The Impact of Inclusive Leadership on the Applying E-governance - An Analytical Research in the General Secretariat of the Cabinet

Ali A. Alalak[1], Salma Hatyta Raheemah[2], Zaid F. Makki[3]

[1]Public Administration Department, College of Administration and Economics, University of Baghdad, Baghdad, Iraq, ali.abd2104@coadec.uobaghdad.edu.iq

[2]Public Administration Department, College of Administration and Economics, University of Baghdad, Baghdad, Iraq, Salmahatytaraheemah@coadec.uobaghdad.edu.iq

[3]Public Administration Department, College of Administration and Economics, University of Baghdad, Baghdad, Iraq, zaidfj@coeng.uobaghdad.edu.iq

Abstract
The current research aims to assess the availability of inclusive leadership style within the General Secretariat of the Council among senior management and its impact on the implementation of e-governance by understanding its relationship and benefits in terms of control, speed in issuing and receiving orders and instructions, and utilizing it in alignment with international changes in leadership and its role in achieving integration in work through the necessity of improving relationships between different administrative levels, facilitating participation, expressing opinions, and fostering organizational belonging. The descriptive-analytical statistical method was chosen using SPSS V.25 software, employing various statistical methods and measures, including mean, standard deviation, variance, relative importance, and simple regression, through a questionnaire tool for data collection. The research community included leadership within the General Secretariat of the Council, where (87) questionnaires were distributed and (83) were received, while (4) incomplete questionnaires were excluded from the data analysis, resulting in a response rate of (95%). The main findings of the research indicate the presence of an impact of inclusive leadership style on the implementation of e-governance within the General Secretariat of the Council, through the availability of dimensions adopted in the current research, especially the openness dimension, which significantly contributes to harnessing inclusive leadership by investing in new opportunities to improve work procedures and quickly respond to employees' suggestions.

The availability dimension, through the leadership's ability to handle work problems, allows employees to communicate and participate easily with the leadership to enhance work performance, as stated in the accessibility dimension. Additionally, to enhance these capacities, the inclusive leader must be enthusiastic, communicative, and proficient in communication skills, capable of making appropriate strategic decisions, adapting to the increasing variables in the world, such as technological, social, and environmental changes, and able to prioritize and achieve the targeted goals.

Introduction

Leadership plays a crucial role in directing an organization towards achieving the highest levels of performance and shaping the behavior of its subordinates to align with the organization's goals. Leadership has the ability to transform an organization from a state of chaos to success, as it serves as the primary driver of creative processes within the organization. Therefore, it is necessary to adopt leadership styles that are adaptable to technological advancements and various crises. This requires meticulous planning, collective work, and a visionary approach that anticipates potential impacts on the organization based on current data. Consequently, a inclusive study of inclusive leadership style is required. The evolution of administrative work has contributed to the emergence of several leadership styles,

Researchers have enriched the studies and examined multiple leadership styles to determine which style aligns with management levels and aspirations. Among these styles are:

• Transcendent Leadership: It focuses on surpassing traditional boundaries and achieving progress and development. (Khudair and Al-Amri, 2020:160)

• Ethical Leadership: It emphasizes ethical principles and values in decision-making and guidance. (Al-Taie and Musaheeb, 2016:141)

• Sustainable Leadership: It is concerned with environmental, social, and economic sustainability in organizations. (Azafah & Mohammed, 2021: 246)

• Servant Leadership: It focuses on serving others and meeting their needs to achieve shared success. (Hassan & Raheemah, 2021:71)

• Effective Leadership: It refers to the ability to achieve results and accomplish desired goals in an efficient and impactful manner. (Sabry & Mohammed, 2023: 312),

• Virtuous Leadership: It is associated with the concept of virtue and positive values in leadership practice. It involves developing qualities

such as courage, honesty, respect, flexibility, justice, modesty, humility, inspiration, and integrity. Virtuous leaders aim to promote goodness, excellence, and serve the public interest and community. (Khaleel & Mhaibes, 2022:95)

These styles reflect diverse leadership orientations and practices, providing multiple options for leaders to achieve success in their organizations.

