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TOWARDS ACHIEVING FUNCTIONAL ADULT LITERACY IN NIGERIA

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Abstract

Education is not only a social service but a transformative act which is fundamental to social and personal development because when there is access to education, there is an increase in social and political awareness and heightened aspirations, self assurance and self assertiveness. The main role of education in man's life is to expand people's knowledge base thereby helping us to shape our destinies and move us towards desirable goals and better living. Based on this assumption, everybody in Nigeria should have a measure of literacy education and one that will make them functional in all they do with the result that economic benefits will accrue to them and thus making them to have an improved living. It is on this basis that everybody in the society should aspire to be literate. It is against this background that this paper examined how to realize the goal of functional adult literacy in Nigeria.

Keywords: Education, Functional literacy, Participation.

Functional Literacy

Literacy to a layman is just the act of reading, writing and being able to do simple arithmetic. This could be equated with the basic literacy which is the minimum but adequate ability to read and write and when mention is made of basic literacy, it also describes the programme designed to achieve such basic skills.

It is, however, important to note that literacy goes beyond activities designed to teach adults to read and write simple sentences. This is because such restricted skills are of little utility (Titmus, 1989). The emphasis on literacy campaign now is functional literacy, which is focused on the achievement of a level of reading, writing and numeracy adequate for effective participation in the life of one's community.

Lack of functional literacy is seen as a consequence of exclusion from effective participation. This exclusion is seen as a product of social, cultural, economic and political conditions rather than educational ones. Improvements may be achieved by including training in life skills under the umbrella of literacy and numeracy which are generally designated 'adult basic education' (Titmus 1989).

UNESCO (1978) made a frantic effort to distinguish between literacy and functional literacy. To UNESCO, a person is literate who can with understanding both read and write a short simple statement on his everyday life whereas an individual who is functionally literate is able to "engage in all those activities in which literacy is required for effective functioning of his group and community and also for enabling him to continue to use reading, writing and calculation for his own and the community's development".

The above implies that when a person is functionally literate, he is able to acquire that skill which allows him to function well on the job he is performing on a day to day basis. This term functional literacy is in contrast with functional illiteracy which is a term used to describe reading and writing skills that are inadequate to manage daily living and employment tasks that require reading skills beyond a basic level (www.wikipedia.org). Illiteracy must be wiped off in Nigeria realizing that the persistence of illiteracy, which is a consequence of underdevelopment and also a major impediment to development, makes it impossible for millions of men and women to play an effective part in the shaping of their own destinies. Therefore efforts must be made to wage battle against poverty, and the elimination of inequalities and attempts must be made to establish relations of equity between both individuals and nations (UNESCO, 1980). The implication of this is that functional literacy is the answer to people's plight of shaping their own destinies. With functional literacy, people will have sufficient skills to function for their individual development as well as the development of their communities and Nigeria as a whole.

Functional literacy is more than a set of skills. It includes the ability to use those skills to solve problems in daily life. The problems of functional literacy/illiteracy is not a peculiar problem to Nigeria alone, it is a world-wide problem. The National Centre for Educational Statistics in the United States of America (2010), states the following:

- Over 60% of adults in the U.S. Prison System read at or below the 4th grade level.
- 85% of Juvenile inmates are functionally illiterate
- 43% of adults at the lowest level of literacy live below the poverty line as opposed to 4% of those with highest levels of literacy.

The document reveals that all over the USA, 30 million (14% of Adults) are unable to perform simple and everyday literacy activities. Proficiency means being able to compare viewpoints in for example 2 editorials, do simple computation and bring ideas to a level of comparison. The study is not different in the United Kingdom where it was reported in 2006 that 47% of school children left school at age 16 without having achieved a basic level in functional mathematics and 42% fail to achieve basic level of functional English (Milmear, 2006).

UNESCO sees literacy in the light of the prevailing circumstance as the ability to identify, understand, interpret, create, communicate and compute using printed and written materials associated with varying texts (UNESCO, 2004). This implies that every adult person in the community must be involved in a continuum of learning in order to enable them achieve their goals; develop their knowledge and potential to participate fully in their community and wider society. The 2009 Human Development Report used the percentage of people lacking functional literacy skills as one of the variables to calculate the Human Poverty Index.

