The Impact of E-Government on Organizational Agility: Case Study of Governmental Banks in Iran

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Abstract

The aim of this study was to investigate the relationship between E-government and agility in Marivan state-owned banks. The research methodology is survey and correlative. Through Cochran formula 120 employees of state-owned banks were selected. Classification sampling method was used to select staffs. To collect research literature library method was used and for gathering research data two questionnaires were used, E-government and organizational agility questionnaires. To measure questionnaires validity a group of experts' ideas were used. Also, KMO & Bartlett's test was used to determine questionnaire Validity. Result showed that validity of questionnaires is sufficient. For the reliability of study tools, Cronbach's alpha method was used which its value was 0.825 for the questionnaire of organizational agility and 0.798 for the questionnaire of E- government, indicating the questionnaires' reliability. To analyze data Pearson correlation and liner regression test were performed .In addition confirmatory factor analysis was used to confirm research model. Research data were analyzed by SPSS and LISREL software's. Result shows that there is a significant relationship between e-government and organizational agility. Results indicated that G2G and G2E in E-government had the biggest impact on Banks agility.

Keywords: E- Government, Organizational Agility, Governmental Banks.

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Introduction

Today, one of the most important survival and development factors of companies in dynamic environment is their agility. The main characteristics of this environment are change and uncertainty (Vander & Kproniuce, 2003). Indeed, an organization is called agile organization which has characteristics such as; innovation, flexibility and readiness in response to environmental changes and shows resistance to problems and defects. This kind of organization achieves mentioned characteristics by spending the minimum costs and energy (Worely & Lawler, 2010).

The paradigm of agility has been taken into consideration in order to adapt and conform to the organization and also to react quickly to the needs of market and customers. Agile competitor accelerates change and creates new markets and customers that except knowing them from methods in which the needs of customers and markets appear. Although agility allows organizations to react much quicker than the past, the strength of their agile competitor is in prediction of customer's and market's needs before the operation and management in creation of new market through constant innovation. Agility is a comprehensive reaction to a new competition environment which is formed by the forces that have reduced the control of mass production system (Gunasekaran et al., 2001).

Organizations and tools to achieve agility include flexible structure, human capital, technology, information technology, innovation and creativity (Fathian et al, 2009: 81).

Information Technology (IT) has caused a modern revolution and opened up many new possibilities. Nowadays, using IT and Information Systems (IS) is a necessity in every organization. IT impacts factors in organizations which are key to success including Knowledge Management (KM), learning culture, and organizational agility (Farahi and Tanha, 2010).

E-government is part of the information technology that can improve the performance of the organization.

E-government involves using information technology and especially the Internet to improve the delivery of government services to citizens, businesses and other government agencies. E-government enables citizens to interact and receive services from the federal, state or local governments twenty four hours a day; seven days a week-Governance is thus a wider concept than e-Government, which is the use of ICTs in the dissemination of services of government.

Automation of internal operations reduces the cost and improves their response time while at the same time allows government processes to be more elaborate in order to increase their effectiveness. Automation of interactions with citizens reduces the overhead for both the government and the citizens, thus creating value for the economy.

Therefore, the main aim of this research is to find out whether there is a relationship between E- Government and organization agility regarding governmental banks of Iran or not.

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Statement of Problem

Traditionally, the interaction between a citizen or business and a government agency took place in a government office. Today, Citizens and businesses are demanding faster and more personal services and policies should be develop and run faster than before, Organizations must respond to customers and the approach to changes in the political environment and economic development are fundamental (Kearney, 2003)

Public sector because of the large number of clients and the need to fixes needs and their needs and in line with the development of their excellence in terms of speed and quality, and above all cost, more agility than the private sector needs (Jafarnejad et al, 2007).

It seems that the public sector banks in this country (Iran) are not successful in providing services to its customers. Perhaps it is for this reason that in recent years the popularity of private banks and their services has increased. In addition, due to the expansion of private banks in this country, state banks can win the competition and need to change in this environment, this need can be answered with organizational agility. Therefore, identifying and analyzing the factors that could cause agility of state banks is important.

E-Government is an enabler of change and can be a strong contributor to the achievement of governmental banks policy. It can automate, change, and provide new insights – it deals with process, with information, and with people. It can also facilitate a stronger role for the citizen in his/her interaction with all levels of government and overcome the frustrations arising from interacting with the range of vertical structures that governments rely on to implement their policies – departments, agencies, and programs.

Considering the importance of e-government and its impact on the agility of state banks in this study the relationship between e-government with organizational agility was investigated.

