INFORMATION TECHNOLOGY INNOVATIVENESS: THE ROLES OF MANAGEMENT SUPPORTS, INFORMATION TECHNOLOGY READINESS AND GOVERNMENT'S STRATEGY IN PALESTINE PUBLIC SECTOR

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ABSTRAK

Inovasi teknologi maklumat berpotensi besar dalam mengembangkan kebolehan dan efisiensi sesebuah organisasi, terutamanya di jabatan kerajaan. Palestin juga mempunyai matlamat yang sama dalam meningkatkan penggunaan teknologi maklumat. Walaupun kerajaan telah memainkan peranan dalam pemerkasaan inovasi teknologi maklumat ini, namun ianya masih terhad. Untuk itu, ia memerlukan inisiatif yang khusus dalam memahami fenomena pengembangan inovasi teknologi maklumat. Kajian literature mendapati bahawa faktor kepelbagaian adalah tidak konsisten. Kajian ini bertujuan untuk membangunkan model dengan menggunakan konteks kerangka kerja organisasi bagi mengenalpasti faktor penentu terhadap kecenderungan dalam mengadaptasi inovasi teknologi maklumat. Semenjak inovasi teknologi maklumat menjadi fenomena dalam menyokong proses transaksi organisasi dan institusi, kajian ini menekankan aspek budaya organisasi. Berdasarkan teori 'inter-organizational' yang dikawal, kajian ini mengandaikan bahawa budaya organisasi mempunyai peranan penyerdahanaan dalam menyumbang kepada faktor kejayaan. Sejumlah 500 soalan kaji selidik telah diedarkan kepada pengurus-pengurus di 21 kementerian di kalangan kerajaan tempatan di Semenanjung Gaza melalui 'Google Forms". Maklum balas telah dianalisa dengan menggunakan pendekatan "partial least square". Hasil kajian menunjukkan bahawa strategi kerajaan tidak mempunyai kesan signifikan terhadap inovasi teknologi maklumat; walau bagaimanapun, sokongan daripada pengurusan dan kebersediaan teknologi maklumat mempunyai kesan yang positif. Hasil kajian juga menunjukan bahawa budaya berorganisasi yang sederhana adalah penting. Dalam pada itu, peranan penyederhanaan menunjukkan kurang mendapat sokongan. Hasil kajian ini menunjukkan bahawa budaya berorganisasi dalam institusi kerajaan boleh mengubah motivasi berkaitan inovasi. Kajian ini menerangkan kepentingan untuk mempertimbangkan pandangan institusi kerajaan dalam menjayakan proses inovasi ini.

Kata kunci: Inovasi Teknologi Maklumat, Pandangan berasaskan sumber, Penyebaran inovasi, Faktor Organisasi

ABSTRACT

Information technology innovativeness has great potential to extend an ordinary organization's competency and efficiency, and this applies to governmental intuitions in particular. As such, Palestine has an objective to increase the diffusion of technology. Despite extensive government efforts, the adoption of innovativeness in the information technology sector is still limited. Consequently, there have been extensive efforts to better understand the phenomenon. However, literature review regarding the determinants of innovativeness are not altogether consistent. To provide more insight, this study aimed to develop a research model utilizing the organizational context framework to identify the determinants of the government's propensity to adopt information technology innovativeness. Since information technology innovativeness is an inter-organizational phenomenon supporting transactions of organizations and institutions, this study emphasizes the context of cultural characteristics. Grounded in inter-organizational theories, this study hypothesized that organizational culture had a moderating role in organizational motivating factors. A total of 500 questionnaires were distributed online by Google Forms to the managers in 21 ministries in the local government in the Gaza Strip. The responses were analysed using the partial least squares approach. The results revealed that government strategy has an insignificant effect on government information technology innovativeness; however, management support and IT readiness have a positively significant effect. Moreover, the results showed that the moderating organizational culture was pronounced. Meanwhile, the moderating role was partially unsupported. These findings demonstrate how the organizational culture in governmental institutions may change the innovativeness motivations. It was importance of considering the views of the governmental institutions for the innovativeness to be done successfully.

Keywords: Information Technology Innovativeness, Resource-Based View, Innovation Diffusion, Organizational Factors

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LIST OF ABBREVIATIONS

AVE	Average Variance Extracted
B2BEC	Business to Business Electronic Commerce
CBSEM	Covariance-Based Structure Equation Modeling
DOl	Diffusion of innovation
GDP	Gross Domestic Product
HOC	Higher-Order Construct
ICT	Information Communication Technology
IS	Information System
IOS	inter-organization system
MOICT	Ministry of Information and Communications Technology
MTIT	Ministry of Telecommunications and Information Technology
NGOs	A non-governmental organization
PCBS	Palestinian Central Bureau of Statistics
PECDAR	Palestinian Economic Council for Development and Reconstruction
PhD	Doctor of Philosophy
PLC	Palestinian Liberation council
PLS	Partial least square
PNA	Palestinian National Authority
PS	public sector
PTITC	Palestine Trade information technology Center

***R* 2**	R-squared values
R&D	Research and Development
RAT	Reasoned Action Theory
RBV	Resource-based view
RDT	Resource Dependence Theory
SEM	Structure Equation Modeling
SMB	Small and Medium-Sized Corporation
SPSS	Statistical Package for Social Sciences
TAM	Technology Acceptance Model
TMS	Top Management Support
TOE	Technological, Organizational, and Environmental
TPB	Theory of Planned Behavior
UTAUT	Unified Theory of Acceptance and Use of Technology
VB-SEM	Variance-based Structure Equation Modeling
WBG	West bank and Gaza strip

CHAPTER ONE

INTRODUCTION

1.1 Introduction

Today, innovation is extending the research process and is considered one of the basics in institutions and organizations. According to Cooper and Zmud (1990) and Davenport (2013), institutions pay a lot of attention to the innovation implementation process in order to develop their work. Davenport (2013) describes innovation as the best way for institutions to continue to succeed.

Innovation derives from the Latin term Novus, defined as the "introduction of something new" or a fresh idea, technique or stratagem (Tornatzky, Fleischer, & Chakrabarti, 2000). In this research, innovation refers to information technology innovation as opposed to any other form of innovation. Amongst the diversity of definitions, government information technology innovativeness is reflected as a process wherein knowledge, technology and systems are established in the governmental working process. This process is affected by management support, information technology readiness and government strategy, by studying the interrelations between these variables.

This chapter gives an overview of the background to the study, the problem statement, the research question and research objective, the scope of the work, the operational definitions used in this study and the organization of the study.

The contents of the thesis is for internal user only

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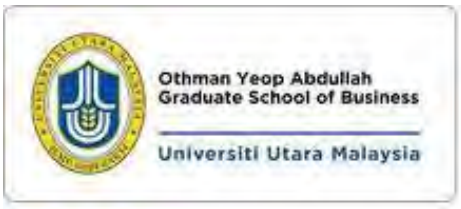
Appendix A

Research English, Online Arabic Questionnaire

Research Online link: http://goo.gl/forms/0D4hs53PyA6BuU1i1

English and Arabic Questionnaire:



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ACADEMIC RESEARCH QUESTIONNAIRE

Dear Sir / Madam,

I am a doctoral candidate at the above-named university, currently working on my PhD thesis titled "Management Support, Information Technology readiness, Government Strategy and Government's Information Technology Innovativeness in Palestine: The Moderating Effect of Organizational Culture". Thank you in advance for taking your valuable time to fill in this questionnaire. Please be assured that your responses will only be used for academic purposes; hence, your identity will never be known throughout any part of the research process.

Thank you very much for your support and participation.

FIRST: PERSONAL CHARACTERISTICS:

Age group:	
Less than 30 years old	30 – less than 40 years old
40 – less than 50 years old	More than 50 years old
Gender:	
Male	Female
Qualification:	

B.Sc.	Master
Ph.D.	Other: specify …….
Job Title:	
General Director (A4)	Deputy Director (A)
Unit managers (B)	Unit manager (C)
General Director (A3)	Other: specify …….
Years of Experience:	
Less than 5 years	5 – less than 10 years
10 – less than 15 years	More than 15 years
Years of experience in the current Job title:	
Less than 5 years	5 – less than 10 years
10 – less than 15 years	More than 15 years
Ministry: specify …….	

Please set an estimate answer from 1-7, 1 indicates a weakly disagree answer while 7 indicates a strongly agree answer.

SECOND: DEPENDENT VARIABLE

GOVERNMENT'S INFORMATION TECHNOLOGY INNOVATIVENESS:

Government's Information Technology Innovativeness can be defined as the notion of openness to new information technology ideas as an aspect of an organizational culture in the government.

NO	ITEM	1-7
1	The management in the government actively seeks innovative ideas for information technology.	
2	Information technology Innovation is readily accepted in this governmental instigation.	
3	Information technology Innovation in this governmental institution is perceived as too risky, and is resisted.	
4	Employees are penalized for new information technology ideas that do not work.	
5	The government readily accepts information technology innovations based on research results.	

THIRD: **INDEPENDENT VARIABLES**

I. **Management Support:** this field contains (4) items.
II. **Information technology readiness:** this field contains (5) items.
III. **Government strategy:** this field contains (5) items.

No.	Question	Answer
	Management Support	
1	Management and Policy makers are interested in new technology and try to adapt to it.	
2	Management and Policy makers are actively considering the introduction of new technology to solve the governmental institutional problems.	
3	Management and Policy makers try to keep a technological leading edge by adapting new technology.	
4	Management and Policy makers tend to take risks in decision-making of new technology introduction.	
	Information technology readiness	
1	The government is able to invest more in information technology.	
2	We are facing tighter information technology budget limitations than we did before.	
3	Governmental intuitions and employees that develops new information technology usage critical to the governmental success.	
4	The governmental working process continuously requires innovation in information technology.	
5	Government keeps abreast with information technological developments.	
	Government Strategy	
1	Information technology effects have been considered in the strategies of the governmental institutions.	
2	The governmental institutions are able to consciously analyze the contribution of Information technology in enhancing the government effectiveness.	
3	The effects of information technology on realizing the strategy of the governmental working process are well understood.	
4	The alignment between business strategy and the strategy of the information technology has not been achieved.	

5	The government has set different priorities for information technology projects in the strategy of the governmental institutions technology.	

FOURTH: MODERATOR VARIABLE

ORGANIZATIONAL CULTURE

NO.	ITEM	1-7
1	The government understands the importance of information technology innovativeness for the success of the governmental institutions.	
2	In the governmental institutions, high levels of participation are expected in transferring information technology innovativeness.	
3	The governmental institutions are encouraged to explore and experiment their information technology	
4	In the governmental institutions, on-the-job technology learning is valued.	
5	The governmental institutions are valued for their individual and institutional information technology expertise.	
6	In the governmental institutions, employees are encouraged to ask others for assistance when needed.	
7	In my governmental institution the employees are encouraged to interact with other groups have more experiences in the field of information technology.	
8	In the governmental institutions, employees are encouraged to discuss their technology knowledge with people in other workgroups.	
9	In the governmental institutions, overall organizational vision is clearly stated.	
10	In the governmental institutions, overall organizational objectives are clearly stated.	
11	My institution shares its technology knowledge with other institutions (e.g. governmental,	
12	The benefits of information technology innovativeness outweigh the costs.	
13	The government senior management clearly attributes the institute's success to the information technology innovativeness.	

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سيدي العزيز،

ا ليكم ورح وبركاته، وبعد.

أنا طالب الدكتوراه / أنس رياض صباح لبدمسلج في الجامعة المذكورة أعلاه، أعمل حاليا على رسالة البحث الخاص بي والتي بعنوان: **"دعم ا رة، وا ما في تكنولوجيا المعلومات، وتساتيجية الحكومة و ة في تكنولوجيا المعلومات لدى الحكومة في فلسطين، مع مراعاة أثر ثقافة المؤسسات الحكومية"**

يسعدني أن أدعوك للمشاركة بالسماح لي باقتطاع بعض من وقتك لتعبئة هذه الاستبانة، مع العلم أن البيانات المعبئة في هذه الاستبانة لن تستخدم إ غراض البحث العلمي، ولن يتم ا ل على هويتك الشخصية من ل أي من جزئيات عملية البحث.