If literacy is traditionally described as the ability to read for knowledge, write coherently and think critically, then literacy could be described as a lifelong intellectual process, one in which everybody must be involved so as to be functional in all areas of human endeavour and subsequently being able to overcome poverty as reading development (literacy) will culminate into progression of skills. With increase in education, functional literacy level also increases. Functional literacy will thus make it possible for people to be involved in good paying jobs as many jobs now require skills that call for mastery in basic writing, mathematics and practice skills (Lerman and Schmidt, 1999). When functional literacy is lacking, it weakens labour market outcomes. This is to say that literacy rate is important in enhancing human capital because literate people can be trained less expensively than illiterate people. Literate people are known generally to have a higher socio-economic status and enjoy better health and employment prospects (Lankshear and Knobel, 2006). In effect, functional literacy increases job opportunities and access to higher education.

With the attainment of literacy level that is functional, people will be able to handle information, express ideas and opinions, make decisions and solve problems as individuals, family members, citizens of nations and as lifelong learners – because functional literacy is a lifelong process (Adult Literacy and Numeracy in Scotland:www.scotland.gov.uk/Resource /Doc 7-11-11).

Ability to use computer is fast becoming an important area of functional literacy being focused. It should be noted that functional literacy is very important in the Nigerian society of today as it creates a ripple effect in the community. An adult who learns to read impacts not just himself but the whole community; he becomes an example to his children and grandchildren and can better serve his community (Selber, 2004).

Functional Adult Literacy in Nigeria

Achieving functional literacy in Nigeria will mean resuscitating Adult and Non-formal education which had hitherto being neglected in favour of formal education. Establishment of more centres for Adult education in the country should be embarked upon so that everybody will have easy access to education and thus become more functional on their job performance and in the community in which they live and this will be accompanied by change in attitude and behaviour.

Omolewa in Adedokun ,(2008) states that:

> *"Adult literacy, adult basic and continuing education and lifelong learning are key tools to address global challenges in such area as democracy, peace and human right; preservation of diversity, education for all, learning for sustainability, HIV and AIDs, conflict resolution and work force development.*
>
> *……….. Furthermore adult learning is critical to UNESCO'S main programme priorities and to the attainment of the objectives of EFA, the NDGs, DLSA and UNLD".*

Functional Adult Literacy in Nigeria

The Nigerian government is making frantic efforts to eradicate illiteracy in Nigeria. To make this possible, the federal government established the National Commission for Mass Literacy, Adult and Non-Formal Education (NMEC) in 1990. In view of this each state has the Agency for Adult and Non-Formal Education (AANFE). The role of this agency is to eradicate illiteracy within their areas of jurisdiction by providing literacy programmes that are in line with the economic, cultural, social and political needs of the people (National Blueprint for Adult and Non-Formal Education in Nigeria, 1990).

Some of the objectives as put forth by NMEC are:

- to provide functional literacy and continuing education for adults and youths who have never had the advantage of formal education or who did not complete their primary education.

- Provide functional and remedial education for those young people who did not complete secondary education.

- Provide in-service, on the job, vocational and professional training for different categories of workers and professionals in order to improve their skills.

- Provide education for different categories of completers of formal school system in order to improve their basic knowledge and skills on income generation activities like carpentry, tailoring, knitting, pomade, soap making and local craft.

When these objectives are realized, development not only of individuals but of communities and the nation at large would emerge. This is because with exposure to functional literacy, people would have learnt to use their power to solve their problems with their wisdom, experience and resources with a view to eliminating poverty, pestilence and starvation (Adedokun 2011).This implies that inherent in functional literacy is man's capacity to expand his own consciousness and therefore exercising his power over himself, his environment and his society.

In making attempt to achieve functional literacy in Nigeria, adult learners must be made to see the importance of functional literacy in all they do. It is only through adult education that people can be fulfilled as adult education is the last available opportunity for learning (Adedokun, 2008). Adult learners should therefore be counseled to understand why they need to be functionally literate. The needs to encourage adults to be literate include:

- Being literate will help them tackle any problem that they are faced with.

- Being functionally literate provides avenue for change in individuals, community, societies and nation at large.

- It helps adult learners to experience a transformation and a change of circumstances and it has been a source of providing opportunities to go higher in the wrung of development.

- Being functionally literate will increase their efficiency on their various assignments on daily activities.

- Being functionally literate will enrich the minds of the adult not only on their job performance but in contributing intelligently to political, social and economic development of their environment (Adedokun, 2008).

Adult learners have multiple tasks to handle and have a lot of demands on their time. These adults have needs and concerns that are unique and have to be attended to. In spite of these commitments, they need to be advised that it's never too late to learn; they are never too old to improve their lives and that engaging in learning; they will finish with slow and steady progress and this will improve their functionality. They must be counseled to subdue their all or nothing attitude and must be advised to distinguish between what they can let go and what they do not want to let go.