Research theoretical basics

Organizational Agility

In the past decade, restructuring or reengineering as responses to environmental challenges and changes were chosen which were not always successful. However, many companies and organizations confronted unstable competition and uncertainty caused by technological innovations and changing customer needs and environment. These critical circumstances have caused substantial changes in the strategic mission and business priorities in organizations. As a result, traditional and relatively modern models are now being reconsidered. We can say that past approaches and solutions are no longer applicable to modern challenges and environments so they must be replaced with new models. Therefore, agility is one of the best solutions to change and organizational transformation (Tait, 1998).

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Although many definitions have been proposed for agility, no one is against or contradicts each other. These definitions, generally, point to the idea and change and speed in the business environment. Since agility is a new topic, there is no commonly agreed definition for it (Karwowski et al., 2007).

Agility means the ability to respond fast & timely to environmental changes. All organizations and institutes have to achieve the agility due to competition in twenty-first century, because current organizations have been encountered by increasing pressure in order to find new and modern competition methods in dynamic and complicated markets. The agility could improve the supply of qualified products and also could develop the efficiency of organization. In fact, agile organizations by events and sudden changes, would not be simply unwearied and on real-time, would have flexible and powerful reaction against new market opportunities and customer expectations. On the other hand, an agile organization is designed and structured for realization and prediction of changes in the environmental business (Jafarnejad & Shahaei, 2008, 151).

Agility is the ability to respond and react to environmental changes in a quick and timely manner. To be successful in today's competitive world, organizations and institutions must take steps towards agility. Agility can improve service delivery and organizational efficiency (Abbesi et al, 2013).

Agility refers to the ability of the organization to supply high quality products and services and thereby serving as a major factor to enhance organizational productivity. An agile organization does not collapse with sudden changes and events because it is flexible and responds quickly to sudden changes, new market opportunities and customer need (Beigi Nia et al., 2011).

Vernadat believes the agility can be defined as close organizational alignment with changing work needs in order to gain a competitive advantage. In such an organization, the employees' goals are in line with organizational goals and had two aims which are coupled to give an appropriate response to the changing needs of customers (Nick Pour et al., 2010).

Agile organizations are characterized as being based on information, the focus of activities on competence, flexibility, the alimentation of overhead cost, creativity, the alignment with authorized and non-hierarchical structures (Jackson, 2003).

There are many models for agility (like: Goldman, Crocitto & Youssef, Atos Consulting and kid), one of them is model of Sharifi and Zhang. They proposed 4 dimensions for organizational agility that are (Sharifi and Zhang, 1999):

1- Responsiveness (Accountability): refers to the ability of recognizing changes and quick reflection, and benefiting from them.

2- Competency: refers to the ability of meeting organizations' goals and intentions.

3- Flexibility: refers to the ability of compatibility which is the ability to trigger different processes and to meet various goals using the same equipment and facilities.

4- Speed: refers to the ability of performing tasks as soon as possible.

Therefore, if the organization is looking for agility, it must consider the capabilities and develop and strengthen them into themselves as much as possible to increase productivity in the organization. Figure 1 shows Key features of agility in the organization.
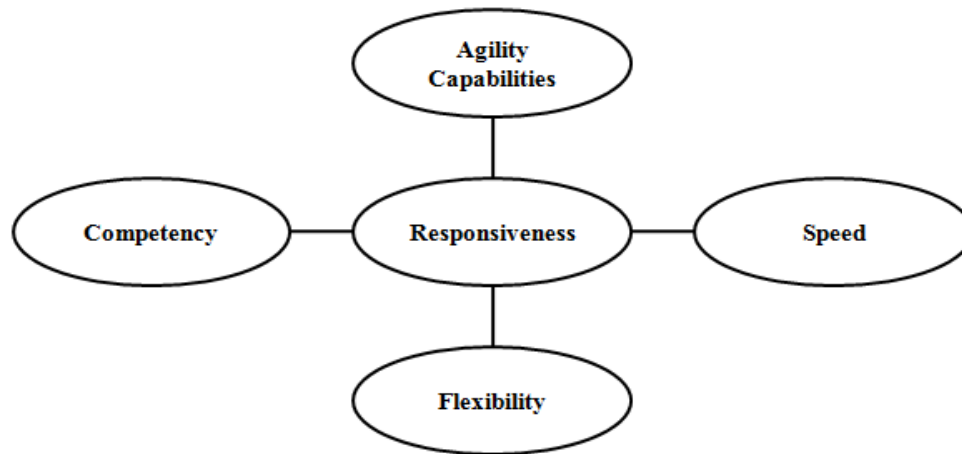

Figure 1: Key features of agility in the organization (Jafarinejhad, Shahaee, 2010)