الشكر الجزيل لدعمك ومشاركتك.

أو لبيانات الشخصية

الفئة العمرية	
أقل من 30 سنة	من 30 حتى 39 سنة
من 40 حتى 49 سنة	50 سنة فأكثر
النوع اجتماعي	
ذكر	أنثى
المؤهل	
بكالوريوس	ماجستير
دكتوراه	غير ذلك، الرجاء التحديد: ....
المنصب	
مدير عام A4	نائب مدير عام A
مدير وحدة B	مدير وحدة C
غير ذلك، الرجاء التحديد:	إداري
سنوات الخبرة بشكل عام	
أقل من 5 سنوات	5 – 9 سنوات
10 – 14 سنة	15 سنة فأكثر
سنوات الخبرة في المنصب الحالي	
أقل من 5 سنوات	5 – 9 سنوات

10 – 14 سنة	15 سنة فأكثر
الوزارة:	

برجاء تحديد درجة تقييمك للبنود التالية من (1-7) بحيث 1 يعني بدرجة ضعيفة و 7 يعني بدرجة قوية.

ثانيا: المتغير التابع: الابداع في تكنولوجيا المعلومات لدى الحكومة

يمكن تعريف الابداع في تكنولوجيا المعلومات لدى الحكومة بأنها مفهوم منفتح على أفكار جديدة في تكنولوجيا المعلومات وثقافة متبناة من قبل المؤسسة الحكومية.

الرقم	البند	1-7
1	الإدارة في الحكومة تسعى بجدية للأفكار الابداعية في مجال تكنولوجيا المعلومات	
2	الحكومة تتقبل الابداع في تكنولوجيا المعلومات مركزة في ذلك على نتائج منهج البحث.	
3	يتم معاقبة الموظفين أصحاب الأفكار الابداعية في تكنولوجيا المعلومات التي لم تحقق نجاحا.	
4	يتم التعامل في هذه المؤسسة الحكومية مع ثقافة الابداعية في تكنولوجيا المعلومات على أنها مخاطر شديدة يجب الحد منها.	
5	ثقافة الابداعية في تكنولوجيا المعلومات هي ثقافة متقبلة في هذه المؤسسة الحكومية.	

ثالثا: المتغيرات المستقلة:

I. **الدعم الإداري/دعم الإدارة:** يحتوي هذا المحور على 4 بنود

II. **استثمار في تكنولوجيا المعلومات:** يحتوي هذا المحور على 5 بنود.

III. **استراتيجية الحكومة:** يحتوي هذا المحور على 5 بنود.

الرقم	البند	1-7
	دعم الإدارة	
1	الإدارة العليا وصناع القرار متفقين في التكنولوجيا الحديثة ويحاولوا مواكبتها.	
2	الإدارة العليا وصناع القرار يهتمون بتطبيق التكنولوجيا الحديثة التي تم تقييمها وذلك من أجل حل المشاكل في المؤسسات الحكومية.	
3	الإدارة العليا وصناع القرار يعملون على بقاء المؤسسة في حالة تصدر في مواكبة التكنولوجيا.	
4	الإدارة العليا وصناع القرار يميلون للمخاطرة في اتخاذ القرارات المتعلقة بالتكنولوجيا الحديثة.	

	ا ما في تكنولوجيا المعلومات	
	الحكومة لديها قدرة أكبر ستثمار في مجال تكنولوجيا المعلومات.	1
	نواجه تقليصات في الموازنات المخصصة لتطوير تكنولوجيا المعلومات في المؤسسة ا ن أكثر من السابق.	2
	تطوير المؤسسات الحكومية تكنولوجيا جديدة يعتبر أحد اهم عوامل نجاح الحكومة	3
	العمل الحكومي يتطلب ابداع الموظف في مجال تكنولوجيا المعلومات.	4
	تحافظ الحكومة على ابقاء على مواكبة التطور التكنولوجي.	5
	استراتيجية الحكومية	
	يتم مراعاة اهمية تكنولوجيا المعلومات في استراتيجيات الحكومية.	1
	المؤسسات الحكومية لديها القابلية للتحليل الواعي لمساهمة تكنولوجيا المعلومات في تطوير الاداء في الحكومة.	2
	لتأثير تكنولوجيا المعلومات على إدراك ا ستراتيجيات المتبعة في العملية التشغيلية للحكومة فهو مفهوم موضوح.	3
	يوجد توافق بين لاستراتيجية الحكومة ولاستراتيجية تكنولوجيا المعلومات.	4
	تقوم الحكومة بوضع أولويات مختلفة لمشاريع تكنولوجيا المعلومات في استراتيجيات المؤسسة الحكومية	5

رابعا: ثقافة المؤسسة

7-1	البند	الرقم
	تدرك الحكومة أهمية ا اع في تكنولوجيا المعلومات من أجل تحقيق النجاح في المؤسسات الحكومية.	1
	في المؤسسات الحكومية، مستويات عالية من المشاركة تكون متوقعة في عملية تطبيق ابداعي في تكنولوجيا المعلومات.	2
	يتم تشجيع المؤسسات الحكومية على الاكتشاف وتجريب الخبرات في مجال تكنولوجيا المعلومات.	3
	يعطى التقدير والاحترام لعملية تعلم تكنولوجيا المعلومات من ل العمل في المؤسسات الحكومية.	4

5	يتم تقرير وتقييم المخاطر الطبيعية والمؤسسية في مجال تكنولوجيا المعلومات في المؤسسات الحكومية.	
6	يتم تشجيع الموظفين على طلب المساعدة من الآخرين عند الحاجة إليها في المؤسسة الحكومية.	
7	في المؤسسة الحكومية التي أعمل فيها يتم تشجيع الموظفين على التعاون مع مجموعات أخرى لديها خبرة أكبر في مجال تكنولوجيا المعلومات.	
8	يتم تشجيع الموظفين في المؤسسات الحكومية للمشاركة معرفتهم في مجال تكنولوجيا المعلومات مع الأفراد من مجموعات أخرى.	
9	الرؤية العامة للمؤسسة الحكومية معرفة بشكل واضح ومفهوم.	
10	الأهداف العامة للمؤسسة الحكومية معرفة بشكل واضح ومفهوم.	
11	تقوم المؤسسة الحكومية التي أعمل فيها بمشاركة المعرفة في مجال تكنولوجيا المعلومات مع مؤسسات أخرى حكومية وغير حكومية.	
12	الاستفادة من الأبداع في تكنولوجيا المعلومات وتطويرها.	
13	تعزز الإدارة العليا نجاح المؤسسة إلى الأبداع في تكنولوجيا المعلومات.	

- **Research Online link:** http://goo.gl/forms/0D4hs53PyA6BuU1i1

استبانة للبحث الأكاديمي

* Required

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الابداعية في تكنولوجيا المعلومات

سيدي العزيز، السلام عليكم ورحمة الله وبركاته تحية طيبة، وبعد.أنا طالب الدكتوراة / أنس رياض مصباح لبد من كلية الادارة في جامعة اوتارا الماليزية، أعمل حاليا على اطروحتي والتي بعنوان: "تاثير كل من دعم الإدارة والجاهزية لتكنولوجيا المعلومات و استراتيجية الحكومة على الابداعية في تكنولوجيا المعلومات لدى الحكومة في فلسطين، مع مراعاة تأثير ثقافة المؤسسة "يسعدني أن أقدم لكم الشكر للسماح لي باقتطاع بعض من وقتكم لتعبئة هذه الاستبانة، مع العلم أن البيانات المعبئة في هذه الاستبانة لن تستخدم إلا لأغراض البحث العلمي، ولن يتم الاستدلال على هويتكم الشخصية من خلال اي من جزئيات عملية البحث. الشكر الجزيل لدعمكم ومشاركتكم

أولا: البيانات الشخصية

الفئة العمرية *

- ◯ أقل من 30 سنة
- ◯ من 30 حتى 39 سنة
- ◯ من 40 حتى 49 سنة
- ◯ 50 سنة فأكثر

النوع الاجتماعي *

- ◯ ذكر
- ◯ أنثى

المؤهل *

- ◯ بكالوريوس
- ◯ ماجستير
- ◯ دكتوراة
- ◯ Other :

المنصب *

- مدير A3
- مدير A4
- مدير A
- مدير B
- مدير C
- Other :

سنوات الخبرة بشكل عام *

- أقل من 5 سنوات
- 5 – 9 سنوات
- 10 – 14 سنة
- 15 سنة فأكثر

سنوات الخبرة في المنصب الحالي *

- أقل من 5 سنوات
- 5 – 9 سنوات
- 10 – 14 سنة
- 15 سنة فأكثر

الوزارة *

- المالية
- مجلس الوزراء
- الشؤون الخارجية
- الداخلية
- العدل
- التخطيط والتنمية الإدارية
- الحكم المحلي
- التربية والتعليم العالي
- الصحة
- الاقتصاد الوطني
- العمل
- الشؤون الاجتماعية
- الاتصالات وتكنولوجيا المعلومات
- الأشغال العامة والإسكان
- النقل والمواصلات
- الأوقاف والشؤون الدينية
- الزراعة
- السياحة والآثار
- الثقافة
- شؤون المرأة
- الشباب والرياضة
- Other :

محاور الاستبانة

الرجاء تحديد درجة تقييمك للبنود التالية من (1-7) بحيث 1 يعني بدرجة ضعيفة و 7 يعني بدرجة قوية

ثانيا: المتغير التابع: الإبداعية في تكنولوجيا المعلومات لدى الحكومة

يمكن تعريف الإبداعية في تكنولوجيا المعلومات لدى الحكومة بأنها مفهوم الانفتاح على أفكار جديدة في تكنولوجيا المعلومات كثقافة متبناة من قبل المؤسسة الحكومية

الحكومة تسعى بجدية لتطبيق الأفكار الإبداعية في مجال تكنولوجيا المعلومات *

	1	2	3	4	5	6	7	
بدرجة كبيرة جدا	○	○	○	○	○	○	○	بدرجة ضعيفة جدا

الحكومة تتقبل الإبداع في تكنولوجيا المعلومات مرتكزة في ذلك على نتائج منهج البحث *

	1	2	3	4	5	6	7	
بدرجة كبيرة جدا	○	○	○	○	○	○	○	بدرجة ضعيفة جدا

يتم معاقبة الموظفين أصحاب الأفكار الإبداعية التي لم تحقق نجاحا في تكنولوجيا المعلومات *

	1	2	3	4	5	6	7	
بدرجة كبيرة جدا	○	○	○	○	○	○	○	بدرجة ضعيفة جدا

يتم التعامل في هذه المؤسسة الحكومية مع فكر الإبداع في تكنولوجيا المعلومات على أنها مخاطرة شديدة يجب الحد منها *

	1	2	3	4	5	6	7	
بدرجة كبيرة جدا	○	○	○	○	○	○	○	بدرجة ضعيفة جدا

ثقافة الإبداعية في تكنولوجيا المعلومات هي ثقافة متقبلة في هذه المؤسسة الحكومية *

1 2 3 4 5 6 7

بدرجة كبيرة جدا ○ ○ ○ ○ ○ ○ ○ بدرجة ضعيفة جدا

ثالثاً: المتغيرات المستقلة

الدعم الإداري/دعم الإدارة: يحتوي هذا المحور على 4 بنود-
الاستثمار في تكنولوجيا المعلومات: يحتوي هذا المحور على 5 بنود-
إستراتيجية الحكومة: يحتوي هذا المحور على 5 بنود-

دعم الإدارة

درجة انفتاح وتقبل الادارة العليا للابداع في مجال تكنولوجيا المعلومات

الإدارة العليا وصناع القرار مهتمين في التكنولوجيا الحديثة ويحاولوا مواكبتها *

1 2 3 4 5 6 7

بدرجة كبيرة جدا ○ ○ ○ ○ ○ ○ ○ بدرجة ضعيفة جدا

الإدارة العليا وصناع القرار يهتموا بجدية بالتكنولوجيا الحديثة التي يتم تقديمها وذلك من أجل حل المشاكل في المؤسسات الحكومية *