They should also be counseled as to their confidence level as they do not always have the same confidence level as children (Welcome Adult Learners 18-11-11).

In view of the importance of functional literacy the federal government of Nigeria plans a comprehensive mass education programme to achieve functional adult literacy. Mass education deals with the provision of fundamental education including the acquisition of reading, writing and numeracy skills which are to be applied for the development of the individual and the community.

The National Blueprint for Adult and Non-formal Education in Nigeria states the main components of mass education as including the following:

a.   **Adult Education:** It is described by NMEC as any learning or educational activity that occurs outside the formal school system and is undertaken by people who are considered to be adults in their society. Adult education involves, further studies by adults such as sandwich programmes, programmes offered by open universities, training and re-training programmes

b.   **Non-Formal Adult Education:** It is a learning activity organized outside the established framework of the formal school system. It is education meant for out of school adults. It is very wide in scope as it covers training of various types e.g. training of food vendors for better food preparation, learning carpentry or the art of sewing. This programme of mass education is closely related to literacy which involves the ability to read, write and compete for informed and organized competence meant to aid the development of active citizenship, improved health and livelihoods. This programme extends into functional literacy, which emphasizes the skill of reading, writing and computing failure towards one's occupation for better

economic productivity. Included in functional literacy also are technological and computer literacy. It could be deciphered from here that functional literacy is a must for any adult to be involved in cosmic issues.

Media literacy is also a component of mass education and it involves the ability to learn through the use of instructional media such as radio, television and internet.

The above implies that all excluded groups and illiterate adults can be reached through one component of adult education or the other to make them become productive and get them out of generational and situational poverty.

Another programme of adult education that could be of benefit to the adults is extension education. This can be divided into agriculture extension service in which farmers are mobilized and educated on how to become better farmers. There is also the health extension service, where people are educated on how to maintain healthy living. When adults endeavour to take the pains of being literate, health issues and how to keep healthy become more meaningful thus wastage of human resources will be at a dead end. Nigeria, whose mainstay economy is agriculture, needs to train enlightened farmers those whose literacy will transform them from subsistence farmers to large scale farmers. With functional literacy for farmers, they would easily grapple with the modern technology and improve on their farming. The essence of functional literacy through these programmes of adult education is that functional adult education would bring about desirable change that will culminate into socio-economic progress and emancipation and thus act as a vital instrument in the development of the nation and its citizenry.

All the programmes of adult education and the objectives of Adult and Non-formal education have one end in view which is to equip the adult with everything he needs for life in order to be relevant in his society by helping to solve some of its problems. For development to occur, men must play a vital role because man is the master of his destiny and functional literacy through adult education serves to bring about a fundamental change in man's attitudes and life style. It must be borne in mind that people need awareness to survive and for them to be adequately informed, they must be literate (Ewuzie – accessed 9/10/1).

Importance of functional Adult Literacy

Functional Adult Literacy will bring about development of human beings who will remain central to all development efforts. The major problem facing Nigeria are hunger, poverty, unemployment and under development. The solution lies in adult education since

when people are functionally literate, they will think on being self reliant and thus make a living that will lift them above poverty level as it is one of the major objectives of the Nigeria National Development Plans to build a united, strong and self reliant nation. To build this type of nation, there is need for the people to be literate because no nation can be strong with a vast majority of her citizens being illiterate and living in ignorance.

When functional literacy is entrenched in people, they can participate meaningfully at the political level and thus coming to self fulfillment. For Nigeria to move meaningfully forward in its economic, social, cultural and political development, its adult population must not be neglected in educational matters.

With the establishment of the Agency for Mass education in all the states of the federation and other bodies established for public awareness and education like National Orientation Agency (NOA), National Directorate for Employment (NDE), there is hope for functional literacy being entrenched in our adult populace.

Functional adult literacy may be a powerful tool for empowering the less privileged in our communities especially if they are able to apply their new learning skills. Adult literacy is thus beneficial to the extent that it reduces ignorance and poverty and brings awareness to people. (Uganda: www.ifad.org).

Functional adult literacy will help improve people's health. It has been discovered in the United States that there is a link between low literacy and poor health and so World Health distributes materials on adult literacy and English skills and advocates for public awareness and policy changes to emphasize the powerful connections between low literacy and poverty and health outcomes (Literacy and Health. www.worlded.org).

