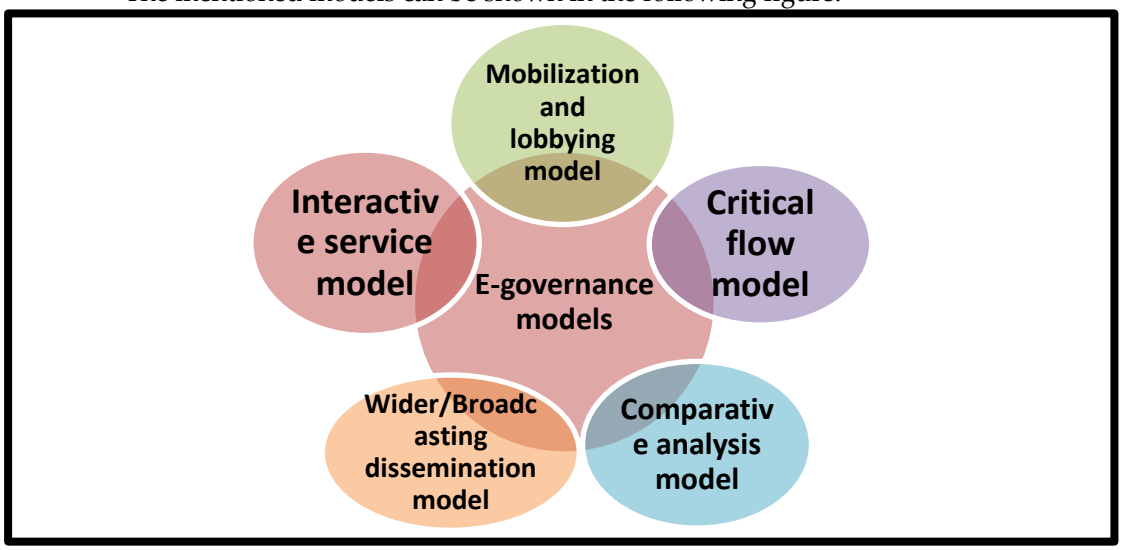


Figure 2. E-governance models Source: Figure prepared by researcher

Dimensions

The dimensions under each of e-G.M. referred vary depending on researchers' background or nature of field environment for testing model, as well as differences imposed by level of economic, technical development of society. Therefore, researcher selected a number of dimensions to be adopted in field study, in line with nature of Iraqi environment, primarily, tourism work environment specifically. These dimensions are:

S & A: It documents established by consensus approved by committees formed within organizations, governments. They provide rules, guidelines, or characteristics for activities or their outcomes, SO, achieve optimal degree of order in organizational contexts. Among the most important functions of standards. applications are: interoperability, quality, information, improving diversity (based on best practices procedures for administrative activities) [13].

T.I: The e-governance infrastructure consists of three parts: (software infrastructure, physical infrastructure, physical infrastructure). For devices, technical infrastructure) without any of these elements, e-g. M can never be implemented, & includes (hard infrastructure represented by all foundations, ground and wireless connections, networks, basic physical information technology in order to conduct business, exchange information, data electronically / soft infrastructure which includes all services, information, expertise, application software through which electronic business is accomplished. Network services, self-service for citizen) [7]

C- FRM: Refers To Total monetary investment required to ensure success of e-governance. The budget should determine whether all tasks are included in overall project budget, such as information management system support, field transportation, vehicle maintenance, translation, document printing and dissemination, and monitoring and evaluation tools to achieve ICT adoption, Governments should allocate budgets for acquisition, development, maintenance of required hardware and associated platforms. The level of complexity, therefore the training and troubleshooting required, scope of desired ICT use should also be considered. [13]

Control: Refers Ability to conduct electronic surveys by adopting monitoring standards for individuals, performance, and services evaluate electronic services by identifying deviations, their causes, taking appropriate corrective measures in light of established plan [14].

researcher believes, with regard to tourism sector, entering digital world and its various adoptions, one of which is e-governance, is no longer an option or a matter subject discussion, especially given state of economic, technical, social development, which in all its forms affects the pattern of production and consumption of tourism services. Therefore, Iraqi tourism sector now faces a real challenge embodied in the governance of all parts, programs, and activities of the sector. It has no choice but to succeed, which requires the responsible authorities, represented by the Ministry, Authority, mobilize all resources achieve this goal, keeping pace with development in the performance of tourism organizations according advanced standards, entering into tourism competition at regional, if not international, level.