The concept of inclusive leadership

The concept of inclusive leadership has garnered attention in the field of management. Researchers have identified various leadership patterns, such as conscious leadership (Saaed and Abdul sattar, 2019), educational leadership (Sagheer and Sukkar, 2007), authentic leadership (Al-Baghdadi and Al-Hadrawi, 2015), and other modern patterns. However, it was Nembhard and Edmondson (2006) who first focused on inclusive leadership, defining it as "words and actions by the leader or leaders that indicate an appreciation of the contributions of subordinates," regardless of whether their voices are heard by the leader. It also involves building trust and respect between leaders and subordinates.

Hollander (2009) introduced the theory of inclusive leadership in social psychology, emphasizing the relationship between leaders and their subordinates in achieving common goals (Assad & Mohammed, 2021). Inclusive leadership is characterized by its ability to foster acceptance, affiliation, individuality, and inclusiveness. These traits enable organizations to effectively engage with their external environment and achieve their objectives (Qi et al., 2019).

Furthermore, Jamil (2021) defines leadership style as "a set of procedures or activities organized by a specialist in a specific field." It is important to distinguish electronic administration, which utilizes information and communication technology to accomplish organizational aims, from traditional administrative styles (Raheemah et al., 2018).

These diverse leadership patterns and administrative styles contribute to our understanding and exploration of effective leadership in various contexts

Inclusive Leadership Dimensions

There is a range of perspectives among researchers regarding the dimensions that measure inclusive leadership. Ye et al. (2019) argue that inclusive leadership dimensions include openness, availability, and accessibility. Abid (2022) shares a similar view, while Ashikali (2018) suggests that inclusive leadership dimensions encompass cognitive diversity and emotional diversity. Despite the varying perspectives, the present study relies on the inclusive leadership dimensions scale developed by Carmeli et al. (2010), which comprises openness,

availability, and accessibility. These dimensions align with the study's objective of examining the inclusive leadership style in the General Secretariat of the Council of Ministers and are suitable within the context of the research, which focuses on the General Secretariat of the Council of Ministers. To the researcher's knowledge, this study is the first to test these sub-dimensions, and thus, they will be explained in detail as follows:

Openness

Successful leaders demonstrate openness in their approach, particularly in responding to organizational changes stemming from external environmental factors. Openness may arise due to the implementation of new technologies, mergers and acquisitions, organizational restructuring, shifts in leadership behavior, downsizing, and various other influences. However, the pivotal aspect of openness lies in how leaders interact with and adapt to organizational change (Ye et al., 2019). The inclusive leadership approach, which promotes a sense of belonging and inclusivity among all employees, also plays a crucial role in fostering creativity and innovation (Assad& Mohammed 2021).

In this context, an open leader can be defined as an administrative approach that prioritizes transparency and embraces ideas from all subordinates. Such leaders strive to understand the needs of their team members, creating a positive and supportive work environment where everyone feels valued and included.

Availability

Availability represents the degree of inclusiveness in leadership within an organization and its willingness to listen to new ideas from employees. In today's world, effective leadership is characterized by working towards a shared vision and developing the capabilities of individuals (Saleh and Ameer, 2022). Specifically, availability refers to the leadership's accessibility when employees encounter problems and challenges, as well as their ability to provide a platform for addressing emerging issues (Javed et al., 2018). Bannay et al. (2020) emphasize that availability enhances employee satisfaction and motivates them to contribute to innovative processes and participate in decision-making in collaboration with their leaders. Inclusive leadership facilitates open communication and reliable support for employee inputs and outputs, without relying solely on individual efforts. Consequently, the researcher views availability as the leader's responsiveness to the needs of their subordinates, offering guidance, support, and opportunities for growth and development. By building strong relationships with their team members and fostering a sense of belonging and active participation in the decision-making process, leaders contribute to an inclusive environment.

Accessibility

Accessibility in inclusive leadership refers to the ease with which leaders can be reached and interacted with by their staff members. It is a vital aspect of the interdependent relationship between leaders and employees, as it fosters a sense of common vision and facilitates effective communication (Fang et al., 2019). An inclusive leader plays a crucial role in supporting employees to actively participate in important processes and encourages them to contribute their innovative ideas. This is achieved through easy access to the leader and their willingness to listen and provide guidance (Wang et al., 2021).