Conclusion and Recommendations

Achieving functional literacy in Nigeria will mean resuscitating Adult and Non formal education which had hitherto been neglected in favour of formal education. Establishment of more centres for Adult education in the country should be embarked upon so that everybody will have easy access to education and thus become more functional on their job performance and in the community in which they live and this will be accompanied by change in attitude and behavior

Adult education should be vigorously pursued as through it there would be an all round development in the nation. This is no time when emphasis should be solely placed in formal education, Adult functional literacy and adult education are necessary to ensure on

enlightened citizenry which will make the nation developed by participating actively in decision making and citizens whose voices would be heard and people who are capable of directing their affairs.

In making efforts towards achieving functional literacy in Nigeria therefore, all hands must be on deck. Efforts must be made at the grassroots level through the Local Government Offices with concerted efforts at the state level to coordinate efforts at all adult education centres and properly fund the programme, while the federal level does not lay behind in finding adult and non-formal education as it does in the case of formal education. Adequate care must be taken to solve all the challenges facing the realization of adult functional literacy.

The importance of adult education in bringing about adult functional literacy calls for breaking down all the walls of impossibility in the propagation of adult education cum adult function literacy.

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ATTITUDES OF MANICIPALITIES' MANAGERS TOWARD THE EFFECT OF INFORMATION TECHNOLOGY (IT) ON ADMINISTRATIVE DECISION-MAKING EFFECTIVENESS: A CASE STUDY ON JORDAN VALLEY AREA MANICIPALITIES

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Abstract

This study aimed at illustrating the attitudes of the managers working in the municipalities sector in Jordan toward the effect of the information technology (IT) on the administrative decision-making effectiveness; with an empirical study on the Jordan Valley area municipalities. The study underscored the relationship between the administrative decisions in this sector and the information technology, as well as the extent of the decision-makers in this sector in utilizing the IT for obtaining the required information. The study employed the quantitative tests such as one sample t- test. The study population included all the municipality managers working in the Jordan Valley, through a randomized sample amounted for 10% of the total study population. The study sample consisted of (100) managers who employ information technology in decision making, who are working in (7) municipalities. Data collection was made using a questionnaire specially designed for this purpose. Based on the study hypotheses, the researcher approached many findings, most important is: there is a statistically significant relationship between IT (employed systems, software, communication networks and databases) and the effectiveness of administrative decision-making already employed in the municipalities sector.

Keywords: Jordan Valley Municipalities, IT, Administrative Decision-Making, Statistical Tests.

1.0   Introduction

The world is witnessing a rapid development process, whether in qualitative, quantitative or speed in getting the information, for the purpose of making the best decisions, and strengthen the organizations relations with the surrounding environment (Al-Nathari, 2000: 120). This is quite evident in the increasing importance of the IT and its ability to satisfy the need for information; which made its development and increasing its effectiveness and efficiency one of the age necessities (Mubarak, 2004: 26), (Al-Dahhan and Makhamreh, 1990; 166). Perhaps one of the main factors in the success of administrative decision-making is their reliance on advanced technology, which enables access to the information, and reduction of access costs to a touchable level. It is the technological revolution as some had described (Al-Bayati, 1992), (Cusack, 2005: 106-119) as the greatest influencing phenomenon in the world of economics and business, after the industrial revolution. Thus, IT became a part of the success elements in a world moving toward globalization and speed in information exchange (Mansour, 1999: 148). As a result, the trend is heading toward the development of a relation between the organization that depends on the best utilization of the readily available information, and whoever concerned with the management. This bestowed the strategy character to the IT as a tool capable to create and augment the competitive ability, as well as goal achievement (Mursi, 2005:19). (Al-Shannaq, 1994:51)

Information technology is among the basic components of the success or failure of any organization. It is used as a tool to coordinate and support the administrative process, and decision making, on one hand, as well as an intra-organizations communication means, and with the surrounding environment, on the other. It further gained more importance due to the increasing geographic expansion and spreading, production varieties, marketing, funding, and the need for the human resources and other activities. Therefore, such organizations and firms find themselves face to face with the need to set up a suitable hierarchy for these activities, in a manner that ensures the flow of information from different administrative units, analyzing and making good use of such information in the developing of the work performance, in general, and developing their administrative performance, in particular. The administrative activity in the business firms is strongly and closely tied with the information technology (Al-Hasaniah, 2002:63). The information system is an advanced and powerful means for data processing (Brain, 2003) through the employment of systems, software, networks and databases used to receive , process, store, amend, retrieve and monitor the data (Al-Sharman, 2004). Furthermore, the management information systems (MIS) is an organized group of