Contents (KEC): It means "Peter Druker" first scholars establish concept of (KEC) in famous book (The Age of Discontinuity). He pointed out world is dealing with knowledge industries whose raw materials data, whose tool is human mind, and whose production is ideas. He views the concept of (KEC) as an economy relies on work of the individual as an independent entity. (Amir, 2021: 402) Abdul Hadi (2019: 151) as Defend " type of economy in which the process of generating, investing knowledge plays greatest role in economic growth, wealth creation, in which human capital is core through human ability to innovate, create, generate new ideas, invest in them, apply technology, acquire new skills, and practice them in all economic sectors." The knowledge economy includes intensive use of knowledge, represented by information, communications cycle, widespread and accelerating use of knowledge, science. Therefore, the use of contents of (KEC) is widespread. Knowledge, data are present in most work, activities of economy in a way that contributes carrying out these activities. Rather, it is an economy that responds primarily to requirements and changes of global market. Therefore, it consists of a group of basic, integrated and interconnected elements, the most prominent of which are:

(Providing a community infrastructure to employ research and development system / preparing and training knowledge workers who possess knowledge, have the ability to

question, imagine, compare & innovate / easy access for all members of society to Internet spreading the culture of the learning society in thought and application in all institutions) [4].The (KEC) seeks to prepare qualified human cadres who possess a high level of training , education, in accordance with modern developments, in addition to the necessity of possessing a high degree of empowerment , the ability to deal with computers, and employ technology successfully with the necessity of ensuring professional growth , continuous self-learning, , ability to switch from one profession to another, ability to communicate, create, solve problems and make decisions.

concept of (KEC): defined as "those competencies related to academic leader's ability to perform his job & apply it according multiple fields, including personality, academics, creativity, leadership, communication, self-interaction, professional growth, measurement, evaluation, information, communications technology, and career guidance and counseling" [15]. [16] also defined them as "The set of knowledge, attitudes, procedures, skills a leader needs to perform his work with least amount of cost, effort, time, without which he cannot perform his work." [4]. defined them as "acquired capabilities allow for behavior and action within a specific context. Their content consists of knowledge, abilities, skills, attitudes integrated in a complex manner, their employment with aim of confronting and solving a problem in a specific situation" [5]. competencies of (KEC) can be operationally defined as: "integrated structure of knowledge, orientations, mechanisms, and capabilities upon which the performance of tourism administrations is based in order to carry out work with aim of solving problems in tourism organizations with the least amount of time and effort."

Dimensions

Some studies in various countries, including the United States, have indicated existence of three skills across various professions: literary skills, intellectual skills, personal qualities. These skills are essential requirements for achieving general competencies: information organization, communications technology, personal qualities. [6]. The Australian General Professions Council issued a document confirming the following competencies: language proficiency, communications, scientific and (KEC), cultural knowledge, problem-solving skills, and evaluation. The New Zealand Planning Council issued a memorandum indicating that for country to move into the era of knowledge economy, it is necessary to pay attention the following skills: (communication skills, personal skills, work, management skills, information technology, language skills, thinking skills, creativity in problem-solving, evaluation) [17]. In Canada, the Advisory Council for Information Superhighway presented a strategy that includes principles of transitioning towards the knowledge economy, which are: (an interconnected purposeful network guarantees privacy , national development in cooperation with society private sector, & competition in facilities, products, services, lifelong education) [18][19]: The following dimensions of competencies will be adopted in field aspect of the research, as they are closest reality of tourism work, & they are [5].

Personal competencies: These include personal traits nature of leader that distinguish him or her from others.

Academic competencies: These include the knowledge, concepts, skills that guide leader's behavior and help him or her perform his or her work within and outside organization with a certain level of proficiency.

Leadership competencies:

Include everything related to influencing others and communicating between leaders and employees to achieve common goals [20].

Evaluation competencies:

Include questions, data analysis, monitoring strengths and weaknesses of employee behavior and performance in acquiring knowledge and skills. researcher believes work in tourism sector according to knowledge economy approach has reached advanced levels at international and regional levels. However, it is incumbent upon authorities

responsible for the sector in Iraq to consider the mechanism through which organizations operating in this sector can keep pace with digital economic development. These organizations are obligated, according to specific plans with specific timeframes and phases, enter this world, where principles of work have been established and are developing rapidly[21][22]. It must also be noted that sector can seek to adopt data of the (KEC) in a phased, preliminary manner. Starting, even with modest steps, is better than remaining outside knowledge frameworks of a sector has absorbed significant knowledge outputs.