Numerous studies have affirmed that the inclusive leadership style encompasses these three dimensions, including openness, availability, and accessibility (Figure 1) (Wang et al., 2021). The integrative nature of these dimensions highlights the importance of accessibility in creating an inclusive leadership environment that promotes collaboration and effective communication between leaders and their subordinates.

In light of this, the researcher defines accessibility in terms of the leader's ability to engage with subordinates through the establishment of flexible relationships that foster opportunities for cultivating innovative ideas, active participation in the decision-making process, and ultimately achieving organizational goals effectively.

Figure 1: The Inclusive leadership dimensions, Source: prepared by the researchers.
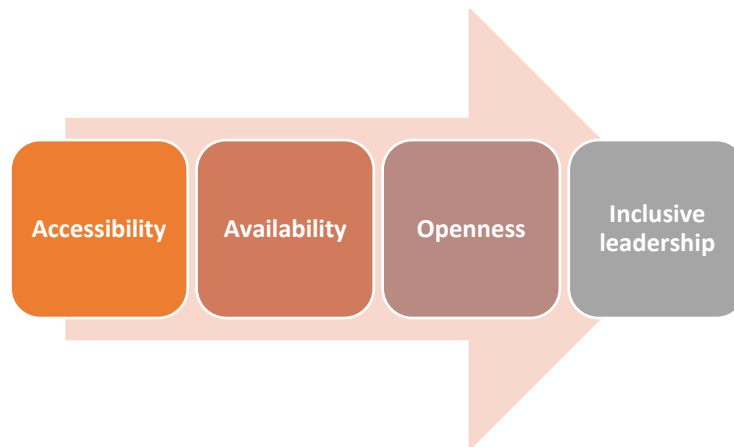
The concept of electronic governance

The concept of e-governance has emerged as a result of incorporating principles such as transparency, integrity, participation, and clarity, as well as the implementation of laws, regulations, and directives for the development and transformation of organizations. Its aim is to bring about positive changes and equip workers with the necessary skills to adapt to the rapidly evolving knowledge and technological landscape of

the modern era. In this context, information technology plays a vital role in the management and governance of organizations, necessitating the adoption of an electronic culture (Jamil, 2021:4). Governments worldwide are increasingly enacting legislation and implementing regulations to address this need (Nugroho, 2014:217).

Although there is no consensus on the definition of e-governance in the literature, it can be distinguished from electronic administration as a mechanism that utilizes information and communication technology to achieve organizational objectives (Raheemah et al., 2018:297).

Researchers have operationally defined e-governance as the utilization of Internet applications and other information technologies by governments, along with the corresponding processes, to enhance public access to government information and services. Additionally, e-governance also encompasses the use of technology to improve the effectiveness, efficiency, and quality of government operations.

Dimensions of E-governance

Perceived Responsiveness

Perceived responsiveness in e-governance refers to the active and supportive attention provided to individuals regarding the aspects they consider significant to their self-concept, whether positive or negative (Coyle & Carmichael, 2019: 182). It is a binary phenomenon that occurs between organizations and individuals, allowing individuals to assess how different organizations respond to their needs (Cook & Mol, 2018: 4). Research has shown that perceived responsiveness enhances citizens' confidence in governmental authorities (Beshi & Kaur, 2020: 347). (Mansoor, 2021: 4) also highlights that perceived responsiveness contributes to citizens' perceptions of government transparency through e-government platforms, enabling easier access to government information and ultimately leading to an increased level of public trust in government institutions. (Hamad & Saeed, 2020: 234) support this notion by stating that the implementation of e-governance leads to the enhancement of citizen services through the establishment of automated processes.

Perceived Accountability

Accountability plays a crucial role in the internal functioning of any organization. It is important for managers implementing self-managed work teams to have a better understanding of accountability (Thoms et al., 2002: 308). Perceived accountability involves individuals at higher levels of responsibility being accountable to everyone for their actions, decisions, and policies (Siriwardhane & Taylor, 2017: 4). According to Dai et al. (2018: 4), this concept encompasses the anticipation, whether implicit or explicit, that individuals have regarding the analysis of their decisions or actions by specific individuals or groups. They are aware

that there is a potential for both positive and negative consequences resulting from this anticipated scrutiny.