processes that provide information for the managers, in order to support the planning and decision making functions inside the organization (Khashabeh, 1987:50). This definition is quite close to the definition of the system provided by Turban (2002) as "a system aiming at producing and providing a number of facts revolving around a definite thing, which were processed by one of the data processing processes". While Lucas (2000) see that "it is a group of people, procedures and manual and mechanical databases, aiming at collecting the required data, transmitting and storing the same for carrying out procedural processes, and providing information needed for decision-making processes." This calls for availing programs, which are a complicated composition of the aims, policies, actions, rules, assignments, and steps that should be implemented, all through the available resources and other necessary components needed for carrying out a certain job (Qtaishat, 2005:71).

Local communities depend on the local management efficiency in providing services in equality, balanced and fair manner. People tend toward the efficiency of the positive role of the local administration (Hill, 1974); as well as to participate and decision making in managing the local administration which executes the works, and which has a positive effect on the development process, and control over the local leaders behavior in attracting people in the decision-making process (Alford, 1969), (Al-Adwan and Al-Ta'amneh, 1996). In this concern, the local governments in the developing countries need advanced methods between the government and the residents, both in the cities or villages (Al-Defer, 1964:109). The decision making in the local governments is built on influential actors and on the integration of the roles in order to approach the targeted accomplishments, which reflects the local government development (Al-Lawzi, 2002), (Flinn, 1970:73). Jordan Valley area had seen the preparation and implementation of the first developmental plan during the period 1973-1975, which was later followed by other plans to focus on the Valley development. There are positive developments realized for developmental indicators about the facts before 1973 until the time of this study. Therefore, the research on the effect of information technology on the effectiveness of the administrative decision-making is an important justification for this study.

1.1   Research Objectives

This research aims at the study of the IT ability effects on the effectiveness of the administrative decision making in the municipalities, being among the new topics in this sector. It also aimed at identifying the attitudes of the managers, working in the municipalities, toward the information technology; identifying the level of the administrative decisions effectiveness, and the extent of the municipalities utilization of IT to obtain the information and providing the same to the internal user in the municipality; and finally, analyzing the extent at which the Jordanian municipalities are using IT for providing the required information for decision making to the parties of the concern.

2.0   Literature Review

Information technology issue and its role in decision making are among the issues being of concern and attendance by researchers. In this regard, Al-Qaryouti (1989) studied the comprehensive role required by the municipality councils and carrying out developmental, productive projects. Yew (1995) concluded that information technology is able to affect the business organizations by changing and developing the organizational hierarchy in the decentralized dimension, and creating new competitive abilities as well attracting new businesses. A study made by Al-Awamleh and Al-Huneiti (1995) defined the standards of the municipal performance, and how to enable the local populate obtain the municipal services, as well as taking the people satisfaction an assessment means of the achieved performance, to motivate the municipal work. Al-Rabab'eh (1995) outlined the role of the joint services councils in the local development in Jordan, and concluded that there are negative attitudes toward the role of these councils in the local development field.

Wilson (1996) concluded that there are positive trends with the decision takers toward computer use in the information systems, with some concerns exited in that trend. Al-Adwan and Al-Ta'amneh (1996) provided a study on the effectiveness of the leading role played by the municipalities' chairmen in Jordan. They found that the weakness of the municipality administrative performance is due to the weakness of the municipality chairman.

Al-A'araji and Al-Ma'azi study (1998) aimed at revealing and analyzing the extent of the local systems response to the satisfaction of the local community needs. Gupta (2000) aimed at the extent of computer use in the Indian governmental offices in the local administration, both at the levels of state and central government, concerning the ideal use of IT in providing distinguished services to the public.

Lucas (2000) defined the rapid, low costing and available information and IT with the firms, which are sufficiently displayed, in well-known groups with an easy access thereto; and that are able to support and increase the competitive ability of the firm. Al-Nathari study (2000) was made to identify the effect of technology and communication employment on the educational efficacies possessed by the teachers and students of the exploratory schools in Jordan. The study concluded that there is a positive effect of the information technology employment in the educational process on the educational teaching efficacies of the teachers and learning efficacies of the students. A study by Kumar and Plavia (2001) showed that the use of information by higher management provides required information for the managers at the executive levels in the decision making process.