E-Government

E-Government Definitions

E-government is a generic term for web-based services from agencies of local, state and federal governments. In e-government, the government uses information technology and particularly the Internet to support government operations, engage citizens, and provide government services. The interaction may be in the form of obtaining information, filings, or making payments and a host of other activities via the World Wide Web (Sharma & Gupta, 2003, Sharma, 2004, Sharma 2006). E-government is defined by other sources as follows:

World Bank (www.worldbank.org) definition (AOEMA report): "E-Government refers to the use of information technologies by government agencies (such as Wide Area Networks, the Internet, and mobile computing) that have the ability to transform relations with citizens, businesses, and other arms of government. These technologies can serve a variety of different ends: better delivery of government services to citizens, improved interactions with business and industry, citizen empowerment through access to information, or more efficient government management. The resulting benefits can be less corruption, increased transparency, greater convenience, revenue growth, and/or cost reductions. United Nations (www.unpan.org) definition (AOEMA report): "E-government is defined as utilizing the Internet and the world-wide-web for delivering government information and services to citizens."

Definition of the Working Group on E-government in the Developing World (www.pacificcouncil.org): E-government is the use of information and communication technologies (ICTs) to promote more efficient and effective government, facilitate more accessible government services, allow greater public access to information, and make government more accountable to citizens. E-government might involve delivering services via the Internet, telephone, community centers (self-service or facilitated by others), wireless devices or other communication systems."

E-government is in the early stages of development. Most governments have already taken or are taking initiatives, offering online government services. However, for the true potential of e-government to be realized, government needs to restructure and transform its long entrenched business processes. According to Gartner, e-government involves the use of ICTs to support government operations and provide government services (Fraga, 2002). However, e-government goes even further and aims to fundamentally transform the production processes in which public services are generated and delivered, thereby transforming the entire range of relationships of public bodies with citizens, businesses and other governments (Leitner, 2003).

Classification of E-Government Services

E-government offers services to those within its authority to transact electronically with the government. These services differ according to users' needs, and this diversity has given rise to the development of different types of e-government. E-government functions can be classified into four main categories.

Government-to-citizen (G2C)

The majority of government services come under this application, towards providing citizens and others with comprehensive electronic resources to respond to individuals' routine concerns and government transactions. Government and citizens will continuously communicate when implementing e-government, thus supporting accountability, democracy and improvements to public services. The primary goal of e-government, is to serve the citizen and facilitate citizen interaction with government by making public information more accessible through the use of websites, as well as reducing the time and cost to conduct a transaction (Ndou,2004). In applying the idea of G2C, customers have instant and convenient access to government information and services from everywhere anytime, via the use of multiple channels. In addition to making certain transactions, such as certifications, paying governmental fees, and applying for benefits, the ability of G2C initiatives to overcome possible time and geographic barriers may connect citizens who may not otherwise come into contact with one another and may in turn facilitate and increase citizen participation in government (Seifert, 2003).

Government-to-business (G2B)

Government to business, or G2B, is the second major type of e-government category. G2B can bring significant efficiencies to both governments and businesses. G2B include various services exchanged between government and the business sectors, including distribution of policies, memos, rules and regulations. Business services offered include

obtaining current business information, new regulations, downloading application forms, lodging taxes , renewing licenses, registering businesses, obtaining permits, and many others. The services offered through G2B transactions also play a significant role in business development, specifically the development of small and medium enterprises (Pascual, 2003). Fang (2002) argued that G2B applications actively drive e-transaction initiatives such as e-procurement and the development of an electronic marketplace for government purchases; and carry out government procurement tenders through electronic means for exchange of information and goods. This system benefits government from business' online experiences in areas such as e-marketing strategies. The government-to-business G2Bis as useful as the G2C system, enhancing the efficiency and quality of communication and transactions with business also, it increase the equality and transparency of government contracting and projects (Moon, 2003).

Government-to-government (G2G)

This refers to the online communications between government organizations, departments and agencies based on a super-government database. Moreover, it refers to the relationship between government and its employees as outlined below. The efficiency and efficacy of processes are enhanced by the use of online communication and cooperation which allows for the sharing of databases and resources and the fusion of skills and capabilities. It renders information regarding compensation and benefit policies, training and learning opportunities, and civil rights laws in a readily accessible manner (Ndou, 2004). The vital aim of G2G development is to enhance and improve inter-government organizational processes by streamlining cooperation and coordination .On another G2G front, the use of information technologies by different governmental agencies to share or centralize information, or to automate and streamline intergovernmental business processes such as regulatory compliance, has produced numerous instances of time and cost savings and service enhancements (Gregory, 2007).