Perceived Transparency

Perceived transparency refers to the extent to which organizations, particularly government organizations, provide information about the policy-making process. Transparency is viewed as a crucial tool for building credibility, especially among top-level decision-makers within the organization (Cruijsen & Eijffinger, 2010: 388). According to Hartanto et al. (2021: 4), perceived transparency is based on the principles of fairness and public expectations from authorities. Technology can play a significant role in facilitating transparency by making information accessible to the public. However, achieving transparency also requires the implementation of policies that align with the citizens' needs, which can only be achieved through regular interaction with the public. The significance of e-governance is demonstrated through clear procedures related to transparency, responsiveness through the availability of information, and ultimately enhancing accountability through citizen participation. Anthanam and Hartono (2003) highlighted the role of Information and Communication Technology (ICT) in connecting computers and enabling electronic communication on a global scale (Jabbouri, et al., 2016: 862).

Figure 3. The dimensions of electronic governance, Source: prepared by the researchers.
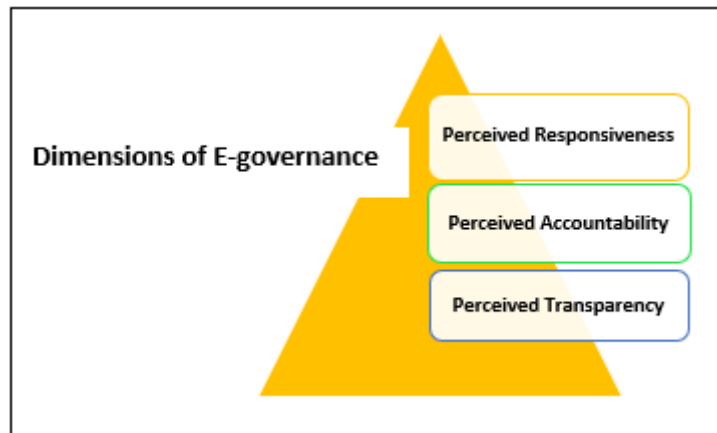
Materials and Methods

The research utilized a survey questionnaire as the primary tool for assessing the research variables. The questionnaire was designed by the researcher based on established Arab and foreign standards relevant to the research topic. Expert referees reviewed the questionnaire and made necessary adjustments to ensure its compatibility with the

research environment. It is worth noting that Inclusive Leadership is a dynamic concept that undergoes continuous development and modifications based on organizational and environmental factors, In this study, the researcher employed a specific scale (Carmeli et al., 2010) to measure the variable of Inclusive Leadership and its dimensions: availability, openness, and accessibility. This scale was deemed suitable for the study's target population. The theoretical framework of Inclusive Leadership served as the theoretical paradigm guiding the research, The research community included leaders from the General Secretariat of the Cabinet. A total of 87 questionnaire forms were distributed, and 83 forms were received, resulting in a response rate of 95%. Four missing forms were excluded from the data analysis. Before conducting the necessary statistical analyses, a conformity test was performed to assess the quality of the collected data. This test serves as a preliminary step to ensure the validity and reliability of the research measurements.

The sincerity of the construction

Stability refers to the consistency of the scale's results, indicating whether it produces consistent results when administered to the same individuals at different times. There are two methods used to calculate stability:

Split-half reliability: The split-half reliability method involves dividing the scale items into two equally consistent halves. To assess reliability using this approach, the scale items are divided into two halves, with one half containing the even-numbered items and the other half containing the odd-numbered items. The scores from each half are then correlated using the Pearson correlation coefficient, and the Spearman-Brown correction equation may be applied to adjust the correlation coefficient.

This method allows for evaluating the internal consistency of the scale by assessing the degree of agreement between the two halves of the scale. The higher the correlation coefficient between the two halves, the greater the scale's stability and internal consistency.

Cronbach's alpha coefficient for internal consistency internal consistency was used to assess the reliability of the scale. This coefficient is widely used and provides a reliable estimate in most situations. It measures the consistency of an individual's responses across different items, indicating the internal consistency of the scale, To verify the integrity of scale construction for the research variables and the alignment of scale variables with their theoretical basis, structural equation models were implemented. Additionally, theory-driven factor analysis was conducted to confirm the underlying variables, The conformity quality of the scale variables with the measurement criteria was evaluated based on specific criteria, which are presented in Table (1). These criteria were used to assess the alignment of the variables with the intended measurement standards.

Table (1) shows the Cronbach's alpha coefficient and split-half reliability for each dimension.