Bal'arabi study (2002) about the relationships between the determinants of the organizational hierarchy and the performance of the local administration at the governate of Irbid Greater Municipal, concluded that the lower financial support provided to the municipality leads to inability to meet the obligations and carry out the projects, and weakens the administrative decision making. He related such deficiencies to the meagerness of the organizational hierarchy of the municipality. Al-Momani (2002), in his study, showed that the remedy of the local regime in Jordan should be an important priority, as well as reconsidering the mechanism and method of the municipality functionality. Otherwise, there will be a gap with the changes that take place in other organizations. Qatanati (2002), was interested in studying a number of the variables connected with the effect of the information technology and advanced communications in attaining the competitive advantage, and he found a relationship between them.

Vanags (2003) shed lights on reformation of municipalities in the Baltic states (Estonia, Latvia and Lithuania) in the field of local regime. Mubarak (2004) aimed at the development of the relation between IT and each of the strategy, organizational hierarchy and performance. Al-Qaisi (2004) defined the role of IT in the improvement of the administrative decision making process in Jordan. Abdel-Jawad (2005) concluded that the use of IT positively affects the performance of the workers in the governmental systems. Al-Husban, (2005) examined the different relations affecting the provision of the municipal services to the public, and finding developmental projects. Al-Khawaldeh (2005) aimed at identification of the effect of the use of IT with its various dimensions on the administrative innovation in the public institutions in Jordan.

Al-Adwan (2006) studied the extent of the differences in the effect of the information characteristics on the effectiveness of administrative decision-making, that may by ascribed to the personal and occupational variables such as (gender, age, educational qualification, occupational position, and work experience). Al-Ghammas (2006) explored the effect of the use of information technology on the quality of the services in the Jordanian ministries, through focusing on both the higher and middle managements in the public sector, which conditions and capabilities are different from those of the private sector. He concluded that there is a positive relation between such use and the existence of the service.

Al-Atawi study (2008) aimed to identify the reality of IT utilized in the organizational development in the Saudi Arabian ministries, and the level of IT, for the purpose of engendering an organizational development with these ministries. Others, (e.g. Bergval & Others, 2009) relied on defining certain indicators in the municipality work to assess the extent of its endeavor in the development and progress processes as well as initiation of a new network of work values, and new styles of the nature of the municipality work. Ajaz (2010) defined the method of building the abilities in the municipalities and their functions and work performance, so that the municipality will be turned into an effective institution carrying out its functions with approximation and continuation in the local dimension, in which the municipality is founded as a developmental service institution.

It is noticeable that the previous studies dealt in different aspects of the effect of information technology and effectiveness of the administrative decision-making in the various organizations and firms. Still some other studies explored the municipalities' topic through different dimensions. Meanwhile, the Jordanian studies emphasized the administrative and financial roles, measurement of the councils performance, both financially and administratively, or illustrating the satisfaction degree about the municipalities performances. Most studies relied on the questionnaires to recruit the study sample. However, the current study is complementary of the other studies in terms of being unique in exploring the municipality institution that provides services designated by the law; but it is different with respect of the new role of the municipality institution as a developmental unit; namely focusing on identifying the attitudes of the managers, working in the municipalities sector in Jordan Valley area, toward the effect of information technology on the effectiveness of administrative decision-making, and the extent of the clarity in the role of the municipalities in local development in the shade of orientations toward a developmental municipality.

Accordingly, this study is the first of its kind in Jordan dealing in this topic. i.e. in this developmental service sector.

3.0   Research Model and Hypotheses

For the purpose of this study, Figure (1) illustrates the relationship between the independent and dependant variables.
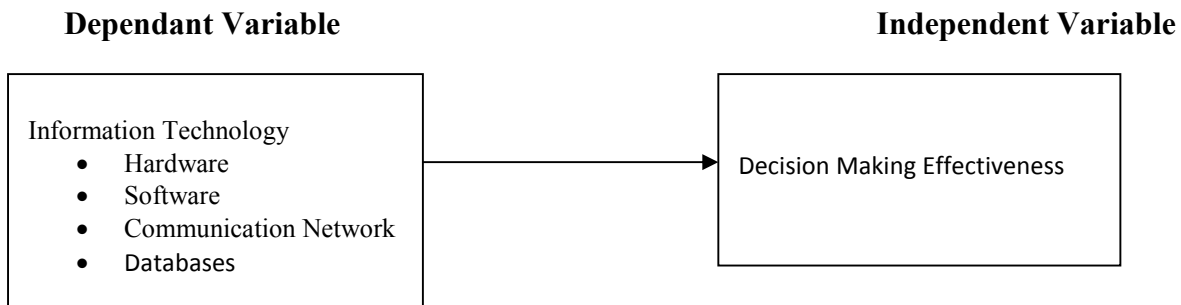
Dependant Variable   **Independent Variable**