Field Aspect

Description, Diagnosis, and Analysis of Research Variables

This part of the research aims to identify the reality of the research variables (e-g mo., KEC) in light of responses of research sample (123). researcher relied on frequency distributions for their responses, percentages, weighted arithmetic mean, standard deviation, and relative coefficient of variation, as well as relative importance of each paragraph of scale. The researcher relied on five-point Likert scales to survey sample's opinions. The response level was limited to (1-5), with five levels, as shown in Table (5)

Table 5. Likert scales, availability level, relative importance.

Questionnaire scales Questionnaire scales	**Arithmetic means**	**Availability level**	**relative importance**
decidedly disagree	1-1.79	Very Low	Poor interest (less than 59%)
I disagree	1.80-2.59	Low	Acceptable interest (greater than 59%-69%)
not sure	2.60-3.39	Moderate	Average interest (greater than 69%-79%)
I agree	3.40-4.19	Available	Good interest (79%-89%)
I totally agree	4.20-5.00	Very Available	High interest (greater than 89%)
= 1 5 / 5 = 3		0.80=4/5=5= -1	

Source: Obaid, Fatima Alaa Al-Din, 2020, Role of Strategic Knowledge Management Practices in Achieving Outstanding Performance, Master's Thesis, College of Administration and Economics, University of Baghdad, p. 101

Description , diagnosis of independent variable, e-g m.: By reviewing Table No. (6) below, it clear that independent variable, e-g m, is with an arithmetic mean of 3.50 (available), is practiced with relative interest (70%) through ministry , authority under study having a future vision about dimensions must be available in order to adopt e-governance, which is necessary have in light of ongoing environmental complexity, in addition to obtaining correct information , communicating it leadership at appropriate time , place and determining the needs and necessary technical means that it considers

the basis for adopting e-governance mechanisms to achieve the objectives sought in this framework, while the relative coefficient of variation (17.6%) , standard deviation (0.618) indicated the existence of agreement and homogeneity in opinions of research sample about availability, practice and interest of the ministry , authority in main independent variable, e-governance models. As for sub-dimensions, we find that control dimension came first place, which is consistent with nature of organization under study, as it has an official , governmental nature, thus work curve The supervisory dimension rises in type of organization as a result of dimension obtaining lowest relative coefficient of variation (18.7%), then it was followed by dimension of standards , applications, followed by the dimension of technology infrastructure, finally it came after the financial resources management with a coefficient of variation (21.1%), as researcher notes that the four dimensions were provided by a weighted arithmetic mean, practice, interest, and relative adoption ranged from middle to acceptable, as shown in results of Table.

Table 6. Descriptive statistics for variable of (e G M.)

Independent Variable and its Dimensions	mean	Standard Deviation	Standard Deviation	Standard Deviation	Standard Deviation
Standards and Applications	**3.49**	**0.713**	**%69.8**	20.4	**Second**
Technology Infrastructure	**3.54**	**0.728**	**%70.8**	20.5	**Third**
Financial Resource Management	**3.46**	**0.650**	**%69.2**	18.7	**First**
Control	**3.50**	**0.736**	**%70**	21	**Fourth**
E-Governance Models	**3.50**	**0.618**	**%70**	17.6	

Source: Prepared by researcher based on outputs of statistical program

Description & diagnosis of dependent variable:

(KEC) Table (7) below displays descriptive statistical data for dependent variable (knowledge economy competencies). table shows that the dependent variable has an arithmetic mean of (3.53) available, , is practiced with relative interest (70.6%) average, as sample agrees , It values are homogeneous through the relative coefficient of variation (20.2%) and the standard deviation (0.714), which is an indicator that] ministry , authority departments possess a set of high intellectual , cognitive behaviors, abilities,] skills among their members, , they are keen to employ them in their field of work specialization, in a way that enables them to accomplish their tasks , job duties according organizational standards, even if they are not in concept of (KEC) At The systematic form, but they can form the nucleus of competencies and practices according scientific (KEC). At level of sub-dimensions, personal competencies came in first place with a relative coefficient of variation (22%) relative interest (71%) average. This indicates that priority of the Authority's focus is on individual considerations and is far removed in many of its aspects from institutional idea of management , is linked to image or individual style more than others, while the second rank was for evaluation competencies dimension , then leadership competencies, finally academic competencies dimension was in fourth rank, which is something that administrations working in particular with the method and world of (KEC) must pay attention to.