Government-to-employee (G2E)

Government to employee is the least sector of e-government in much e-government research. Some researchers consider it as an internal part of G2G sector and others deal with it as a separate sector of e-government (Riley, 2001).G2E refers to the relationship between government and its employees only. The purpose of this relationship is to serve employees and offer some online services such as applying online for an annual leave, checking the balance of leave, and reviewing salary payment records, among other things (Seifert, 2003). It is a combination of information and services offered by government institutions to their employees to interact with each other and their management. G2E is a successful way to provide e-learning, bring employees together and to encourage knowledge sharing among them. It gives employees the possibility of accessing relevant information regarding compensation and benefit policies, training and learning opportunities, and allowing them access to manage their benefits online with an easy and fast communication model. G2E also includes strategic and tactical mechanisms for encouraging the implementation of government goals and programs as well as human resource management, budgeting and dealing with citizens (Ndou, 2004).Figure 2 shows Different Types of E- Government**.**
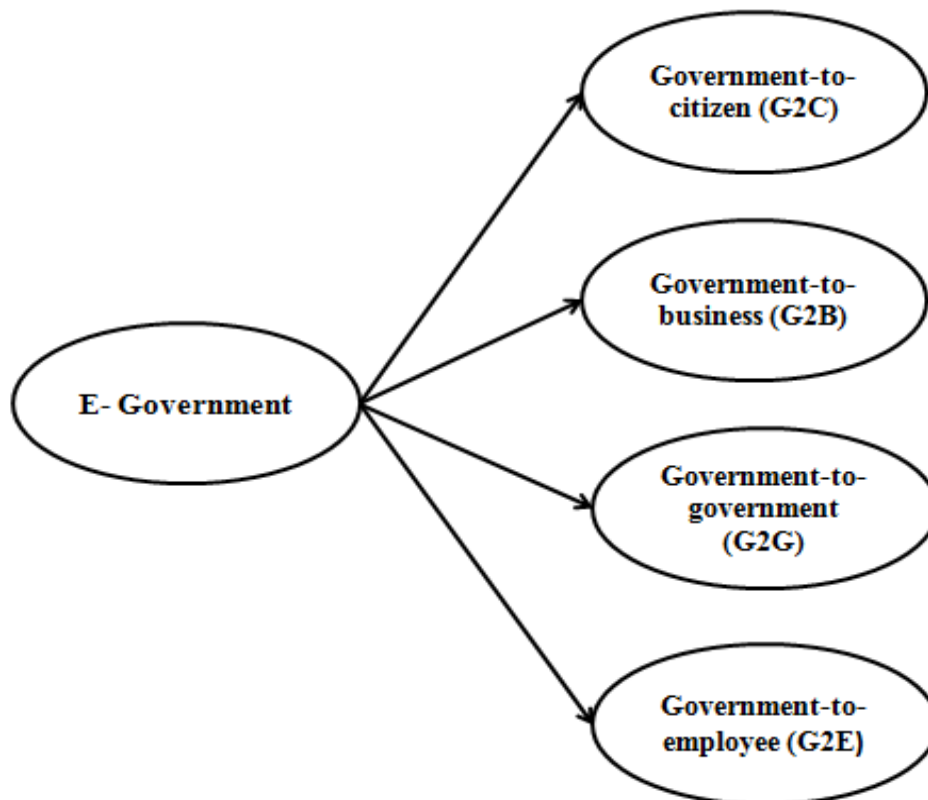
Figure 2: Different Types of E- Government

Benefits of E- Government

- E-Government helps improve efficiency in government. ICTs are a necessary enabler of reforms to the ways in which public administrations work. Improving internal operating systems—financial systems, purchasing and payment arrangements, internal communications and sharing of information—and program processing and delivery arrangements can generate operating efficiencies and improve performance.

- Enhanced quality of service has been a major component of public administration reform over the past two decades, and the use of ICTs to generate improvements in services has been a primary driver for e-Government activity. In particular, the use of the Internet has given a major boost to customer focused, seamless services, which aim to transcend the structure of public administrations. Online services are increasingly seen as part of a broader services strategy, with benefits to customers and improving efficiency. As users of public services are often obliged to interact with government, user dissatisfaction with the quality of government services can quickly become a major political issue.

- ICTs can support more effective outcomes in key policy areas such as health, welfare services, security and education. Ultimately, governments and public administrations exist to deliver policy outcomes, and ICTs are a major enabler across all

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major policy areas. The use of the Internet to deliver value in these areas is a major priority in member countries.