				Split-Half Reliability	
Dimension	Dimension Name	Number of Items	Cronbach's Alpha	Pearson Correlation Coefficient	Spearman-Brown Corrected Equation
1	Inclusive Leadership	15	0.763	0.786	0.880
2	Electronic Governance	15	0.798	0.772	0.871
Total Scale	Overall	30	0.879	0.802	0.890

Results Discussion:

Distribution of Sample by Gender:

Through Table (2), it is evident that the proportion of the sample members based on gender was varied. The highest proportion was found among males, accounting for 81.9%, while females represented 18.1% of the sample. This indicates the presence of diversity, albeit in a relatively small proportion, which calls for the General Secretariat of the Council of Ministers to exert further efforts in promoting diversity and ensuring gender balance.

Distribution of Sample by Educational Qualifications:

Based on Table (2), it can be observed that the majority of the respondents held a Bachelor's degree, accounting for 55.4%. Following that, individuals with a Master's degree constituted 25.3% of the sample, while those with a Ph.D. represented 14.5%. Additionally, individuals with a diploma or lower qualifications accounted for 2.4%. This distribution provides insights into the academic qualifications composition of the mentioned sample, indicating a significant number of individuals with higher education. This is an indicator of the leadership's increased focus on postgraduate studies within the General Secretariat of the Council of Ministers.

Distribution of Sample by Current Job Field:

Table (2) reveals that the highest percentage was attributed to the position of "Department Manager" with a rate of 68.7%. The position of "Assistant Director-General" followed with a proportion of 19.3%. The position of "Director-General" accounted for 8.4%. The positions of "Secretary-General of the Council of Ministers," "Deputy Secretary-General," and "Advisor" had equal proportions of 1.2%. These results provide an understanding of the hierarchical structure, power distribution, and responsibilities within the General Secretariat of the

Council of Ministers, highlighting the cooperation between the leadership and the researcher.

Distribution of Sample by Years of Service:

From Table (2), it is evident that the largest proportion of the research sample belonged to the category of "16-20 years" with a percentage of 51.8%. The category of "21 years and above" followed with a proportion of 32.5%. The category of "11-15 years" accounted for 14.5%, and finally, the category of "6-10 years" represented 1.2. This indicates that the sample possesses experience and knowledge of work requirements, as well as the influence of their decision-making experience

Table (2) the Characteristics of the research sample

No.	Variables	Category Distribution	Count	Percentage
1	Gender	Male	68	81.9%
		Female	15	18.1%
	Total		83	100%
2	Educational Level	Diploma or below	2	2.4%
		Bachelor's	46	55.4%
		Higher Diploma	2	2.4%
		Master's	21	25.3%
		Doctorate	12	14.5%
	Total		83	100%
3	Job Position	Secretary-General	1	1.2%
		Deputy Secretary-General	1	1.2%
		Advisor to Secretary-General	1	1.2%
		Director-General	7	8.4%
		Assistant Director-General	16	19.3%
		Department Director	57	68.7%
	Total		83	100%
4	Years of Service	6-10 years	1	1.2%
		11-15 years	12	14.5%
		16-20 years	43	51.8%
		21 years and above	27	32.5%
	Total		83	100%

Presentation and analysis of the results of the research variables and their sub-dimensions.

Second Axis - Presentation and Analysis of the Results of the Research Variables and their Sub-dimensions:The presentation and analysis of the results of inclusive leadership and electronic governance, along with their sub-dimensions, can be clarified through Table (3). It is observed that inclusive leadership variable obtained the highest mean, reaching (3.56), and the highest relative importance, reaching (71.2%), with an upward trend. Similarly, the electronic governance variable obtained a mean of (3.55) and a relative importance of (71%), also with an upward trend. By examining the values of the difference coefficient, which indicate the homogeneity of the sample respondents' answers, it is noticed that the variable with the lowest difference coefficient is the most homogeneous. Thus, inclusive leadership ranked first in terms of homogeneity, followed by electronic governance. The values of the standard deviation are consistent with the values of the difference coefficient, as the variable with the lowest standard deviation corresponds to the variable with the lowest difference coefficient. This strongly supports the homogeneity of the data.