Table 7. Descriptive statistical data for (KEC)

Independent Variable and its Dimensions	mean	Standard Deviation	Standard Deviation	Standard Deviation	Standard Deviation
Personal competencies	3.55	0.794	%71	22	First
Academic competencies	3.60	0.852	%72	23.6	Fourth
Leadership competencies	3.34	0.753	%66.8	22.5	Third
Evaluation competencies	3.62	0.784	%72.4	22.3	Second
Knowledge economy competencies	3.53	0.714	%70.6	20.2	

Source: Prepared by researcher based on results of statistical program

Testing the correlation hypotheses

Researcher Analyzed extracted research data for independent variable, dimensions with dependent variable, dimensions. researcher employed Pearson correlation coefficient, given that sample was larger than (30) observations, was normally distributed. She also used simple and multiple linear regression coefficient based on Pearson correlation method. The researcher relied on a significance level of (0.05), a (t) test based on tabular value of (1.96) for comparison and acceptance or rejection of results. interpretation of strength of correlation was based on classification of (Cohen et al.) as stated in (Joudah, 2010: 129)

Testing first main hypothesis:

which states: "There is a significant correlation between adoption of dimensions of e-governance models, raising level of tourism administration practices for (KEC) in Ministry of Culture, Tourism, Antiquities, Tourism Authority at level of main variables and sub-dimensions".

Table (8) shows relationships There is a positive correlation between dimensions of e-governance models their dimensions with competencies dimensions of (KEC). results were as follows:

Table 8. Correlation coefficient between dimensions of e-governance models competencies of (KEC)

Dependent Variable	Personal competencies	Personal competencies	Personal competencies	Personal competencies	Personal competencies
Independent Variable Standards & Applications Technology Infrastructure	0.727**	0.730**	0.603**	0.721**	0.776**
	0.000	0.000	0.000	0.000	0.000
	6.492	6.514	5.701	6.460	6.773
FRM	0.725**	0.694**	0.655**	0.733**	0.782**
	0.000	0.000	0.000	0.000	0.000
	6.482	6.299	6.055	6.532	6.806
Dependent Independent	0.652**	0.604**	0.689**	0.608**	0.710**
	0.000	0.000	0.000	0.000	0.000

Standards & Applications	6.031	5.713	6.267	5.739	6.393
Technology Infrastructure Financial Resource Management Control	0.731**	0.762**	0.687**	0.714**	0.807**
	0.000	0.000	0.000	0.000	0.000
	6.518	6.695	6.252	6.417	6.938
E-G.e. M	0.812**	0.800**	0.752**	0.790**	0.881**
	0.000	0.000	0.000	0.000	0.000
	6.961	6.902	6.639	6.880	7.031
T=1.96 , 2.32		P* < 0.05		P** < 0.01	

Source: table was prepared by researcher based on results of statistical program.

According to results in table above, it was found that there is a strong positive correlation between dimensions of e-g. m. competencies of knowledge economy. When departments working in Ministry of Culture, Tourism and Antiquities, Tourism Authority increase interest in consolidating the dimensions of e-governance, interest in competencies of (KEC) for those departments will increase by amount of correlation coefficient between them (0.881**), at significance level of 0.000, which is less than the significance level of (0.01). calculated (t) value is (7.031), which is greater than tabular value (2.32) at significance level of (0.01). highest correlation value of e-governance models with personal competencies was (0.812**), which is a strong positive correlation at significance level of (0.000). This was followed, in order, by correlation with academic competencies, which is positively significant with a value of (0.800**), a significance level of (0.000). calculated value of (t) was 6.902, third rank was for correlation relationship with evaluation competencies dimension, which is a positive significant direct correlation with a value of (0.790**) at a significance level of (0.000), a calculated value of (t) of (6.880). Finally, main independent variable achieved a positive significant direct correlation relationship of (0.752**) at a significance level of (0.000), a calculated value of (t) of (6.639) with the leadership competencies dimension. From all of above, it proven main hypothesis, sub-hypotheses emanating from it have been achieved.