1 2 3 4 5 6 7

بدرجة كبيرة جدا ○ ○ ○ ○ ○ ○ ○ بدرجة ضعيفة جدا

الإدارة العليا وصناع القرار يعملون على إبقاء المؤسسة في حالة متصدرة في مواكبة التكنولوجيا *

1 2 3 4 5 6 7

بدرجة كبيرة جدا ○ ○ ○ ○ ○ ○ ○ بدرجة ضعيفة جدا

الإدارة العليا وصناع القرار يميلون للمخاطرة في اتخاذ القرارات المتعلقة بالتكنولوجيا الحديثة *

1 2 3 4 5 6 7

	1	2	3	4	5	6	7	
بدرجة كبيرة جدا	○	○	○	○	○	○	○	بدرجة ضعيفة جدا

الجاهزية لتكنولوجيا المعلومات

المساهمة المستمرة في كل من تطوير العمل الحكومي وتطوير استخدامات تكنولوجية جديدة والاستثمار في مواكبة التطورات التكنولوجية

الحكومة لديها قدرة أكبر للاستثمار في مجال تكنولوجيا المعلومات *

	1	2	3	4	5	6	7	
بدرجة كبيرة جدا	○	○	○	○	○	○	○	بدرجة ضعيفة جدا

نواجه تقليصات في الموازنات المخصصة لتطوير تكنولوجيا المعلومات في المؤسسة الآن أكثر من السابق *

	1	2	3	4	5	6	7	
بدرجة كبيرة جدا	○	○	○	○	○	○	○	بدرجة ضعيفة جدا

تطوير المؤسسات الحكومية لتكنلوجيا جديدة يعتبر احد اهم عوامل نجاح الحكومة *

	1	2	3	4	5	6	7	
بدرجة كبيرة جدا	○	○	○	○	○	○	○	بدرجة ضعيفة جدا

العمل الحكومي يتطلب الإبداع الدائم في مجال تكنولوجيا المعلومات *

	1	2	3	4	5	6	7	
بدرجة كبيرة جدا	○	○	○	○	○	○	○	بدرجة ضعيفة جدا

تحافظ الحكومة على الإبقاء على مواكبة التطور التكنولوجي *

1	2	3	4	5	6	7

	1	2	3	4	5	6	7	
بدرجة كبيرة جدا	○	○	○	○	○	○	○	بدرجة ضعيفة جدا

الاستراتيجية الحكومية

درجة الاهتمام بالابداع في مجال تكنولوجيا المعلومات في الاستراتيجيات الحكومية

يتم مراعاة أهمية تكنولوجيا المعلومات في وضع الاستراتيجيات الحكومية *

	1	2	3	4	5	6	7	
بدرجة كبيرة جدا	○	○	○	○	○	○	○	بدرجة ضعيفة جدا

المؤسسات الحكومية لديها القابلية للتحليل الواعي لدرجة مساهمة تكنولوجيا المعلومات في تطوير الفاعلية في الحكومة *

	1	2	3	4	5	6	7	
بدرجة كبيرة جدا	○	○	○	○	○	○	○	بدرجة ضعيفة جدا

الاثار المتوقعة من تكنولوجيا المعلومات على إدراك الاستراتيجيات المتبعة في العمل الحكومي مفهومة بوضوح *

	1	2	3	4	5	6	7	
بدرجة كبيرة جدا	○	○	○	○	○	○	○	بدرجة ضعيفة جدا

لا يوجد توافق بين استراتيجية الحكومة واستراتيجية تكنولوجيا المعلومات *

	1	2	3	4	5	6	7	
بدرجة كبيرة جدا	○	○	○	○	○	○	○	بدرجة ضعيفة جدا

تقوم الحكومة بوضع أولويات مختلفة لمشاريع تكنولوجيا المعلومات في استراتيجيات المؤسسة الحكومية *

	1	2	3	4	5	6	7	
بدرجة كبيرة جدا	○	○	○	○	○	○	○	بدرجة ضعيفة جدا

رابعا: ثقافة المؤسسة

مجموعة من العادات والقيم والتقاليد للمؤسسات وافرادها, ومدى تاثير السلوك على العمل ومخرجاته

تدرك الحكومة أهمية الابداع في تكنولوجيا المعلومات من أجل تحقيق النجاح في المؤسسات الحكومية *

	1	2	3	4	5	6	7	
بدرجة كبيرة جدا	○	○	○	○	○	○	○	بدرجة ضعيفة جدا

في المؤسسات الحكومية، مستويات عالية من المشاركة تكون متوقعة في عملية تطبيق الإبداعية في تكنولوجيا المعلومات *

	1	2	3	4	5	6	7	
بدرجة كبيرة جدا	○	○	○	○	○	○	○	بدرجة ضعيفة جدا

يتم تشجيع المؤسسات الحكومية على اكتشاف وتجريب الخبرات في مجال تكنولوجيا المعلومات *

	1	2	3	4	5	6	7	
بدرجة كبيرة جدا	○	○	○	○	○	○	○	بدرجة ضعيفة جدا

يعطى التقدير والاحترام لعملية تعلم تكنولوجيا المعلومات من خلال العمل في المؤسسات الحكومية *

	1	2	3	4	5	6	7	
بدرجة كبيرة جدا	○	○	○	○	○	○	○	بدرجة ضعيفة جدا

يتم تقدير الخبرات الفردية والمؤسساتية في مجال تكنولوجيا المعلومات في المؤسسات الحكومية *

	1	2	3	4	5	6	7	
بدرجة كبيرة جدا	○	○	○	○	○	○	○	بدرجة ضعيفة جدا

يتم تشجيع الموظفين على طلب المساعدة من الآخرين عند الحاجة إليها في المؤسسة الحكومية *

	1	2	3	4	5	6	7	
بدرجة كبيرة جدا	○	○	○	○	○	○	○	بدرجة ضعيفة جدا

في المؤسسة الحكومية التي أعمل فيها يتم تشجيع الموظفين على التفاعل مع مجموعات اخرى لديها خبرة أكبر في مجال تكنولوجيا المعلومات *

	1	2	3	4	5	6	7	
بدرجة كبيرة جدا	○	○	○	○	○	○	○	بدرجة ضعيفة جدا

يتم تشجيع الموظفين في المؤسسات الحكومية على مناقشة معرفتهم في مجال تكنولوجيا المعلومات مع أفراد من مجموعات أخرى *

	1	2	3	4	5	6	7	
بدرجة كبيرة جدا	○	○	○	○	○	○	○	بدرجة ضعيفة جدا

الرؤية العامة للمؤسسة الحكومية معرفة بشكل واضح ومفهوم *

1	2	3	4	5	6	7

	1	2	3	4	5	6	7	
بدرجة كبيرة جدا	○	○	○	○	○	○	○	بدرجة ضعيفة جدا

الأهداف العامة للمؤسسة الحكومية معرفة بشكل واضح ومفهوم *

	1	2	3	4	5	6	7	
بدرجة كبيرة جدا	○	○	○	○	○	○	○	بدرجة ضعيفة جدا

تقوم المؤسسة الحكومية التي أعمل فيها بمشاركة المعرفة في مجال تكنولوجيا المعلومات مع مؤسسات أخرى حكومية وغير حكومية *

	1	2	3	4	5	6	7	
بدرجة كبيرة جدا	○	○	○	○	○	○	○	بدرجة ضعيفة جدا

الفوائد العائدة من الإبداعية في تكنولوجيا المعلومات تفوق تكلفتها *

	1	2	3	4	5	6	7	
بدرجة كبرة جدا	○	○	○	○	○	○	○	بدرجة ضعيفة جدا

تعزو الإدارة العليا نجاح المؤسسة إلى الإبداعية في تكنولوجيا المعلومات *

	1	2	3	4	5	6	7	
بدرجة كبيرة جدا	○	○	○	○	○	○	○	بدرجة ضعيفة جدا

Appendix B

Distribution for managers at the local government in Gaza strip-Palestinian ministries regarding to Grade

No.	Ministry Name	A	A3	A4	B	C	total
1	Ministry of Education and Higher Education	10	2	10	22	30	74
2	Ministry of Health	19	4	6	94	65	188
3	Ministry of Religious Affairs	8	2	7	24	23	64
4	Ministry of Finance	2	1	12	52	17	84
5	Ministry of The Interior	7	3	3	51	15	79
6	Ministry of Social Affairs	4	2	1	9	10	26
7	Ministry of Agriculture	6		6	22	19	53
8	Ministry of Information Technology	4		3	11	11	29
9	Ministry of National Economy	6	1	4	14	18	43
10	Ministry of Labor	2	2	3	13	10	30
11	Ministry of Youth and Sport	3	3	2	6	5	19
12	Ministry of Transport and Communication	2	1	3	6	6	18
13	Ministry of Public Works and Housing	6	1	5	10	13	35
14	Ministry of The Government Affaires	27	4	17	15	36	99
15	Ministry of Justice	1	1	6	8	13	29
16	Ministry of Tourism and Antiquities	1			1	1	3

17	Ministry of Planning	3	1	2	1	4	11
18	Ministry of Culture	5		2	1	2	10
19	Ministry of Foreign Affairs	1	1	3	1	5	11
20	Ministry of Media	3		2	3	2	10
21	Ministry of Women's Affairs	3			2	2	7
	Total						**922**

Based on Statistical Office of the General Personnel Council 2016

Appendix C

Multivariate Outliers

id	MAH	id	MAH	id	MAH	id	MAH	id	MAH
1	21.23517	34	27.27447	67	24.69854	100	16.61388	133	21.02153
2	14.2686	35	18.08232	68	20.00751	101	29.44299	134	22.90071
3	55.00391	36	18.80172	69	32.82178	102	27.70571	135	23.56547
4	34.60587	37	32.94613	70	16.21342	103	24.03919	136	21.1049
5	46.57537	38	21.39518	71	14.93797	104	30.23003	137	17.91356
6	42.35498	39	30.42132	72	21.4171	105	22.80595	138	17.29574
7	26.1712	40	20.00856	73	28.10557	106	17.82013	139	23.37841
8	27.61934	41	22.55852	74	20.77251	107	19.2223	140	26.111
9	45.70035	42	26.44565	75	20.0091	108	22.02345	141	27.50957
10	43.60959	43	38.43259	76	13.04756	109	18.9144	142	18.89241
11	44.94923	44	34.55641	77	17.82226	110	24.81221	143	18.40548
12	37.78546	45	24.44596	78	26.70095	111	18.81832	144	22.3082
13	67.79866	46	27.24239	79	22.89598	112	25.04206	145	19.67593
14	33.24731	47	20.64549	80	23.36505	113	20.11225	146	23.3953
15	35.18949	48	43.97611	81	37.07817	114	14.81932	147	20.98967
16	21.8358	49	23.86161	82	19.94859	115	42.75185	148	23.03169
17	45.11697	50	27.89308	83	23.44063	116	33.58038	149	23.98675
18	29.71329	51	17.93647	84	24.99192	117	43.07144	150	24.07291
19	32.76377	52	22.98001	85	20.85721	118	27.30433	151	42.10987
20	24.39563	53	50.22476	86	19.88581	119	40.88226	152	28.28166
21	19.91443	54	37.50389	87	20.60735	120	50.41966	153	41.04686
22	34.85548	55	17.57347	88	31.93143	121	31.71528	154	49.81101
23	30.73424	56	22.09611	89	18.32437	122	56.4053	155	69.94542
24	25.28346	57	19.39225	90	21.47497	123	32.7564	156	31.06151
25	32.44919	58	12.25879	91	16.76455	124	32.6489	157	12.42782
26	17.51781	59	17.61825	92	17.32872	125	52.70571	158	52.03836
27	18.17933	60	17.86931	93	19.69822	126	103.9074	159	42.63673
28	15.36088	61	21.59045	94	13.22636	127	101.0887	160	23.03261
29	18.48283	62	15.53776	95	25.53308	128	67.10991	161	88.32722
30	18.83917	63	19.8968	96	17.59505	129	14.99457	162	43.44352
31	18.84896	64	18.78068	97	18.92031	130	33.3969	163	24.7034
32	20.41798	65	22.41543	98	20.34999	131	23.28819	164	22.44751
33	20.76227	66	28.29982	99	16.62193	132	20.5092	165	25.69435