- Improved governance in themselves will promote economic policy objectives. More specific effects may range from impacts on ICT production, e-commerce diffusion and business productivity to indirect effects such as reduced fiscal requirements owing to more effective programs and efficiencies flowing through to the broader economy.

- E-Government can help forward the reform agenda. When it is aligned with modernization goals, implementing e-Government can help administrations focus on the additional changes needed to meet service delivery and good governance concerns. At the same time, it provides some valuable reform tools and builds support from high-level leaders and government employees for achieving those objectives.

- Through citizen engagement, e-Government can improve the overall trust relationship between government and public administrations. By improving information flows and encouraging active participation by citizens, e-Government, is increasingly seen as a valuable tool for building trust between governments and citizens (OECD E-Government Task Force, 2003).Table 1 shows literature review of research.

Table 1. Literature review

Subject/ Essence	Year	Author(s)
The role of Organizational agility capabilities in the successful performance of the national production	2013	Abesi et al
The influential factors in organizations' agility of employees of south oil company	2015	Amirnejad et al
The Impact of Information Technology on Organizational Agility: The Mediating Role of Knowledge Management and Learning Culture Case Study: Saman Bank Employees	2014	Farzin Abdehgah & Safari
The Effect of IT on Organizational Agility	2012	Yeganegi & ZahiriAzar
On the Relationship of Applying Information Technology with Organizational Agility in Youth Sports Organizations of Isfahan Province	2014	Torkiyan et al
A survey on the level of Organization Agility and proposition of a Comprehensive model (the case of Nir Pars Company)	2013	Koochemoshki & Teimouri
The relationship among information and communication technology(ICT) and organizational agility in Sistan and Baluchestan university of medical sciences	2014	Mirinezhad et al
Effective Determinations on Organization Agility Practices: Analytical Study on Information Technology organization in Jordan	2015	Alhadid & ABU-Rumman

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Subject/ Essence	Year	Author(s)
The Effect of Information and Communication Technologies on Organizational Agility in Islamic Azad University of Khuzestan	2014	Hajavazzadeh & Amirnejad
Relationship between Information Technology and Organizational Entrepreneurship and Organizational Agility in Esfahan Province General Directorate of Youth and Sport	2015	Salimi&Andalib
The relationship between information technology acceptance and organizational agility in Malaysia	2005	Zaina et al
Level of agility in Gas Company (Guilan province - Iran)	2012	Haghgoo Mozhdehi et al
Organizational Learning, Agility and Social Technologies for Enhanced Organizational Performance	2013	Mavengere & Tikkamäk
E- Government fundamental	2010	Alshehri & Drew
Citizen-centered E-Government Services: Benefits, Costs, and Research Needs	2008	Carlo Bertot
Benefits And Challenges of E-Governance Portal	2013	Dhindsa et al
Study The Effect Of Human Capital On Organizational Agility Regarding Mediator Role Of Organizational Intelligence	2015	Zarae et al
The impact of organizational agility dimensions on employee's organizational commitment in Foreign Exchange Offices of Tejarat Bank, Iran	2015	Chamanifar et al
Adoption of e-government in three Latin American countries:Argentina, Brazil and Mexico	2008	T.Y. Lau et al
E-government and agility in the Tehran civil registration organization	2012	Vaezi and sedaghat poor

Conceptual model of research

According to the theoretical concepts of research and research literature, conceptual model of research has been designed, using the model of Organizational Agility by Sharifi and Zhang, (1999) as dependent variable and E- government as independent variable.
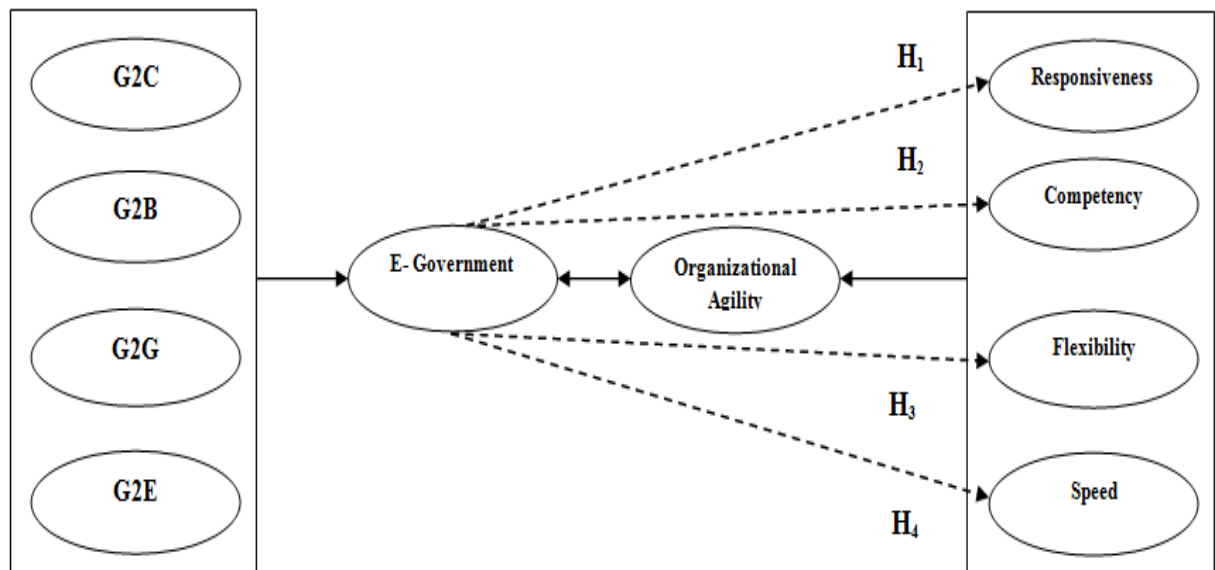
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Figure 3: Conceptual model of research