Testing Impact Hypotheses

The current section is concerned with employing analytical inferential statistical methods to test the validity of the main impact hypothesis, which occurred in research methodology, with aim of determining whether it can be accepted or rejected. researcher will investigate its validity according to following simple linear regression equation: $Y = \alpha + \beta * X i$. Through the simple linear regression equation, the validity of this hypothesis was tested. In light of this, a significant relationship was formulated between true value of the dependent variable, knowledge economy competencies, coded with the symbol (Y), independent variable, e-governance models, coded with symbol (X). estimation of values & their statistical indicators were calculated at the level of the research sample (123) observations in the ministry, agency under study. researcher also used statistical indicators to present results based on an analysis of levels of influence between variables. R^2 represents coefficient of determination (explanation), while β represents the marginal slope (impact coefficient), and α represents the value of constant, which is equal to value of dependent variable when it values of independent variable is equal to zero. The researcher will rely on coefficient of determination, impact value to test validity of second main hypothesis, sub-hypotheses, which were identified in research methodology between e-governance models and their dimensions, competencies of the knowledge economy as a whole.

The second main hypothesis of research, which states:

There is a significant impact relationship between adopting the dimensions of e-g m. in raising level of tourism management practices for (KEC)in Ministry of Culture, Tourism and Antiquities, Tourism Authority at level of main, sub-dimensions." To verify validity of hypothesis, the researcher implemented a simple linear regression model, in addition to tabulated t-value indicators (1.96), tabulated f-value (3.841) at significance level (0.05) to reject or accept the hypotheses for the main hypothesis and its sub-hypotheses. table below presents test values.

Table 10. Impact of e-G M , their dimensions on (KEC)

Dependent Variable / Independent Variable	Knowledge economy competencies					
	A	β	R^2	Sig	T	F
Standards and Applications	0.812	0.778	0.603	0.000	13.547	183.528
Technology Infrastructure	0.871	0.760	0.612	0.000	13.319	190.959
Financial Resource Management	0.835	0.780	0.504	0.000	11.083	122.833
Control	0.724	0.792	0.652	0.000	15.042	226.265
E-Governance Models	0.041	0.889	0.776	0.000	20.473	419.138
degree of freedom				1	121	122

Source: table was prepared by researcher based on results of statistical program.

The results of table above show that the model of impact of the main independent variable (e-governance models) on dependent variable (knowledge economy competencies) is below significance level of 0.000 (Sig =) which is smaller than significance value (0.05), and with the significance of calculated (F) value (419.138), which is greater than its tabular value (3.841), while calculated (T) test value was (20.473) for the value of (β) marginal slope (impact), which is higher than its tabulated value at the same significance level (0.05), while value of the determination coefficient (R^2 = 0.776) for the model , with a correlation value of (0.881), indicating that independent dimension of(e-g m) practices explains (77.6%) of the changes occur in practices of knowledge economy competencies in ministry and the authority, the research sample, while remaining percentage is attributed to (22.4%) of explanatory model for other variables not included in the tested model, which is a high explanatory value, while marginal slope value (β = 0.889), meaning that a one-unit change in adoption of the dimensions of e-governance models, interest , improvement by the ministry , researched body, for one unit, will generate an 88.9% increase in practice of knowledge economy competencies. This result provides sufficient support to accept second main hypothesis, which is considered a good effect, with a standard error value of (0.05), and according to predictive regression equation model as follows:

(KEC) Y = 0.041 + 0.889 Dimensions of e-g m.

The researcher employed Step-wise multiple regression method to identify which dimensions of e- m. have an impact on practice of (KEC). results are as shown in Table 11 below. [23]) believes that according to this method, variable has strongest relationship with dependent variable is entered in the first step. In second step, second variable, which has ability to provide statistically significant additions, is entered. remaining steps are

thus carried out. In each step, contribution of variables entered in the previous steps is evaluated to eliminate the variable that no longer provides any statistically significant additions by removing it from the equation. Finally, entry of variables is stopped if none of them are capable of providing statistically significant additions to the equation. Table