id	MAH	id	MAH	id	MAH	id	MAH	id	MAH	id	MAH
166	15.52412	199	25.43041	232	17.00265	265	36.06167	298	36.54491	331	23.97498
167	26.15546	200	37.08004	233	24.81806	266	36.06167	299	26.05698	332	28.02743
168	18.48758	201	11.54488	234	23.28353	267	39.15257	300	35.28877	333	30.98423
169	19.37559	202	46.23701	235	34.52863	268	101.0617	301	24.03092	334	21.81629
170	14.72721	203	37.95426	236	50.01107	269	16.80538	302	44.33204	335	26.04826
171	16.8808	204	49.39658	237	23.9011	270	26.38033	303	66.64353	336	31.88024
172	26.8612	205	16.78193	238	34.4763	271	53.53452	304	21.14542	337	24.79931
173	20.28266	206	12.73759	239	16.50158	272	45.44205	305	41.70088	338	36.91715
174	15.75302	207	62.11207	240	20.644	273	39.46553	306	51.23934	339	58.47393
175	41.59171	208	28.08204	241	23.72124	274	52.8829	307	30.74866	340	15.30278
176	21.92917	209	29.79148	242	10.45036	275	169.8523	308	80.47961	341	26.63201
177	15.0734	210	42.82396	243	38.55697	276	56.75486	309	59.25435	342	22.13801
178	22.89987	211	18.75596	244	14.00817	277	24.20841	310	32.30849	343	46.57567
179	21.0575	212	26.44963	245	52.47353	278	17.77108	311	27.52845	344	49.38029
180	24.62972	213	21.37084	246	45.29507	279	53.59831	312	16.15684	345	48.92786
181	20.34601	214	10.34306	247	23.46765	280	13.01826	313	47.18655	346	106.1492
182	24.2727	215	79.34793	248	16.77303	281	30.47432	314	33.06219	347	34.56735
183	18.67652	216	45.14963	249	20.32447	282	23.26397	315	30.05933	348	103.622
184	22.52127	217	27.41545	250	17.33126	283	61.43191	316	34.09649	349	30.8752
185	21.55869	218	39.12502	251	21.66822	284	28.08096	317	69.49795	350	40.76834
186	19.84294	219	25.07294	252	16.09547	285	42.74278	318	42.94307	351	44.98165
187	29.77394	220	30.86513	253	19.79031	286	27.98425	319	64.76995	352	26.5428
188	21.44724	221	42.76408	254	20.75508	287	52.6291	320	33.45455	353	30.47137
189	21.22891	222	50.3066	255	53.96105	288	123.312	321	28.4149	354	43.36234
190	13.17221	223	7.86213	256	57.79602	289	36.37796	322	76.96639	355	27.00697
191	13.72342	224	15.01117	257	18.63626	290	44.218	323	34.83762	356	19.91174
192	16.41051	225	19.80449	258	42.42532	291	88.53719	324	22.61583	357	43.36234
193	33.94692	226	16.50714	259	18.90445	292	30.04809	325	37.50857	358	27.41123
194	39.98346	227	16.89637	260	66.50451	293	125.8269	326	31.75659	359	17.42949
195	16.57793	228	14.42213	261	31.59534	294	34.7165	327	30.44264	360	36.07856
196	35.02834	229	14.4358	262	37.49635	295	48.91825	328	17.25151	361	59.92515
197	32.88128	230	19.57017	263	16.66841	296	31.36847	329	57.04217		
198	40.80478	231	19.46917	264	36.06167	297	38.216	330	26.35453		

Appendix D

Z scores for items that have influencing values

id	ZITinnov4	ZITreadin3	ZITreadin4
1	-0.01126	1.17235	0.98317
2	-0.82405	-0.64404	0.07311
3	-2.44964	-1.55223	0.07311
4	0.80154	1.17235	0.98317
5	-3.26243	1.17235	0.98317
6	-4.07523	1.17235	0.98317
7	0.80154	0.26416	0.07311
8	0.80154	1.17235	0.98317
9	0.80154	-0.64404	0.07311
10	0.80154	1.17235	0.98317
11	0.80154	1.17235	0.98317
12	0.80154	1.17235	0.98317
13	0.80154	1.17235	0.98317
14	0.80154	-0.64404	-0.83696
15	0.80154	1.17235	0.98317
16	-0.01126	1.17235	0.98317
17	-0.01126	1.17235	0.98317
18	-0.01126	0.26416	0.98317
19	0.80154	1.17235	0.98317
20	0.80154	1.17235	0.98317
21	-0.01126	1.17235	0.98317
22	-0.01126	0.26416	0.07311
23	0.80154	0.26416	0.07311
24	0.80154	0.26416	0.07311
25	-0.01126	-0.64404	0.98317
26	-0.01126	-0.64404	-0.83696
27	-0.82405	0.26416	0.07311
28	-0.01126	0.26416	-0.83696
29	0.80154	-0.64404	0.07311
30	-0.01126	0.26416	0.98317
31	0.80154	0.26416	0.07311
32	0.80154	0.26416	-0.83696
33	-0.01126	0.26416	-0.83696

id	ZITinnov4	ZITreadin3	ZITreadin4
34	-0.01126	0.26416	0.07311
35	-0.01126	-0.64404	0.07311
36	0.80154	-0.64404	0.07311
37	-0.01126	-1.55223	-0.83696
38	0.80154	0.26416	0.98317
39	0.80154	0.26416	-0.83696
40	0.80154	-0.64404	-0.83696
41	-0.01126	-0.64404	-1.74702
42	0.80154	0.26416	0.98317
43	-0.01126	1.17235	0.98317
44	0.80154	-0.64404	0.07311
45	0.80154	0.26416	0.07311
46	-0.01126	0.26416	-0.83696
47	-0.01126	0.26416	-0.83696
48	-0.01126	0.26416	-4.47721
49	-0.01126	0.26416	-0.83696
50	0.80154	-0.64404	0.07311
51	0.80154	0.26416	0.07311
52	0.80154	-1.55223	0.07311
53	-4.07523	0.26416	-0.83696
54	-3.26243	0.26416	-0.83696
55	0.80154	-1.55223	-0.83696
56	0.80154	0.26416	-0.83696
57	-0.01126	0.26416	-0.83696
58	0.80154	-0.64404	-0.83696
59	0.80154	0.26416	0.07311
60	-0.01126	-0.64404	-0.83696
61	-0.01126	1.17235	-0.83696
62	0.80154	0.26416	0.07311
63	-0.01126	0.26416	-0.83696
64	0.80154	-0.64404	0.07311
65	-0.01126	-1.55223	-0.83696
66	0.80154	-1.55223	-0.83696

id	ZITinnov4	ZITreadin3	ZITreadin4
67	-0.01126	-0.64404	0.07311
68	0.80154	-0.64404	0.07311
69	-4.07523	0.26416	-0.83696
70	0.80154	0.26416	-0.83696
71	-0.01126	0.26416	-0.83696
72	-0.01126	-1.55223	-0.83696
73	0.80154	0.26416	-0.83696
74	-1.63685	-1.55223	-0.83696
75	0.80154	-0.64404	-1.74702
76	-0.01126	0.26416	-0.83696
77	-0.01126	0.26416	-0.83696
78	-0.01126	-1.55223	-0.83696
79	-0.01126	-1.55223	-0.83696
80	-0.01126	-0.64404	0.07311
81	0.80154	0.26416	-0.83696
82	-0.01126	-1.55223	-1.74702
83	0.80154	-0.64404	-0.83696
84	0.80154	-1.55223	-0.83696
85	0.80154	0.26416	-0.83696
86	0.80154	-0.64404	0.07311
87	0.80154	-0.64404	-0.83696
88	0.80154	-1.55223	-0.83696
89	0.80154	-0.64404	-0.83696
90	-0.01126	-0.64404	-1.74702
91	-0.01126	-0.64404	-1.74702
92	-0.01126	-0.64404	-0.83696
93	0.80154	0.26416	0.07311
94	-0.01126	0.26416	0.07311
95	-0.01126	0.26416	-0.83696
96	0.80154	0.26416	0.07311
97	-0.01126	-0.64404	0.07311
98	-0.82405	0.26416	-0.83696
99	-0.01126	-0.64404	-0.83696

id	ZITinnov4	ZITreadin3	ZITreadin4
100	0.80154	-0.64404	-0.83696
101	-0.01126	-1.55223	-0.83696
102	-0.01126	-0.64404	-0.83696
103	0.80154	-1.55223	0.07311
104	0.80154	0.26416	-0.83696
105	-1.63685	0.26416	0.07311
106	-0.01126	-0.64404	0.07311
107	0.80154	-1.55223	-0.83696
108	-0.01126	-0.64404	-0.83696
109	0.80154	-0.64404	-0.83696
110	0.80154	-0.64404	-0.83696
111	-0.01126	1.17235	0.98317
112	-0.82405	-1.55223	-0.83696
113	0.80154	-0.64404	-1.74702
114	0.80154	0.26416	0.98317
115	-0.01126	1.17235	0.98317
116	0.80154	-0.64404	0.98317
117	-0.01126	1.17235	0.98317
118	-0.01126	0.26416	0.07311
119	-0.01126	-0.64404	0.07311
120	0.80154	1.17235	0.98317
121	0.80154	-0.64404	-0.83696
122	0.80154	-1.55223	-0.83696
123	-0.01126	0.26416	0.07311
124	-1.63685	-0.64404	-0.83696
125	-0.82405	0.26416	0.07311
126	0.80154	-3.36862	0.98317
127	0.80154	1.17235	0.98317
128	-0.01126	0.26416	0.98317
129	-1.63685	0.26416	-0.83696
130	-0.01126	-0.64404	0.07311
131	0.80154	1.17235	0.07311
132	0.80154	0.26416	-0.83696

id	ZITinnov4	ZITreadin3	ZITreadin4
133	0.80154	1.17235	0.07311
134	-0.01126	1.17235	0.07311
135	0.80154	1.17235	0.07311
136	0.80154	0.26416	-0.83696
137	0.80154	0.26416	0.07311
138	0.80154	0.26416	0.07311
139	-0.01126	0.26416	0.07311
140	0.80154	0.26416	0.07311
141	0.80154	-0.64404	0.07311
142	0.80154	0.26416	0.07311
143	0.80154	0.26416	-0.83696
144	-0.01126	0.26416	-0.83696
145	-0.01126	0.26416	0.07311
146	-0.82405	0.26416	-0.83696
147	0.80154	1.17235	0.98317
148	-0.01126	-1.55223	0.07311
149	0.80154	-0.64404	-0.83696
150	-0.01126	0.26416	0.07311
151	0.80154	0.26416	0.98317
152	0.80154	0.26416	0.07311
153	0.80154	-0.64404	0.07311
154	-0.01126	-0.64404	0.07311
155	0.80154	1.17235	0.07311
156	-0.01126	-0.64404	-0.83696
157	0.80154	-0.64404	0.07311
158	0.80154	-0.64404	0.07311
159	0.80154	-0.64404	0.07311
160	-0.82405	0.26416	0.07311
161	-0.82405	0.26416	0.07311
162	-0.01126	1.17235	0.98317
163	-0.82405	0.26416	0.98317
164	-0.01126	1.17235	0.98317
165	-0.01126	1.17235	0.98317

id	ZITinnov4	ZITreadin3	ZITreadin4
166	-0.01126	1.17235	0.98317
167	-0.01126	1.17235	0.98317
168	0.80154	1.17235	0.98317
169	-0.01126	1.17235	0.98317
170	-0.01126	1.17235	0.98317
171	-0.01126	1.17235	0.98317
172	-0.01126	0.26416	0.98317
173	-0.01126	1.17235	0.98317
174	-0.01126	0.26416	0.98317
175	-0.01126	-0.64404	0.07311
176	0.80154	1.17235	0.98317
177	-0.01126	0.26416	0.98317
178	0.80154	1.17235	0.98317
179	-0.01126	-0.64404	0.98317
180	-0.01126	0.26416	0.98317
181	-0.01126	0.26416	0.98317
182	0.80154	0.26416	0.98317
183	-0.01126	0.26416	0.98317
184	-0.01126	1.17235	0.98317
185	-0.01126	0.26416	0.07311
186	-0.01126	1.17235	0.98317
187	-0.01126	0.26416	0.98317
188	-0.01126	1.17235	0.98317
189	-0.01126	1.17235	0.98317
190	0.80154	1.17235	0.98317
191	-0.01126	1.17235	0.98317
192	-0.82405	1.17235	0.98317
193	-1.63685	0.26416	0.98317
194	-0.01126	0.26416	0.07311
195	-0.82405	0.26416	-0.83696
196	-0.82405	0.26416	0.07311
197	-0.01126	0.26416	0.98317
198	0.80154	-1.55223	0.98317