This indicates the availability of inclusive leadership and its significant role in implementing electronic governance in the General Secretariat of the Council of Ministers. From Table (3), it is evident that openness obtained the highest mean, reaching (3.64), and the highest relative importance, reaching (72.8%), with an upward trend. It is followed by accessibility with a mean of (3.53) and a relative importance of (70.6%), also with an upward trend. Then, availability with a mean of (3.52) and a relative importance of (70.4%), with an upward trend. The research sample confirmed the priority of the sub-dimensions of inclusive leadership through the values of the difference coefficient, where the variable with the lowest difference coefficient is the most homogeneous. Thus, accessibility ranked first in terms of homogeneity, followed by openness and then availability. The values of the standard deviation are consistent with the values of the difference coefficient, as the variable with the lowest standard deviation corresponds to the variable with the lowest difference coefficient. This strongly supports the homogeneity of the data. From Table (3), it is noticed that perceived accountability obtained the highest mean, reaching (3.60), and the highest relative importance, reaching (72.0%), with an upward trend. The researcher attributes this to the specific nature of the work of the researched organization, which sometimes requires its intervention in tasks that may not fall within its specialization in order to ensure their completion compared to being referred to other executive entities. It is followed by perceived transparency with a mean of (3.53) and a relative importance of (70.6%), also with an upward trend. Then, perceived responsiveness with a mean of (3.51) and a relative importance of (70.2%), with an upward trend. Although perceived responsiveness

ranks third among the sub-dimensions, the General Secretariat of the Council of Ministers strives diligently to meet the needs of its beneficiaries despite the technical and financial difficulties it faces. The values of the standard deviation are consistent with the values of the difference coefficient, as the variable with the lowest standard deviation corresponds to the variable with the lowest difference coefficient. This strongly supports the homogeneity of the data.

Table (3) illustrates the results of the research variables and their sub-dimensions.

	Variable	Mean	Standard Deviation	Relative Importance (%)	Relative Importance Ranking	Response Level Direction	Difference Coefficient (%)
1	Openness	3.64	0.45	72.8	1	High	12.4
2	Accessibility	3.53	0.43	70.6	2	High	12.2
3	Availability	3.52	0.47	70.4	3	High	13.4
4	Inclusive Leadership	3.56	0.40	71.2	1	High	11.2
5	Perceived Accountability	3.60	0.58	72.0	1	High	16.1
6	Perceived Transparency	3.53	0.43	70.6	2	High	12.2
7	Perceived Responsiveness	3.51	0.46	70.2	3	High	13.1
8	Electronic Governance	3.55	0.43	71.0	2	High	12.1

The regression analysis equation will be employed, which is a statistical tool used to estimate the relationship between the research variables (independent variable) and the dependent variable. It generates a statistical equation that illustrates the causal relationship between the variables, Through the table (4), the following observations can be made:

The impact of inclusive leadership on e-governance: The computed F-value (145.63) is greater than the tabulated value at a significance level of (0.05) and degrees of freedom (81,1), which is (3.96). This indicates a significant effect of inclusive leadership on e-governance. Since the beta coefficient is positive, it suggests a positive impact (a direct relationship). The determination coefficient value is (0.64), meaning that (64%) of the variations in e-governance can be explained by inclusive leadership. The beta coefficient value is (0.86), indicating that a one-unit change in inclusive leadership leads to an increase of (86%) in e-governance. This confirms that the independent variable (inclusive leadership) significantly contributes to influencing the dependent variable (e-governance).

The impact of inclusive leadership on perceived responsiveness: The computed F-value (143.21) is greater than the tabulated value at a significance level of (0.05) and with degrees of freedom (81, 1), indicating a significant effect of inclusive leadership on perceived responsiveness. Since the beta coefficient has a positive sign, it signifies a positive effect (direct relationship). The coefficient of determination (0.63) indicates that (63%) of the variations in perceived responsiveness can be explained by inclusive leadership. The beta coefficient value (0.21), which is positive, suggests that a one-unit change in inclusive leadership will result in a (21%) increase in perceived responsiveness.

The impact of inclusive leadership on perceived accountability: The computed F-value (45.16) is greater than the tabulated value at a significance level of (0.05) and with degrees of freedom (81, 1), indicating a significant effect of inclusive leadership on perceived accountability. Since the beta coefficient has a positive sign, it signifies a positive effect (direct relationship). The coefficient of determination (0.36) indicates that (36%) of the variations in perceived accountability can be explained by inclusive leadership. The beta coefficient value (0.87), which is positive, suggests that a one-unit change in inclusive leadership will result in an (87%) increase in perceived accountability.