Variables Standards and Applications	R	R^2	ΔR^2	AR^2	F CHANGE	Sig F CHANGE	T	α	β
	Knowledge economy competencies								
Technology Infrastructure	0.807	0.652	0.652	0.649	226.265	0.000	3.383	-0.005	0.267
Financial Resource Management	0.854	0.730	0.079	0.726	34.923	0.000	3.751		0.256
Control	0.874	0.764	00.034	0.758	16.972	0 0.000	44.236		0.290
Variables	0.883	0.778	0.014	0.770	7.412	0.007	2.722		0.190

(11) Step-wise multiple regression

Source: Prepared by researcher based on outputs of statistical program

From values mentioned in table above, it clear that by entering four dimensions of e-governance models in model, correlation coefficient for the overall model became (0.882), with a significance level of 0.007, which is less than the significance level of (0.05), with an interpretation coefficient value of (0.778), meaning that four dimensions together explain (77.8%) of practice of (KEC) in ministry , authority, while calculated (F) value for model was (103.237) with a change of 7.412, as these results indicate that four dimensions work synergistically without any of dimensions suffering from weakness to be removed by test. As for values of marginal tendency (impact) for four dimensions, marginal tendency for standards , applications dimension was (0.267) with a calculated (T) value of (3.383) , a significance level of (0.000), which indicates Regarding significance of effect, the value of impact of technology infrastructure dimension was (0.256) at a significance level of (0.000) , a calculated (T) value of (3.751), while the value of impact of financial resources management was (0.290) at a significance level of (0.000) and a calculated T value of (4.236). Finally, impact coefficient of independent dimension of control was (0.190) at a significance level of (0.007) and a calculated (1) value of (2.722), noting that all values of second calculated test were greater than their tabular value (1.96) at a significance level of 0.05.

(KEC) = -0.005 + X4*0.267 + X2*0.256 + X1*0.290 + X3*0.190

Thus, hypothesis is proven to be true. second main research question and the sub-hypotheses arising from it.

4. Conclusion

1. Field study revealed that ministry and the authority under study possess a future vision regarding the dimensions required to adopt e-governance, which is essential in light of the ongoing environmental complexity, even at a certain level. This vision also requires obtaining accurate information and communicating it to leaders at appropriate time and place, and identifying the

necessary technical needs and means, which are considered the basis for adopting e-governance mechanisms to achieve the desired goals within this framework.

2. The ministry and authority departments possess a set of advanced behaviors, capabilities, intellectual and cognitive skills among their personnel. They are keen to utilize these skills in their fields of work, specialization, enabling them accomplish their tasks, duties in accordance with organizational standards. Although not in the systematic concept of the knowledge economy, they can form the nucleus of competencies and practices in accordance with scientific knowledge economic frameworks.
3. Through results of field study, it became clear that authority's priority is to focus on individual considerations, in many aspects, it deviates from institutional concept of management, is more closely linked to its image or individual style. 4- Statistical tests proved the correlation, influence of explanatory variable, dimensions on responding variable, dimensions, which confirms acceptance of main and sub-hypotheses of the study.

Recommendations & Suggestions

Recommendations

1. The need to deepen awareness among leaders working within the Ministry Authority of importance of working towards adopting e-governance models, including approach in all detailed development, future plans, initiating concrete steps in this field. This constitutes fundamental building block. Any advanced organization began with simple steps, through gradual development, reached highly advanced technical performance standards
2. Imperative of developing a systematic roadmap with clear timelines for the Ministry, Authority's transition to formulas in force within framework of the digital economy, and working to disseminate culture of this important approach, given that Ministry, Authority cannot, under any circumstances, achieve a true tourism renaissance without adopting digital economy formulas
3. Adopting a training policy based primarily on technical work, in accordance with mechanisms and principles of e-governance, digital economy, in a practical, tangible manner. Going beyond routine training courses for promotion and career advancement, instead, adopting competent trainers, interactive training programs contribute to providing workers with advanced functional skills and capabilities.
4. Adopting a policy of openness to advanced regional, international experiences in building tourism sector within frameworks of e-g.M. (KEC), drawing inspiration from mechanisms that must be adopted as initial steps to reach advanced levels comparable to those achieved by these experiences.

Suggestions: Researchers can complement scientific efforts, cover areas not covered by current research through the following axes:

1. The impact of e-governance on management of intellectual capital in tourism sector.
2. Knowledge economy competencies practices and their impact on raising performance of tourism companies.
3. The impact of digital economy formulas on raising the level of tourism agreements.

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