id	ZITinnov4	ZITreadin3	ZITreadin4
199	0.80154	1.17235	0.98317
200	-0.01126	0.26416	0.98317
201	-0.01126	-0.64404	0.07311
202	-0.01126	-0.64404	0.98317
203	-0.01126	0.26416	0.98317
204	-1.63685	1.17235	0.98317
205	-0.01126	-0.64404	-0.83696
206	-0.82405	0.26416	0.07311
207	-4.07523	1.17235	-0.83696
208	-0.82405	0.26416	0.98317
209	-1.63685	-0.64404	0.98317
210	0.80154	-1.55223	-1.74702
211	-0.01126	1.17235	0.98317
212	0.80154	1.17235	0.98317
213	-0.01126	0.26416	0.98317
214	0.80154	-0.64404	-0.83696
215	-0.01126	1.17235	0.98317
216	-0.01126	-1.55223	-2.65708
217	0.80154	1.17235	0.98317
218	0.80154	-0.64404	-1.74702
219	-0.01126	0.26416	0.07311
220	0.80154	0.26416	0.98317
221	-0.01126	1.17235	0.98317
222	-0.82405	1.17235	0.98317
223	-1.63685	-0.64404	-0.83696
224	-0.82405	0.26416	0.98317
225	-0.01126	-1.55223	-0.83696
226	-0.01126	-1.55223	-0.83696
227	-0.01126	0.26416	0.07311
228	-0.01126	0.26416	0.07311
229	-0.01126	1.17235	0.98317
230	-0.82405	0.26416	0.98317
231	-0.01126	0.26416	0.98317

id	ZITinnov4	ZITreadin3	ZITreadin4
232	-0.01126	0.26416	0.98317
233	-1.63685	0.26416	0.98317
234	0.80154	0.26416	0.07311
235	-0.01126	-0.64404	0.98317
236	0.80154	-1.55223	0.07311
237	0.80154	0.26416	0.98317
238	-0.82405	0.26416	0.98317
239	0.80154	0.26416	0.98317
240	-0.01126	1.17235	0.98317
241	0.80154	0.26416	-0.83696
242	-0.82405	0.26416	0.07311
243	0.80154	1.17235	0.98317
244	0.80154	1.17235	0.07311
245	-1.63685	-2.46043	0.98317
246	0.80154	-0.64404	-0.83696
247	-2.44964	0.26416	0.98317
248	-0.01126	0.26416	0.98317
249	0.80154	1.17235	0.98317
250	-0.01126	1.17235	0.98317
251	0.80154	1.17235	0.98317
252	0.80154	1.17235	0.98317
253	-0.01126	1.17235	0.98317
254	0.80154	0.26416	0.98317
255	-0.01126	-2.46043	-0.83696
256	0.80154	1.17235	0.98317
257	-0.01126	1.17235	0.98317
258	-0.01126	-3.36862	0.98317
259	-0.01126	1.17235	0.07311
260	0.80154	1.17235	-1.74702
261	0.80154	1.17235	0.98317
262	0.80154	0.26416	0.98317
263	0.80154	1.17235	0.98317
264	-0.01126	1.17235	0.07311

id	ZITinnov4	ZITreadin3	ZITreadin4
265	-0.01126	1.17235	0.07311
266	-0.01126	1.17235	0.07311
267	-0.82405	-0.64404	-0.83696
268	-0.01126	0.26416	-3.56714
269	-0.82405	1.17235	0.98317
270	0.80154	0.26416	0.07311
271	0.80154	-0.64404	0.07311
272	-0.01126	-0.64404	0.98317
273	-0.01126	-2.46043	-0.83696
274	-1.63685	-2.46043	-1.74702
275	0.80154	-4.27682	0.98317
276	0.80154	0.26416	0.07311
277	-0.01126	-0.64404	0.07311
278	-0.82405	-0.64404	0.07311
279	0.80154	-0.64404	0.98317
280	0.80154	0.26416	0.07311
281	-0.82405	-1.55223	-1.74702
282	-0.82405	0.26416	0.98317
283	0.80154	-0.64404	0.98317
284	-0.82405	0.26416	0.98317
285	-0.82405	0.26416	0.07311
286	-2.44964	1.17235	0.98317
287	-0.82405	0.26416	0.98317
288	0.80154	1.17235	0.98317
289	-1.63685	0.26416	0.07311
290	0.80154	-2.46043	0.07311
291	0.80154	1.17235	0.98317
292	-3.26243	0.26416	-0.83696
293	-1.63685	-3.36862	-3.56714
294	-2.44964	-1.55223	-1.74702
295	0.80154	-0.64404	-0.83696
296	-0.82405	-2.46043	-1.74702
297	-0.01126	0.26416	-0.83696

id	ZITinnov4	ZITreadin3	ZITreadin4
298	-0.01126	0.26416	0.07311
299	-0.01126	0.26416	-0.83696
300	-1.63685	1.17235	0.98317
301	-0.01126	1.17235	0.07311
302	-1.63685	1.17235	0.98317
303	-4.07523	1.17235	0.98317
304	-0.01126	-0.64404	0.98317
305	0.80154	-2.46043	-1.74702
306	0.80154	1.17235	0.98317
307	-0.01126	-0.64404	-1.74702
308	-0.01126	1.17235	-2.65708
309	-2.44964	-0.64404	0.07311
310	0.80154	0.26416	0.07311
311	0.80154	1.17235	0.98317
312	-0.01126	0.26416	-0.83696
313	0.80154	0.26416	-0.83696
314	-0.82405	-0.64404	0.07311
315	-0.01126	0.26416	0.07311
316	-0.01126	0.26416	0.07311
317	0.80154	1.17235	0.98317
318	-1.63685	-0.64404	0.07311
319	0.80154	0.26416	-0.83696
320	-0.01126	0.26416	0.98317
321	0.80154	0.26416	0.07311
322	-0.01126	0.26416	0.07311
323	0.80154	-0.64404	0.98317
324	-0.01126	-2.46043	-1.74702
325	-2.44964	0.26416	0.07311
326	0.80154	0.26416	0.07311
327	-0.01126	-2.46043	-0.83696
328	-2.44964	-0.64404	0.07311
329	-0.01126	1.17235	0.98317
330	-1.63685	0.26416	0.07311

id	ZITinnov4	ZITreadin3	ZITreadin4
331	-0.01126	-0.64404	-0.83696
332	-0.82405	0.26416	-2.65708
333	-0.01126	0.26416	0.07311
334	-0.82405	-0.64404	0.07311
335	-2.44964	0.26416	0.07311
336	-3.26243	0.26416	-0.83696
337	0.80154	-0.64404	0.98317
338	0.80154	-0.64404	-0.83696
339	0.80154	0.26416	0.07311
340	-0.82405	0.26416	0.98317
341	-1.63685	-0.64404	-1.74702
342	0.80154	1.17235	0.98317
343	0.80154	-1.55223	0.98317
344	-0.01126	-1.55223	-2.65708
345	0.80154	0.26416	0.07311
346	-4.07523	-0.64404	-2.65708
347	-0.82405	-0.64404	0.98317
348	-0.82405	0.26416	0.98317
349	-0.01126	0.26416	-0.83696
350	-1.63685	-0.64404	0.07311
351	0.80154	-3.36862	-3.56714
352	0.80154	0.26416	-0.83696
353	0.80154	0.26416	0.07311
354	0.80154	-1.55223	-1.74702
355	0.80154	0.26416	0.98317
356	-0.01126	-0.64404	-1.74702
357	0.80154	-1.55223	-1.74702
358	-0.82405	0.26416	0.07311
359	0.80154	0.26416	0.07311
360	0.80154	1.17235	0.98317
361	0.80154	-0.64404	-3.56714