Main hypothesis of research

- There is a significant relationship between e-government and organizational agility.

Secondary hypothesis of research

- There is a significant relationship between e-government and organizational responsiveness.

- There is a significant relationship between e-government and organizational competency.

- There is a significant relationship between e-government and organizational flexibility.

- There is a significant relationship between e-government and organizational speed.

Methodology

Research Method

This is an applied study in terms of purpose, descriptive in nature and survey in terms of method; it's also a cross-sectional study in terms of collecting data. Time zone of the research is the summer of 2015.

Statistical Population & sample

The statistical population in this study includes all formal and contractual employees of Marivan governmental banks that have been reported to have 175 employees from which a number of 120 people were selected by Cochran formula. Table 2 shows the population size and sample. Classification sampling method was used to select people

Table 2: The population size and sample.

Sample size	Size of population	Name of Banks
28	40	Meli bank
14	20	Melat bank
13	19	Tejarat bank
12	18	Saderat bank
16	23	Keshavarzi bank
10	14	Refahe bank
6	8	Maskan bank
3	5	Ghavamin bank
12	18	Sepah bank
3	5	Post bank
3	5	Ansar bank
Total: 120 people	Total: 175 people	Total: 11 banks

Study Instruments

Data required for this study was collected in two ways: 1. Library method: The method has used books, thesis, articles and databases for collecting data related to the study literature and history, 2.Field method: In this method, using the questionnaires and distributing it among the statistical sample, required data was collected. To measure organization agility and E- government two researcher made questionnaires were used. Organization agility questionnaire contains two domains, the first is about demographic and characteristics of responding questions (gender, age, education, bank name) about the study population, the second is about organization agility which includes Four sub-domains and was covered by (16) questions: responsiveness (4Q), competency (4Q), speed (4Q) and flexibility (4Q).Also E- government questionnaire contains 20 questions that showed the function of e-government. Two questionnaires have the five-point Likert scale were used (very low to very high). The scores have been given are respectively: 1= very low, 2= low, 3 = moderate, 4 = high, 5 = very high

Study Validity

Face Validity for the questionnaire was obtained from a group of experts' idea and some of the questions were modified or deleted. Also was used, KMO & Bartlett's test to determine questionnaire Validity. Test results showed that the validity of questionnaires are sufficient(because sig is less than 5% alpha error level).Also Value KMO in two questionnaires are 0.764 for Organizational agility questionnaire and 0.735 for E-

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government questionnaire because two values are more than 0.7 .Table 3 shows KMO & Bartlett's Test.

Table 3: KMO & Bartlett's Test

Test	Organizational agility questionnaire	E- government questionnaire
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.764	0.735
Bartlett's Test of Sphericity	4986.215	5732.649
Sig.	0.000	0.000

Study Reliability

For the reliability of study tools, Cronbach's alpha method was used which its value was 0.825 for the questionnaire of organizational agility and 0.798 for the questionnaire of E- government, indicating that the questionnaires have required reliability (because the value obtained is more than 0.70 the measurement tools reliability is considered acceptable (Kalantari, 2008). Using SPSS 17 and lisrel 8.80 software's, the collected data was analyzed

Findings

Pearson correlation coefficient was used to test the hypotheses of the study. According to significant level of less than 5% we conclude that there is a positive correlation and direct relationship between using of E- government and organizational agility. So, all hypotheses are accepted. Table 4 shows hypothesis results.