Figure (1): Study Model

The research based on hypotheses in their null form stating:

Ho1:   There are no positive attitudes with the managers working in the municipalities sector toward availability of the hardware (systems) in the effectiveness of the administrative decision-making

Ho2:   There are no positive attitudes with the managers working in the municipalities sector toward availability of the software in the effectiveness of the administrative decision-making

Ho3: There are no positive attitudes with the managers working in the municipalities sector toward availability of the Communications network in the effectiveness of the administrative decision-making

Ho4: There are no positive attitudes with the managers working in the municipalities sector toward availability of the databases in the effectiveness of the administrative decision-making

4.0   Research Methodology

The researchers used the analytic, descriptive method in conducing this study, for the purpose of approaching an analysis of IT and explaining their relationships with the administrative decisions making, using the one sample (t) test. In addition, the researchers employed the means, standard deviations and hypotheses testing and reaching the set off objectives, at (α=.05) level, which is equivalent to (95%) reliability level to interpret the results of the tests.

4.1   Study Population and Sample

The study population comprised the managers of the study area municipalities, namely seven municipalities. They are affiliates of three administrative units (districts): North Jordan Valley district within Irbid governorate, and Dair Alla and South Shoona districts within Balqa governorate. A random stratified sample was equally taken at the rate of (10%) of the total study population (n=997 manager), working with these municipalities who are permanent classified staff, not under contracts, or temporary work basis. Thus the study sample consisted of (100) people. The questionnaire comprised a number of questions that could be generally divided into two sections. The first section includes the personal and occupational information of the respondents in the light of the demographic variables (gender, marital status, age, years of experience, occupation, educational degree). Meanwhile, the second section includes a number of statements that measure the effect of IT on the effectiveness of administrative decision-making. The study also employed the SPSS (statistical package for social sciences) for the purpose of analyzing statistically the study to verify the validity of its hypotheses. The study will rely on one sample t- test.

4.2   Characteristics of the Study Sample

Table (1) show that the vast majority of the study sample were males (63%), meanwhile females were only (37%); most of the computer, networks, software and databases users in the municipalities were of the educated people (e.g. 52% BA holders); (42%) of the study sample were between (20-39) years; highest percentage of the sample (48%) were with (6-10) years of experience; (48%) of the sample are receiving monthly salaries between (201-400) Jordanian dinars; and that 24%) of the sample were receiving monthly salaries over (401) JD's.

Table (1): Characteristics of the Study Sample

Variable	Category	Frequency	Percent
Gender	Male	63	63%
	Female	37	37%
Age Group	20-29	37	37%
	20-39	42	42%
	40-49	21	21%
	50- More	10	19%
Years of Experience	5 years- less	17	17%
	6-10 years	48	48%
	11-15 years	18	18%
	16 years- more	17	17%
Monthly Income	Less than 200 JD	15	15%
	200-400 JD	48	48%
	401-600 JD	24	24%
	601 JD- more	13	13%
Education	High School or less	8	8%
	Diploma	25	25%
	Bachelor	52	52%
	Master	12	12%
	Doctorate	3	3%

4.3   Construct Reliability

Reliability analysis was performed in order to ensure the internal consistency and stability of items used to measure the independent and dependent variables. For the purpose of this study, a minimum internal reliability coefficient or alpha value of 0.7 was adopted. According to Hair, Anderson, Tatham and Black (1998), value of 0.7 can be considered adequate if the study is exploratory in nature as in this case. The alpha values for all items were 0.746 and thus considered reliable. Table (2) shows the reliability analysis result.

Table 2: Reliability Statistics

Cronbach's Alpha	Number of Cases	Number of Items
0.746	100	16

Table (3) represents the mean and standard deviation, among the study variables. It can be inferred that respondents have a positive attitude regarding the use of information technology in decision making.

Table 3: Mean Scores and Standard Deviation of Study Variables (n = 100)

Variables	Mean	Std Deviation
Information Technology	3.49	0.587
Decision Making	3.70	0.567

4.4 Results of the Hypotheses Test

H01:   There are no positive attitudes with the managers working in the municipalities sector toward availability of the hardware in the effectiveness of the Administrative Decision-Making.