Appendix E

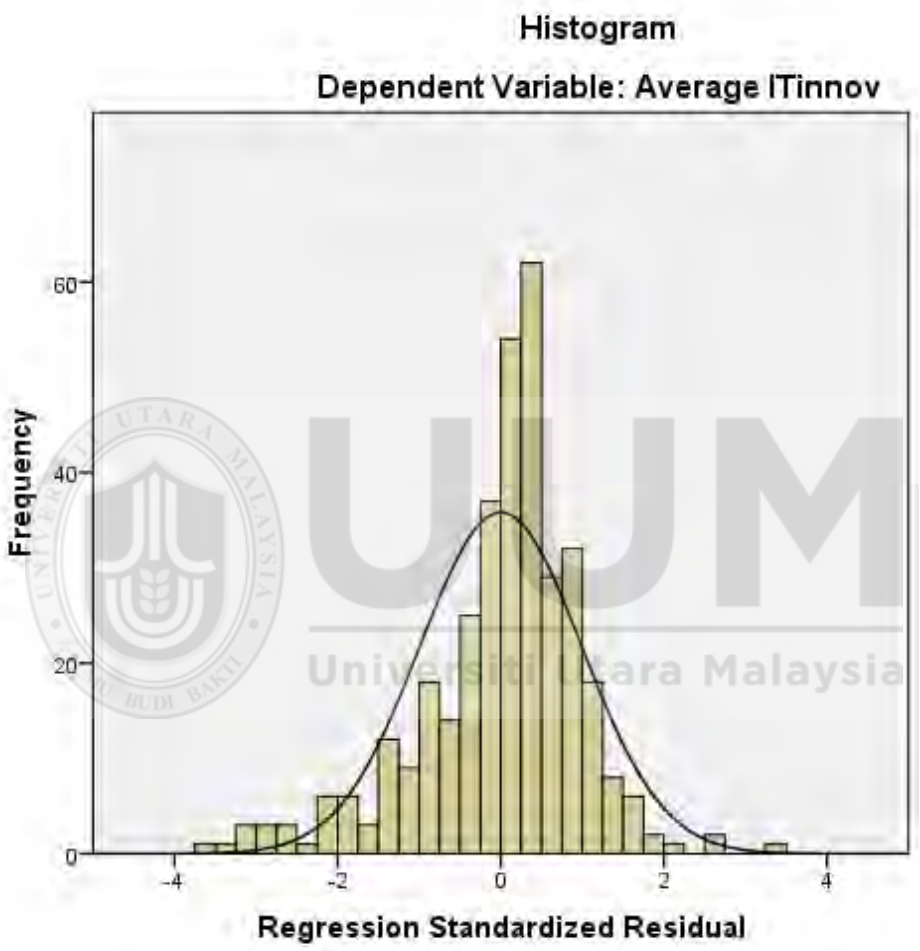
Skewness and kurtosis test

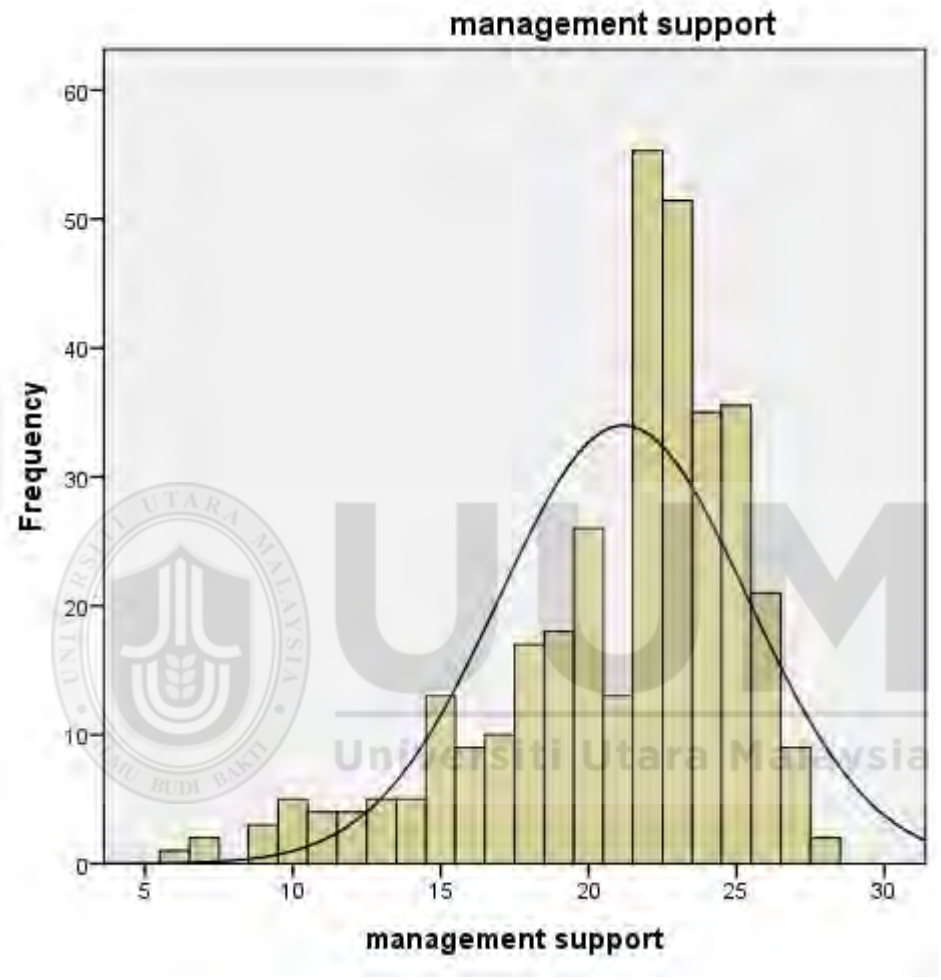
Descriptive Statistics

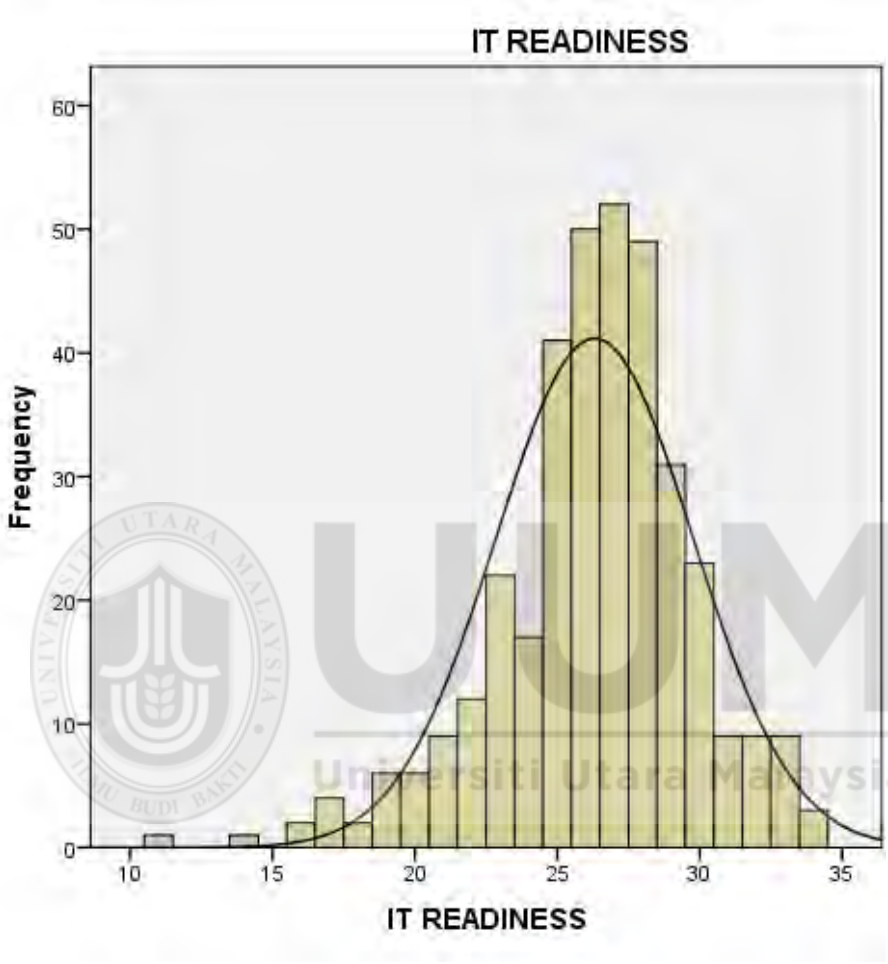
	N	Mean	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
IT Innovativeness	358	29.03	-.831	.129	-.050	.257
management support	358	21.18	-1.172	.129	1.127	.257
IT READINESS	358	26.31	-.714	.129	1.490	.257
government strategy	358	24.63	-.111	.129	-.063	.257
organizational culture	358	70.04	-1.048	.129	.541	.257
Valid N (listwise)	358					