Table 4: Pearson correlation between the variables of E- government and organizational agility

The relationship between variables	R	Sig	N	Result
There is a significant relationship between e-government and organizational responsiveness.	0.833**	0.000	120	Accepted
There is a significant relationship between e-government and organizational competency.	0.924**	0.000	120	Accepted
There is a significant relationship between e-government and organizational flexibility.	0.975**	0.000	120	Accepted
There is a significant relationship between e-government and organizational speed.	0.922**	0.000	120	Accepted
There is a significant relationship between e-government and organizational agility.	0.983**	0.000	120	Accepted

In addition, correlation coefficient of all dimensions of E- government and organizational agility is given in table 5. Results show that there are a positive and direct correlation among dimensions of E- government and organizational agility because significance of all variables are zero and smaller than 5% alpha error level.

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Table 5: Pearson correlation among the dimensions of E- government and organizational agility

Variables		G2C	G2B	G2G	G2E
responsiveness	Pearson Correlation	.939**	.836**	.538**	.840**
	Sig. (2-tailed)	.000	.000	.000	.000
competency	Pearson Correlation	.853**	.950**	.960**	.971**
	Sig. (2-tailed)	.000	.000	.000	.000
flexibility	Pearson Correlation	.747**	.899**	.993**	.911**
	Sig. (2-tailed)	.000	.000	.000	.000
speed	Pearson Correlation	.853**	.950**	.960**	.971**
	Sig. (2-tailed)	.000	.000	.000	.000

But judgments about the contribution of each dimension of e-government on organizational agility beta values should be used, because the beta values can compare and determine the relative contribution of each variable. As it is shown in Table 6 G2E Coefficient with a value of .545 had the most influence on organizational agility G2B (.319) and G2G (.013) are also in next steps respectively. It is worth mentioning that G2G with significance level more than 5% shows that it has a smaller share to predict the dependent variable. Result has shown that G2C totally is also ineffective.

In addition R Square with 0.788 and significance level 0.000 shows that 0.788 of variance is significantly explained by predicting variable. In addition, R-value with 0.789 shows the effective role of independent variable in predicting the regression equation. Table 6 shows liner Regression results.

Table 6: liner Regression among the dimensions of E- government and organizational agility

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.649	.013		48.531	.000
	G2B	.013	.015	.015	.865	.389
	G2G	.319	.008	.400	41.645	.000
	G2E	.545	.015	.617	36.377	.000
Y= organizational agility		Y=.649 +.013G2B +.319 G2G + .545G2E				
R Square	F	Sig	R	Std. Error of the Estimate		
0.788	16345.317	0.000	0.789	.01995		

Confirmatory Factor Analysis

The main purpose of this part is replying to this question that whether research model have appropriate fitting totally or not? In order to respond to this question could consider to different critical like (The goodness-of-fit was evaluated with indicators):Chi-

square/degrees of freedom (x2/df); comparative fit index (CFI); non-normed fit index (NNFI); goodness-of-fit index (GFI) criteria, among others.

The observed (G2C, G2B, G2G, G2E and responsiveness, competency, flexibility, speed) variables or indicators were used to predict the latent variables (E- government and organizational agility).

Table7: fit indexes of overall and complete research model

Fit assessment index	Utility critic	Accept, critic	Research model
X2 = (Chi Square)	$0 \leq X2 \leq 3df$	$X2 \leq 3df$	X2=3*df=57(Df=19)
X2 / df	$0 \leq X2 / df \leq 2$	$2 \leq X2 / df \leq 3$	2.31
RMSEA	$0 \leq RMSEA \leq 0.05$	$RMSEA \leq 0.08$	0.040
SRMR	$0 \leq SRMR \leq 0.05$	$SRMR \leq 0.10$	0.075
NNFI	$0.95 \leq NNFI \leq 1.00$	$0.90 \leq NNFI$	0.91
CFI	$0.95 \leq CFI \leq 1.00$	$0.90 \leq CFI$	0.89
GFI	$0.90 \leq GFI \leq 1.00$	$0.80 \leq GFI$	0.75
AGFI	$0.90 \leq AGFI \leq 1.00$	Close to GFI	0.77