The impact of inclusive leadership on perceived transparency: The computed F-value (91.22) is greater than the tabulated value at a significance level of (0.05) and with degrees of freedom (81, 1), indicating a significant effect of inclusive leadership on perceived transparency. Since the beta coefficient has a positive sign, it signifies a positive effect (direct relationship). The coefficient of determination (0.53) indicates that (53%) of the variations in perceived transparency can be explained by inclusive leadership. The beta coefficient value (0.78), which is positive, suggests that a one-unit change in inclusive leadership will result in a (78%) increase in perceived transparency.

The Table (4) illustrates the results of simple linear regression on the impact of comprehensive leadership on electronic governance across its dimensions.

Independent Variable	Dependent Variable	Constant Value	Beta Coefficient (β)	Coefficient of Determination (%R2)	Computed F-Value	Significance
Inclusive Leadership	Electronic Governance	0.49	0.86	0.64	145.63	Presence of Effect
	Perceived Responsiveness	0.21	0.93	0.63	143.21	Presence of Effect
	Perceived Accountability	0.50	0.87	0.36	45.16	Presence of Effect
	Perceived	0.75	0.78	0.53	91.22	Presence of Effect

Independent Variable	Dependent Variable	Constant Value	Beta Coefficient (β)	Coefficient of Determination (%R2)	Computed F-Value	Significance
	Transparency					

It is evident that comprehensive leadership has a significant impact on the implementation of electronic governance and its sub-dimensions (perceived responsiveness, perceived accountability, perceived transparency). This is observed through the researcher's field experience, which indicates that the influence of comprehensive leadership in the application of electronic governance is manifested in the ability of the General Secretariat of the Cabinet to adapt to new challenges and requirements in the electronic governance environment. This contributes to the implementation of perceived responsiveness. Additionally, comprehensive leaders encourage the establishment of stringent standards for electronic governance and effectively monitor their implementation, thereby creating a sense of clear and perceived accountability for the execution of electronic governance. This, in turn, contributes to its implementation within the General Secretariat of the Cabinet. Moreover, they contribute to establishing an open and transparent environment where information is exchanged clearly and honestly between subordinates and all parties involved with the researched organization. This includes providing all relevant information regarding electronic governance, decision-making, performance, and continuous improvements in service delivery, ultimately leading to the implementation of perceived transparency.

The third main hypothesis led to the emergence of the following sub-hypotheses:

Testing the first sub-hypothesis derived from the third main hypothesis: By examining the table (5), we observe the impact of openness on electronic governance. This indicates that the independent sub-dimension (openness) actively contributes to the influence on the dependent variable (electronic governance). From the table (), it is evident that openness significantly influences the implementation of electronic governance dimensions. This is supported by the researcher's field experience within the General Secretariat of the Cabinet, where leadership is characterized by openness and follows an administrative approach that emphasizes transparency. This is achieved by providing clear and understandable information to stakeholders and individuals within the institutional context, accepting ideas, and working towards responsiveness and accommodating the needs of all parties involved to achieve common interests. Consequently, a more positive and supportive work environment is created, where everyone feels valued and integrated. This, in turn, promotes accountability through the commitment of leaders and employees to be accountable for their actions and decisions in front of everyone.

The table (5) displays the results of simple linear regression on the impact of openness on electronic governance across its dimensions.

Independent Variable	Dependent Variable	Constant Value	Beta Coefficient (β)	Coefficient of Determination (%R2)	Computed F-Value	Significance
Openness	Electronic Governance	1.26	0.63	0.45	66.32	Presence of Effect
	Perceived Responsiveness	0.96	0.70	0.48	73.43	Presence of Effect
	Perceived Accountability	1.34	0.62	0.24	25.35	Presence of Effect
	Perceived Transparency	1.47	0.57	0.37	46.51	Presence of Effect

Testing the second sub-hypothesis derived from the third main hypothesis: Through the table (6), we observe the impact of availability on electronic governance. This confirms that the independent sub-dimension (availability) actively contributes to the influence on the dependent variable (electronic governance). It is evident that availability significantly influences the implementation of electronic governance dimensions. This is demonstrated through the leadership's responsiveness to their subordinates in the General Secretariat of the Cabinet, providing guidance and support to meet their needs, and creating opportunities for growth and development that support innovative ideas. It also promotes employee engagement in the field of electronic governance, infrastructure, and electronic operations. Leadership aims to enhance local and sustainable capacities through inspiration, empowerment, and collaboration across various domains and knowledge areas.