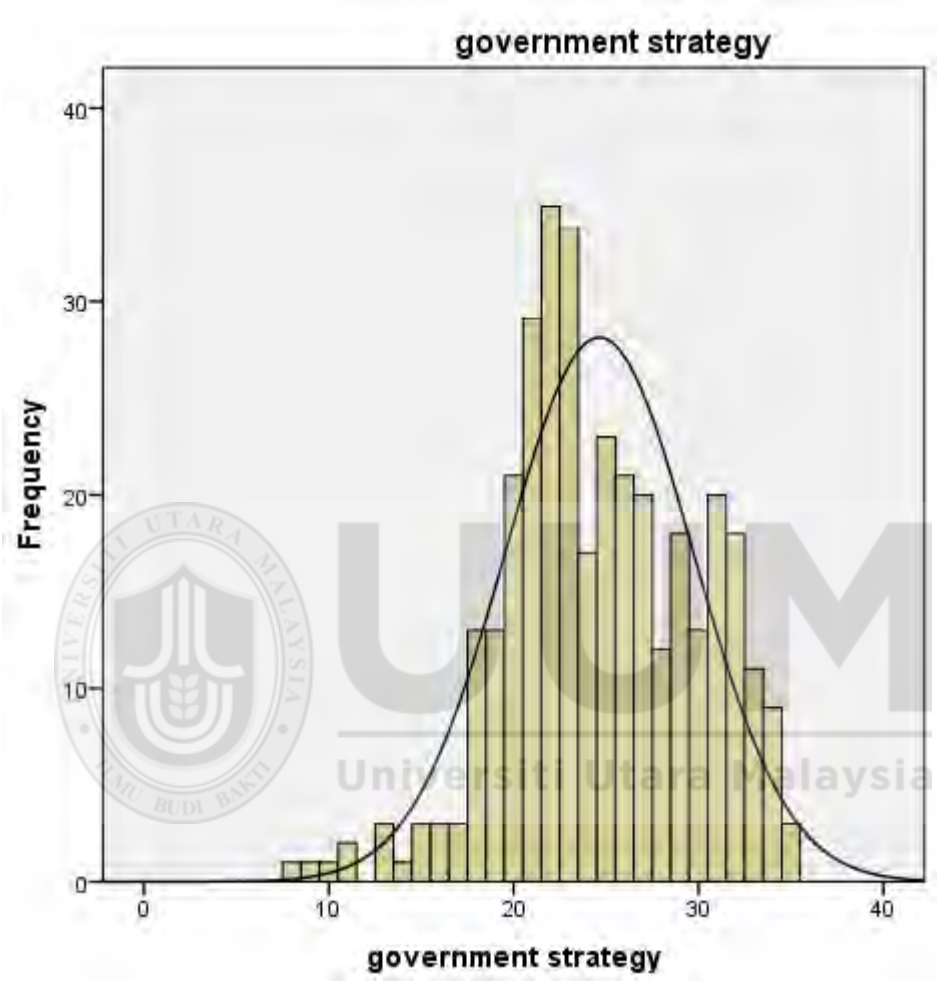
Appendix F

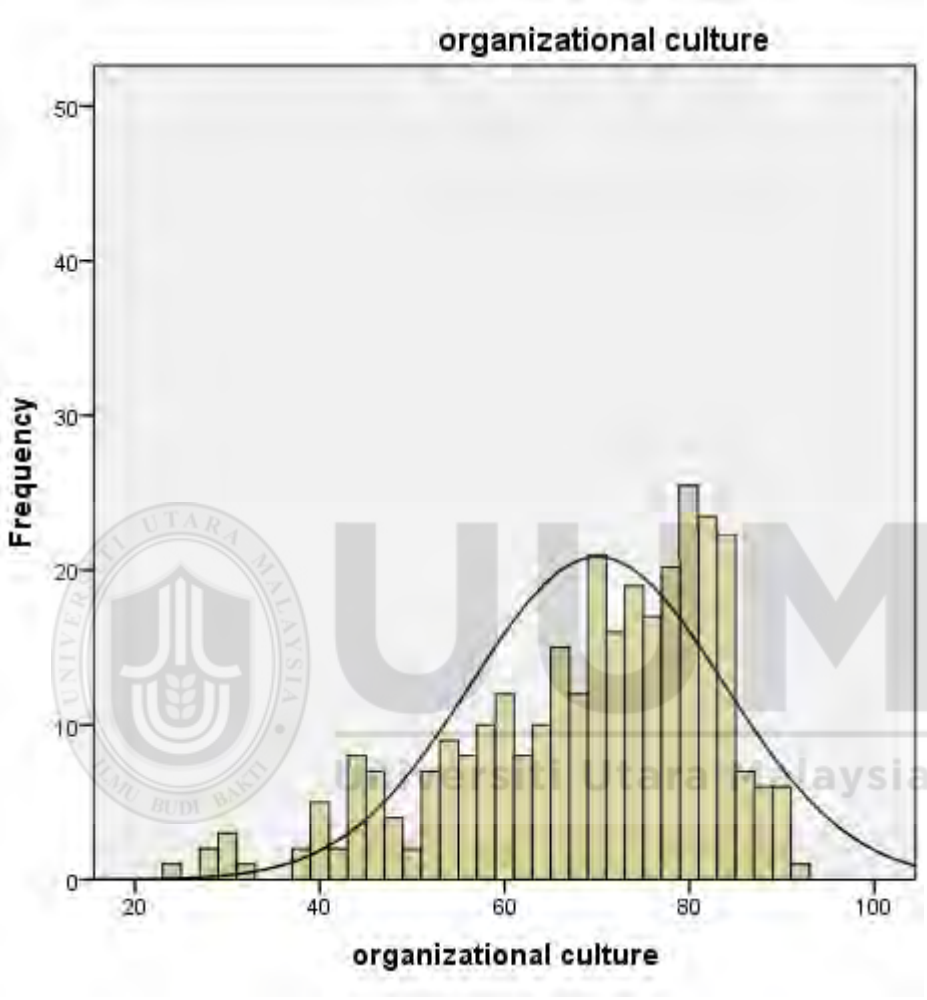
Frequency histograms





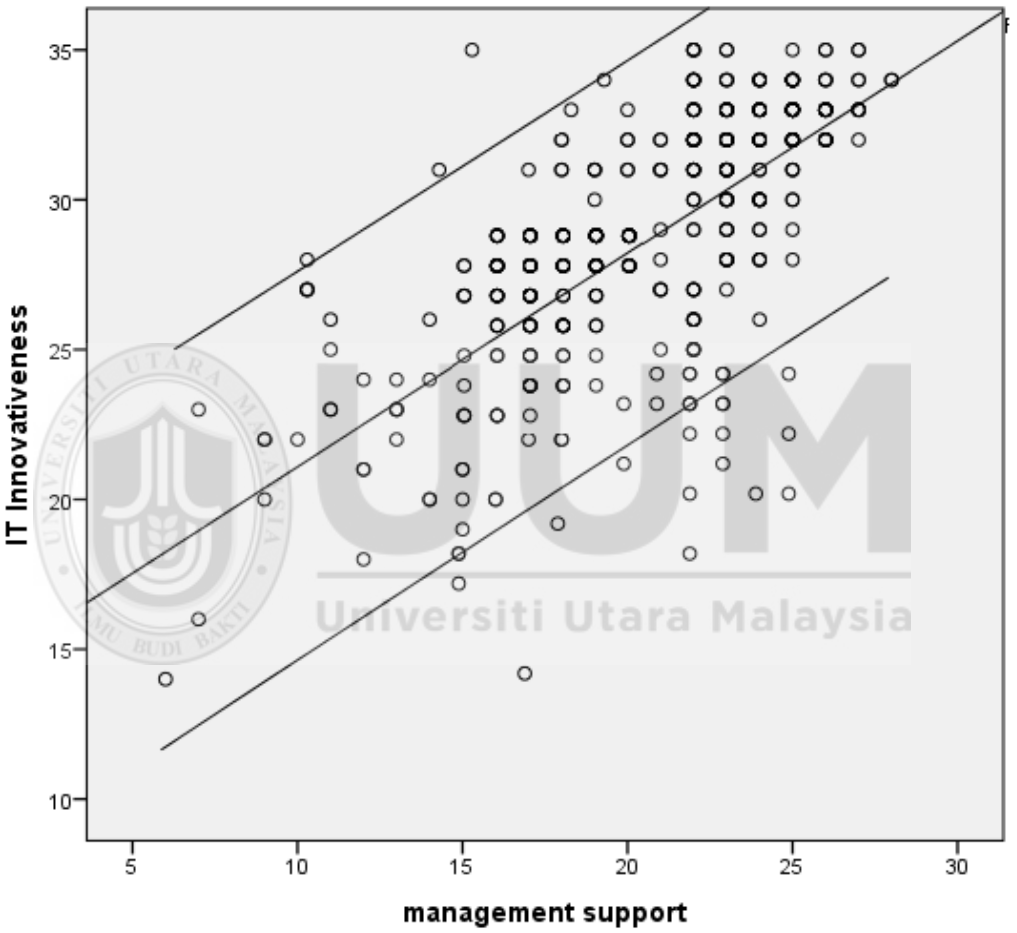


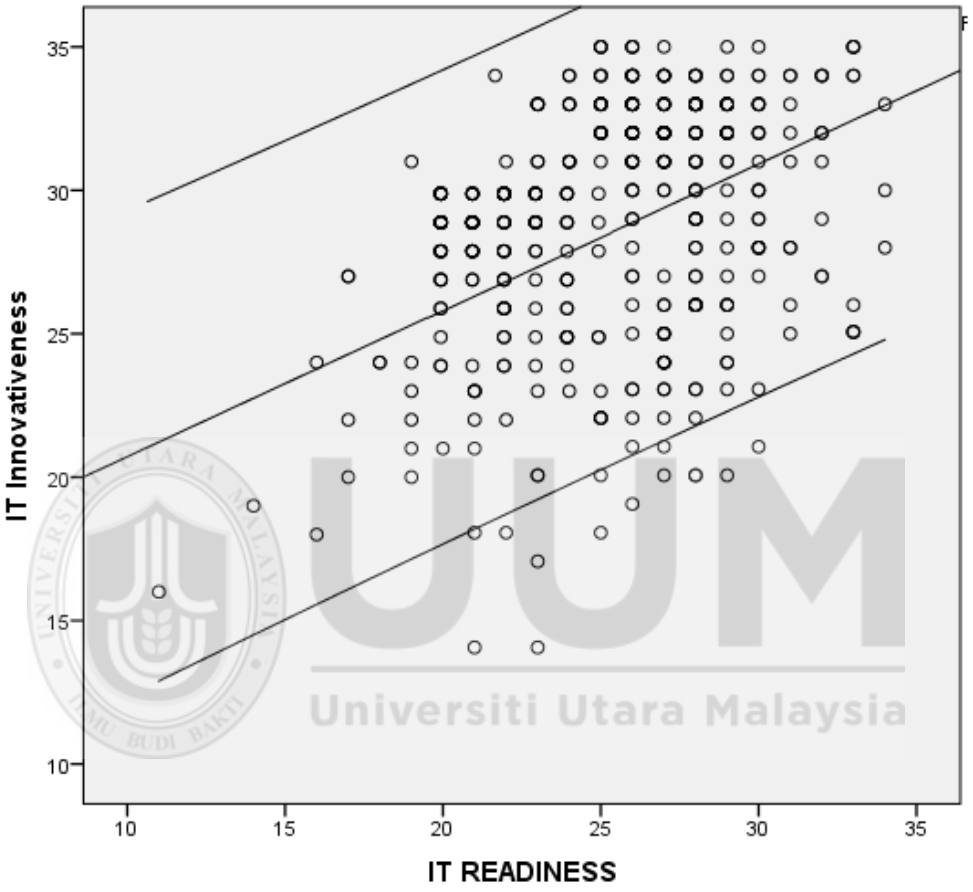


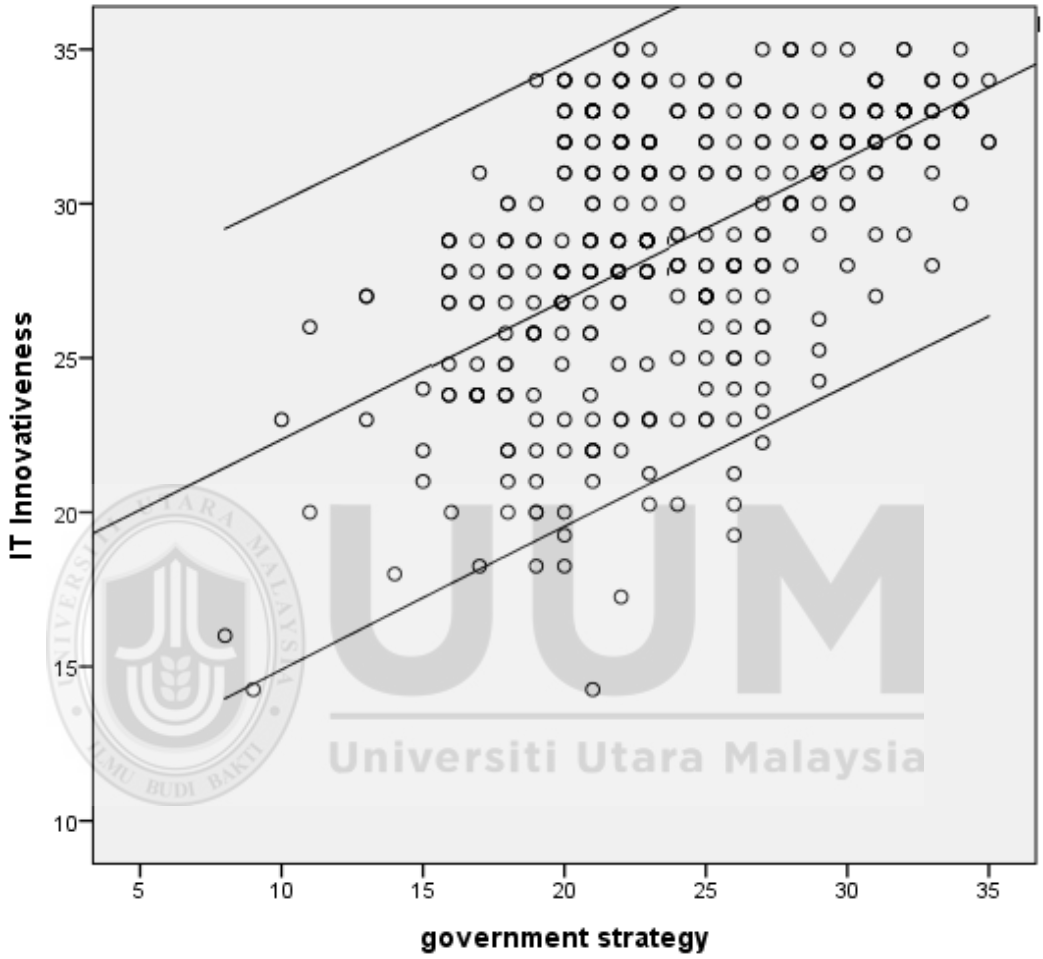


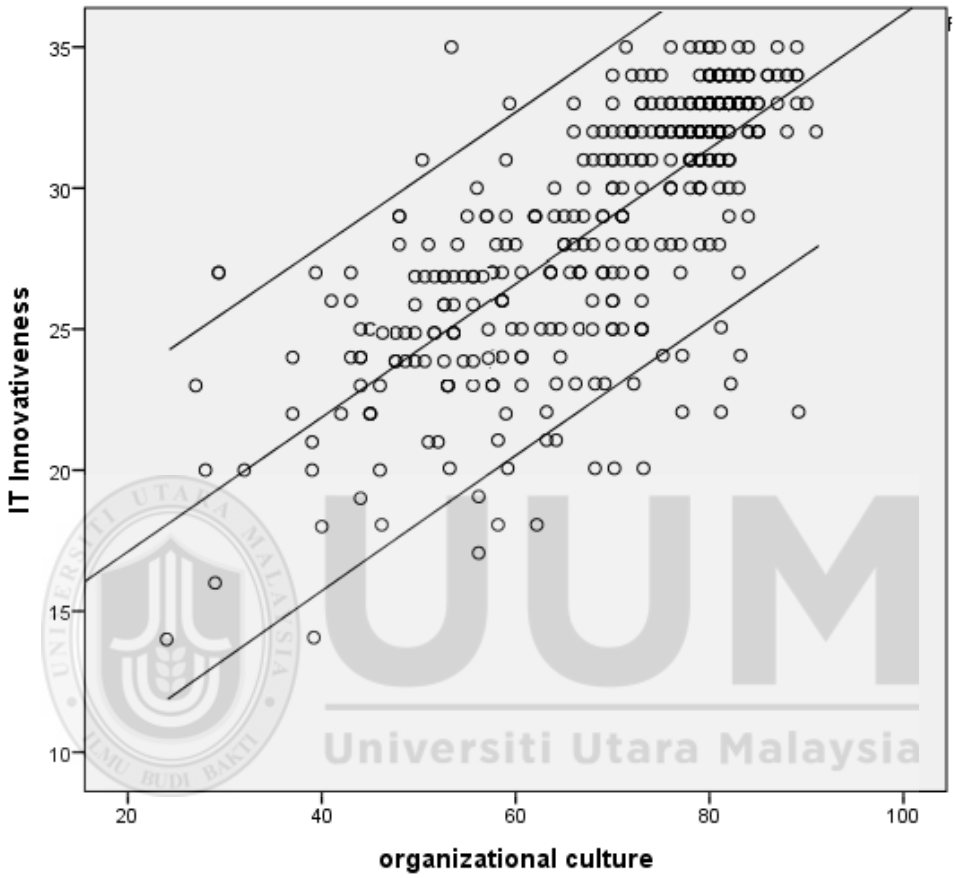
Appendix G

Scatter plot diagram of standardized