As Table 7 shows X2 / df, RMSEA, GFI and AGFI are 2.31, 0.040, 0.75 and 0.77 respectively. In practice, since the amount of X2 / df is more than 2, RMSEA is less than 0.08, GFI is less than 0.80 and AGFI is lee than 1.00 or close to GFI generally indicates acceptable model. Other results in Table 7 show that the variable of the model are in acceptable condition. As it is also evident in Figure 4, all the factors above 30 percent indicate that the model is in suitable condition.
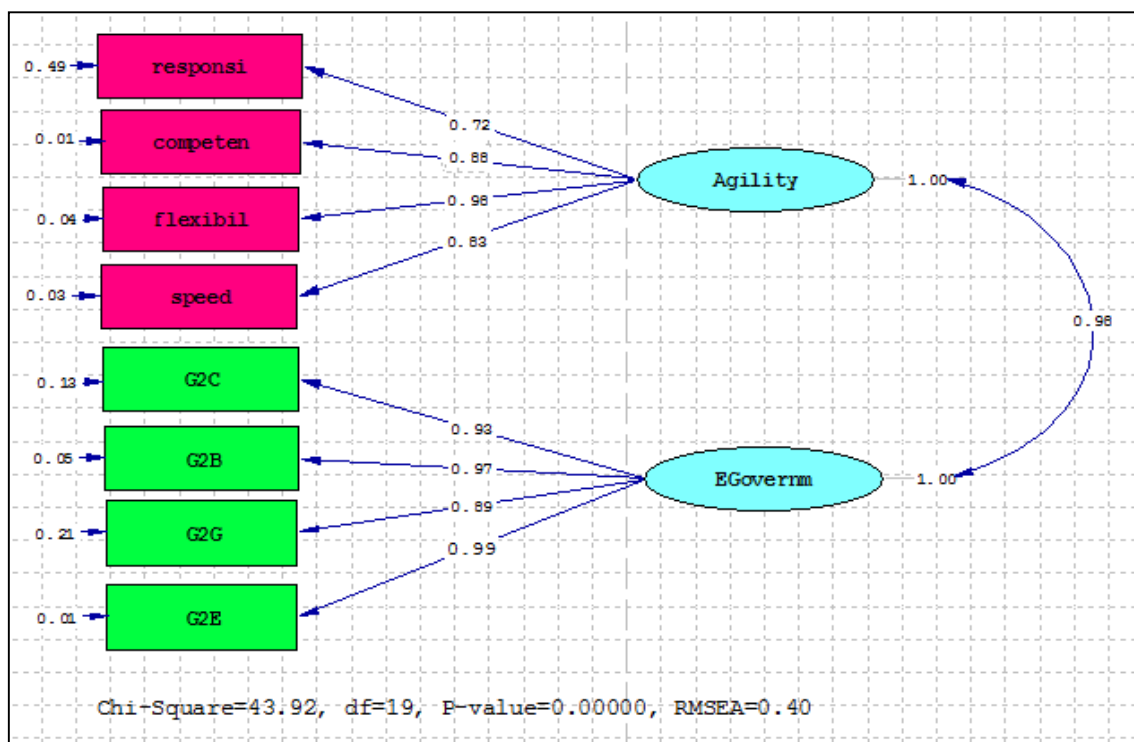

Figure 4: LISREL test of Research Model (Standardized solution)

The number is meaningful that larger than 2 or smaller than 2. As shown in Table 8, all factors larger than 2 that Show a positive relationship between E- government and organizational agility.

Table8: Path Coefficients in T- Value state

Variables Path	T- Value
Organizational Agility ⟶ Responsiveness	9.06
Organizational Agility ⟶ Competency	15.41
Organizational Agility ⟶ Flexibility	13.06
Organizational Agility ⟶ Speed	14.02
E- government ⟶ G2C	12.55
E- government ⟶ G2B	14.61
E- government ⟶ G2G	12.41
E- government ⟶ G2E	16.21
E- government ⟶ Organizational Agility	192.16

Conclusions

Today companies are facing with issues such as competition, globalization and businesses environmental pressures, recognizing the growing importance of agility is becoming a prerequisite for organizational success (Holsapple, Xun Li, 2009).One of the strategies of private and governmental banks use information technology. E-government is part of the Information technology which can be agile organizations, especially banks. In this study, the relationship between the E-government with the agility of state-owned banks was examined. Results showed that there is positive and direct relationship between the E-government with the organizational agility. The results showed that G2G and G2E in E-government had the biggest impact on Banks agility. The results of factor analysis showed that e-government has predictive power for agility of state-owned banks. In the following, some suggestions to improve the conditions of banks are mentioned.

▪ In the process of acquiring knowledge in the field of IT from outside and within the organization to staff an outstanding effort was made.

▪ Intelligent information systems for the rapid exchange of information between agencies and citizens will be created.

▪ Bank information systems was changed in accordance with the day

▪ How often do employees and customers obtain feedback about the performance of electronic systems.

▪ Try to be in all parts of the bank using information technology, Internet and extranet.

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