Table (4) indicates that the p-value is less than (α=.05) determined level, which means the rejection of the null hypothesis providing that there are no positive attitudes with the managers working in the municipalities sector toward the availability of the hardware on the effectiveness of the administrative decision-making. As a result, we have to accept the alternative hypothesis providing that there are positive attitudes with the managers working in the municipalities sector toward the availability of the hardware on the effectiveness of the administrative decision-making. Further the general mean is higher than the standard mean, i.e. (3), which was (3.2100), meaning the clear effect of the information technology on the administrative decision-making through the available systems inside the municipalities.

Table (4) one sample t-test of the items concerned with the First Sub-hypothesis

Calculated T	Tabulated T	Sig. level	Mean Score	Hypothesis result
46.576	1.960	0.000	3.210	Rejection

Ho2:   There are no positive attitudes with the managers working in the municipalities sector toward availability of the software in the effectiveness of the Administrative Decision-Making

Table (5) indicates that the p-value is less than (α=.05) determined level, which means the rejection of the null hypothesis providing that there are no positive attitudes with the managers working in the municipalities sector toward the availability of the software on the effectiveness of the administrative decision-making. In addition, the general mean is higher than the standard mean, i.e. (3), which was (3.3467), meaning that the information technology has an effect on the administrative decision-making inside the municipalities through the software.

Table (5) one sample t-test of the items concerned with the Second Sub-hypothesis

Calculated T	Tabulated T	Sig. level	Mean Score	Hypothesis result
32.905	1.960	0.001	3.346	Rejection

Ho3: There are no positive attitudes with the managers working in the municipalities sector toward availability of the Communications network in the effectiveness of the Administrative Decision-Making

Table (6) indicates that the p-value is less than (α=.05) determined level, which means the rejection of the null hypothesis providing that there are no positive attitudes with the managers working in the municipalities sector toward the availability of the communications network on the effectiveness of the administrative decision-making. As a result, we have to accept the alternative hypothesis providing that there are positive attitudes with the managers working in the municipalities sector toward the availability of the communications network on the effectiveness of the administrative decision-making. Further, the general mean is higher than the standard mean, i.e. (3), which was (3.7360), meaning the clear effect of the information technology on the administrative decision-making inside the municipalities, through the available communications network.

Table (6) one sample t-test of the items concerned with the Third Sub-hypothesis

Calculated T	Tabulated T	Sig. level	Mean Score	Hypothesis result
25.571	1.960	0.000	3.7360	Rejection

Ho4: There are no positive attitudes with the managers working in the municipalities sector toward availability of the databases in the effectiveness of the administrative Decision-Making

Table (7) indicates that the p-value is less than (α=.05) determined level, which means the rejection of the null hypothesis providing that there are no positive attitudes with the managers working in the municipalities sector toward the availability of the databases on the effectiveness of the administrative decision-making. In addition, the general mean is higher than the standard mean i.e. (3), which was (3.6767), underpinning the effect of the information technology on the administrative decision-making used inside the municipalities through the available databases.

Table (7) one sample t-test of the items concerned with the Fourth Sub-hypothesis

Calculated T	Tabulated T	Sig. level	Mean Score	Hypothesis result
24.237	1.960	0.002	3.6767	Rejection

5.0   Results and Recommendations

5.1   Results

The study found that there are statistically significant differences between the availability of the utilized systems and the effect of information technology on the effectiveness of the administrative decision-making at (95%) reliability level and (α= 5%), as (sig=0.000).

There are statistically significant differences between the availability of the software and the effect of information technology on the effectiveness of the administrative decision-making, as (sig=0.001) which is much lower than (α= 5%).

There are statistically significant differences between the availability of the communication networks and the effect of information technology on the effectiveness of the administrative decision-making, as (sig=0.000) at (α= 5%) and (95%) reliability level.

There are statistically significant differences between the availability of the databases and the effect of information technology on the effectiveness of the administrative decision-making, as (sig=0.002) at (α= 5%) and (95%) reliability level.

There is a positive effect of the information technology on the effectiveness of the administrative decision-making, as the general mean of the items concerning (systems, software, communication networks and databases) is higher than the standard mean.

5.2 Recommendations

Building on the study findings, the researcher recommends that it is necessary to expand the use of the information technology (IT) with its different components (systems, software, communication networks and databases); upgrade their roles in the municipalities within the study sample; raise the efficiency of the IT users of the study sample and further develop their skills through training on the use of whatever new of technologies and software; municipalities should be in line with the technological developments; update the systems and software as well as communication systems; increase attention to the use of the information technology which helps in decreasing the response-to-work time.

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