The table (6) illustrates the results of simple linear regression on the impact of availability on electronic governance across its dimensions.

Independent Variable	Dependent Variable	Constant Value	Beta Coefficient (β)	Coefficient of Determination (%R2)	Computed F-Value	Significance
Availability	Electronic Governance	1.30	0.64	0.51	83.24	Presence of Effect
	Perceived Responsiveness	1.11	0.68	0.49	79.05	Presence of Effect
	Perceived Accountability	1.16	0.69	0.32	38.85	Presence of Effect
	Perceived Transparency	1.63	0.54	0.36	46.16	Presence of Effect

Hypothesis Subtest III derived from the Main Hypothesis III: Through Table (7), we observe the impact of accessibility on e-governance. It is evident that the independent sub-dimension (accessibility) significantly contributes to the influence on the dependent variable (e-governance). It is noteworthy that accessibility has a strong and effective impact on the implementation of e-governance dimensions. This is evident through the distinctive features of government services provided by the General Secretariat of the Council of Ministers, where stakeholders benefit from accessible services, leading to reduced service costs. Additionally, e-governance contributes to the achievement of democracy by providing government information online, which is challenging to obtain through electronic applications. One such application is the Aura Portal for e-government services, ensuring the provision of content accessible to all users, regardless of their devices or technologies, with the aim of guaranteeing the availability of information on government websites for all citizens in the country.

Table (7) illustrates the results of simple linear regression on the impact of accessibility on e-governance dimensions.

Independent Variable	Dependent Variable	Constant Value	Beta Coefficient	Coefficient of Determination (%)	Calculated F-Value	Significance
Accessibility	E-governance	0.95	0.74	0.54	95.90	Significant
Access	Perceived Response	0.76	0.78	0.52	87.13	Significant
	Perceived Accountability	1.11	0.71	0.27	30.12	Significant
	Perceived Transparency	0.98	0.72	0.52	88.63	Significant

It is evident from the results that the dimensions of comprehensive leadership, including openness, availability, and accessibility, have a direct impact on the implementation of electronic governance dimensions, namely perceived response, perceived accountability, and perceived transparency. This indicates that when the pattern of comprehensive leadership with its current dimensions is present, it contributes to the implementation of electronic governance with its current dimensions.

Conclusions

1. The concept of inclusive leadership is achieved through Openness, as there is continuous communication with employees regarding emerging work issues, and citizens have the opportunity to submit proposals about their work.

2. The presence of electronic governance in the perceived response dimension reflects the accurate handling of public opinion by the Prime Minister and the efforts made to address the actual needs of citizens through ministries and agencies. This is evident in the establishment of the Ur platform for public services.

3. Inclusive leadership in the Prime Minister contributes to the implementation of electronic governance mechanisms by having specific rules and laws that are suitable for all circumstances, and by using the financial budget in a legal and authorized manner.

4. The results concluded that the most influential dimension of inclusive leadership affecting the application of electronic governance is accessibility, as the Prime Minister shows interest in continuing to work with ministries and agencies to provide the best services and appropriate solutions to meet the needs of citizens.

Recommendations

The need to enhance the bonds of participation and access between the Inclusive leadership in the General Secretariat of the Council of Ministers and its employees through:

1. Increasing the number of official and unofficial channels of communication between employees and senior management in the General Secretariat of the Council of Ministers.

2. Removing all barriers that hinder the process of direct communication through routine and bureaucratic methods.

3. The researcher recommends that senior leadership in the Prime Minister's office allocate employees whose task is to gather information and create a database for all issues raised by beneficiaries and utilize the feedback received.

4. The need to enhance the quality and quantity of disclosure by:

• Allocating periodic bulletins to disclose the achieved levels of performance.

• Making these bulletins available to all beneficiaries to ensure complete transparency in the process.

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