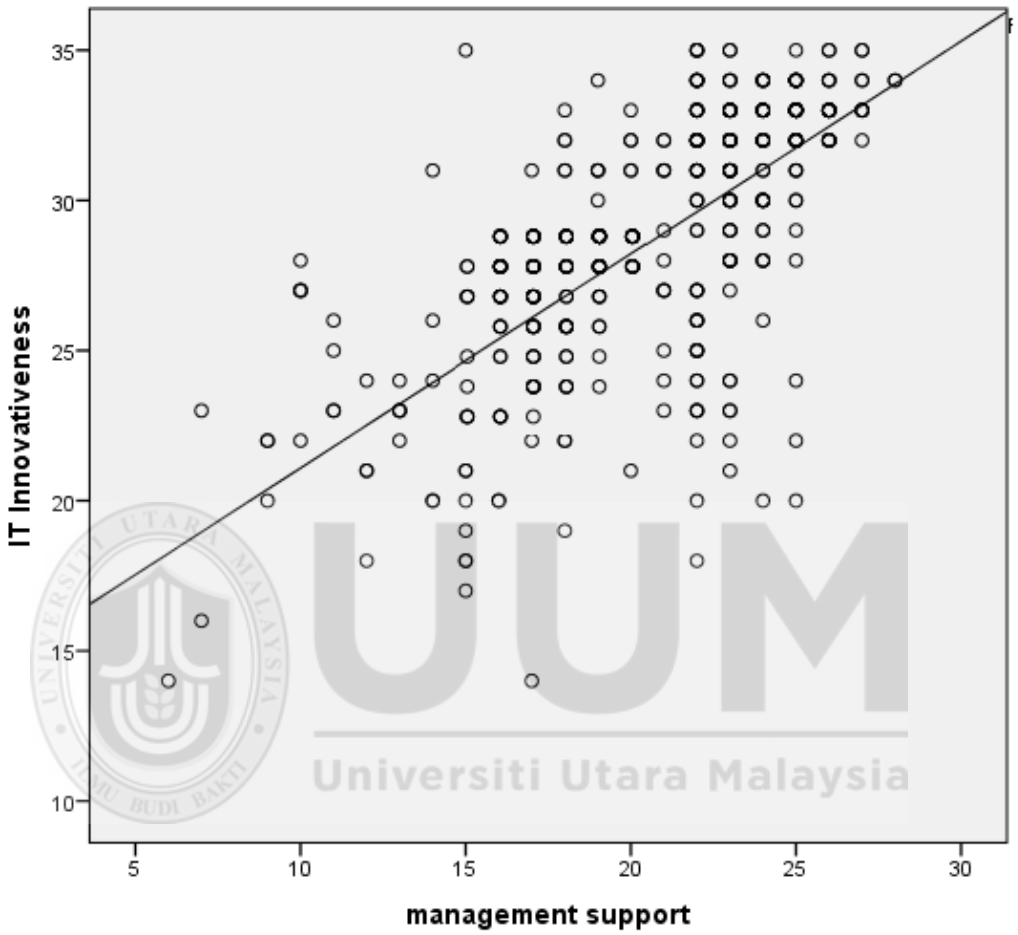


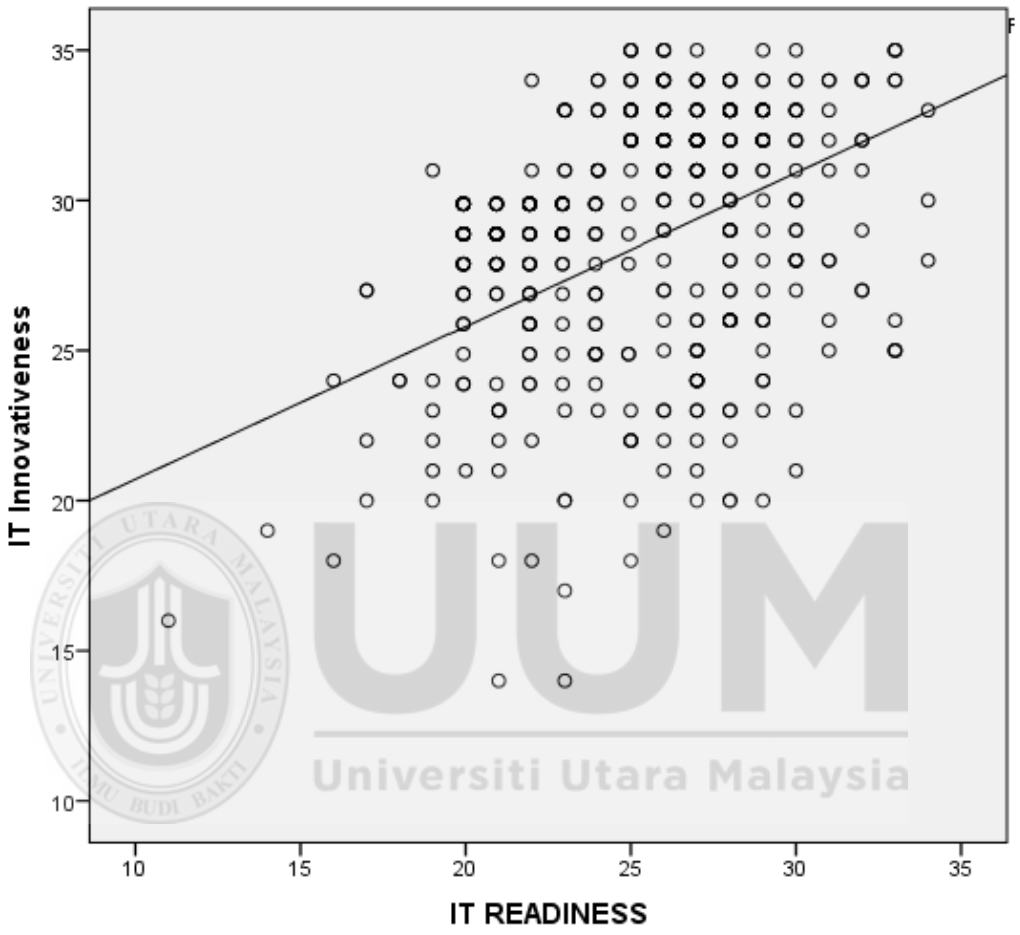


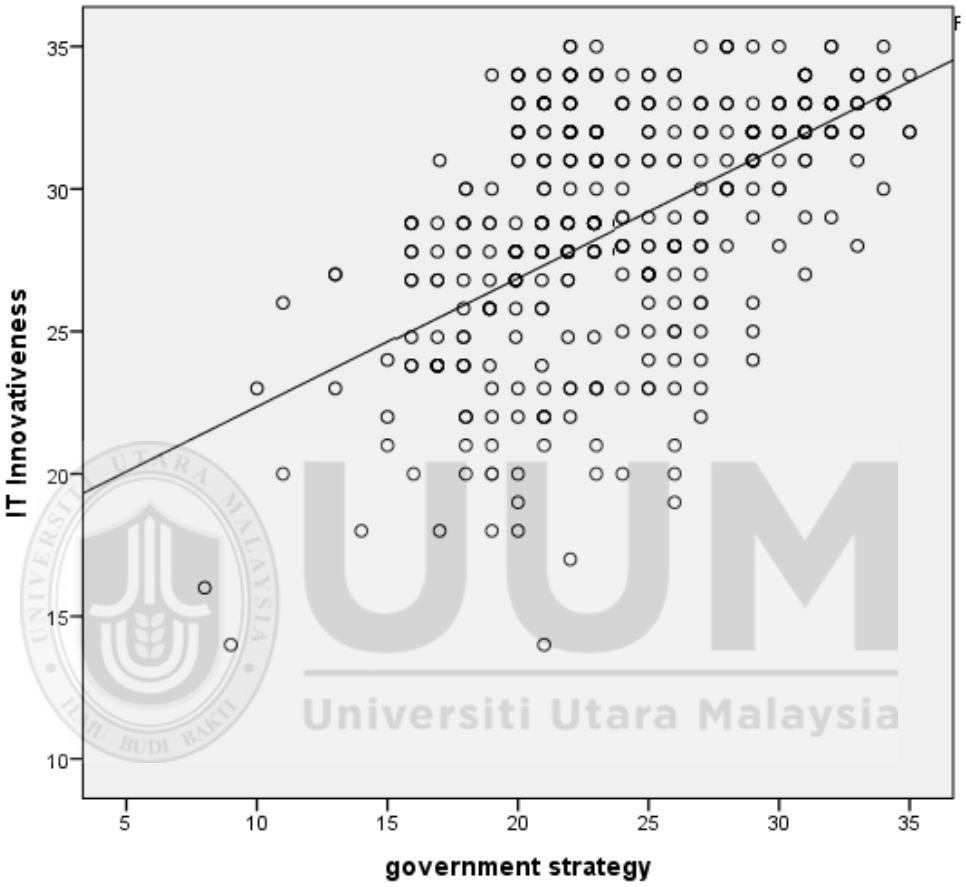


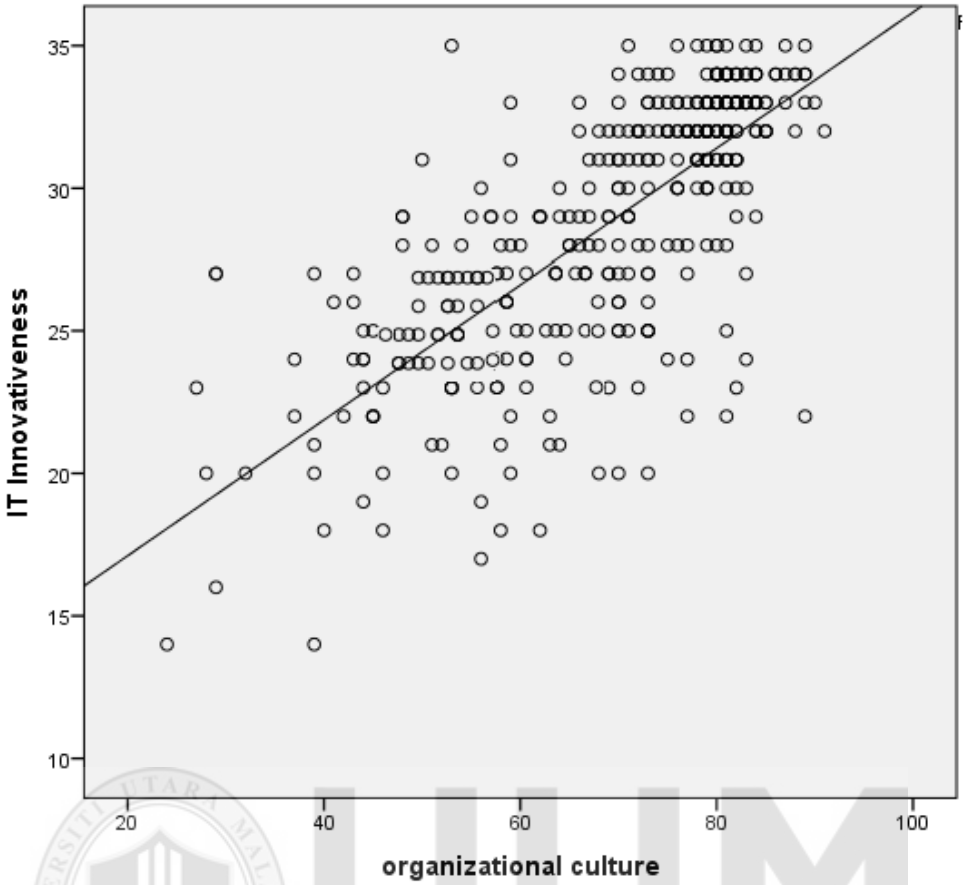
Appendix H

Scatter Plot Linearity Test



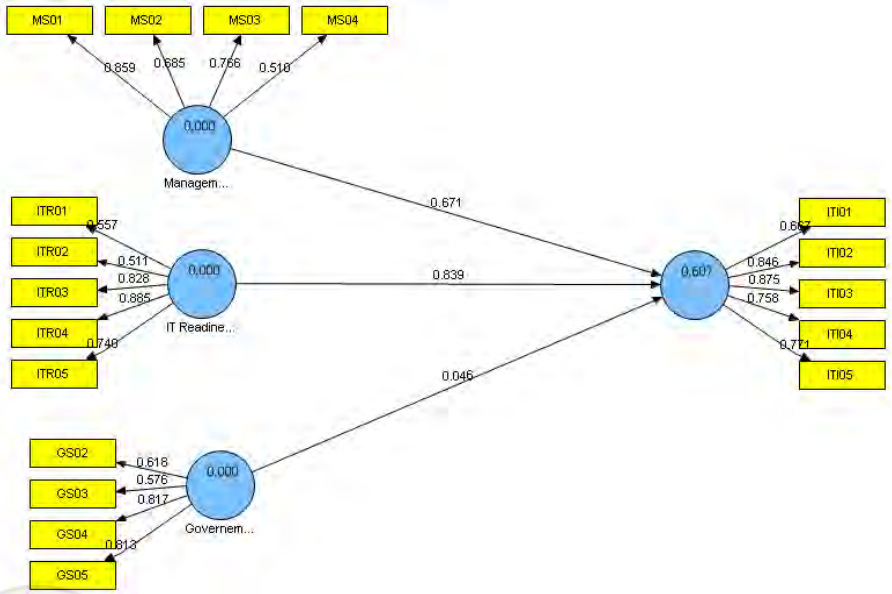






Appendix I

PLS Algorithm Graph



Appendix J

PLS Algorithm with Moderation