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# Role of ICT in Improving Efficiency of Public Administration: A Case Study of Herat Province of Afghanistan

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#### **Abstract**

**Purpose:** This study examines the role of information and communication technology and its impact on improving the efficiency of public administration in the financial Department of Herat Province of Afghanistan.

**Methodology:** This research in terms of its purpose is a descriptive-correlative method, therefore, the applicability of information and communication technology by appropriate metrics will improve the performance of the organization, and in terms of type, it is correlating which shows the relationship between this two variables, and also the data has collected through <sup>3</sup>ICT questionnaires and organizational efficiency of Pin Priyang and Singh sai.

Main finding: The result of this study indicate that fortunately, the use of new technology in Herat Finance Department improves performance, customer satisfaction, transparency, better accountability, and has reduced administrative corruption in this department. thus according to the result of this study, for better service providing, attention and investment in ICT and capacity building is so necessary for all governmental departments in Afghanistan.

**Implications:** Since most governmental departments in Afghanistan do not have access to ICT, fortunately, Herat Finance Department has recently acquired new technologies for its daily work. Thus in this study, the researcher examined the role of ICT on employee performance in this department to find out how the use of technology has made positive changes in employee performance.

Novelty/ originality of the study: Since there has been no research on this subject in Afghanistan so far, this research is a novel and new research in this regard that can provide the reader with new material from the position of technology in Afghanistan departments, especially in Herat province. On the other hand, this research is the beginning of more research in this field for other researchers.

**Keywords:** Information, Technology, Communication, efficiency, administration, Employee's Skills, Innovation in Work

#### Introduction

In the last fifty years, widespread developments in the field of computers and communications have led to major changes in the different spheres of human life. Humans have always used technology and the record is replete with the invention of information and communication technologies, which are referred to as like-new or advanced technologies, and these inventions have had the greatest impact in the lives of people.

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The world of communication and information production is rapidly changing, and today we are witnessing their convergence with each other and the data and information is quickly and unimaginably transmitted to users around the world.ICT has undoubtedly led to widespread developments in all social and economic spheres and its impact such that the world today is rapidly becoming an information society.

A society in which knowledge and the extent of access to and useful use of knowledge play a pivotal and decisive role. The scope of its use and impact on various aspects of todays and future life of human societies has become one of the most important topics in the world today and has attracted the attention of many countries around the world. Comparison of the developments of the last three decades suggests that these developments are fundamentally different from the past, the main reason for these differences being the revolution that has occurred in these decades. The occurrence of the information and communication revolution in these decades has made the present era known as the Information and Communication Age.

The use of ICT has spread alongside a variety of information systems designed for different needs. It enables managers to communicate more and better with the organization, the workplace and the employees. Increasing participation in decision making, increasing decision-making speed, reducing the organization's pyramid height, improving coordination, and enhancing expert staff is just some of the impacts that ICT creates in the organization. Managers who are constantly involved in making decisions about spending or investing in using technology in their organization should know which kind of information technology and information systems are useful and effective in their organization. They should measure the impact of information and communication technology on the quality of the product or service, the improvement of customer service, and the improvement of communication and information, all of which are the primary indicators of success for today's organizations. Thus this research has aimed to study the role of ICT in improving the efficiency of public administration, and effective usage of technology via employee's view.

#### Statement of the Problem

As ICT is one of the most important issues in today's society, so its use in the organization to coordinate with the international community seems necessary. Information and Communication Technology is a set of methods, tools, processes, and systems that assist in collecting, transmitting, processing, disseminating and evaluating information (Jafarnejad Qomi and Abbas Nejad, 2010: 10). Information and Communication technology can transform or optimize all paths of transmitting, exchanging, storing and managing information (Sohaili, 2011: 4). Organizations must have the experience and background to optimize the application of ICT to take the right and important steps along the way. The success or failure of the organization in this move is organizational culture. Information technology can lead to positive change when it is based on the status and strategies of the corporate culture. Therefore, the researcher aims to study the role of information and communication technology and its impact on improving the efficiency of public administration in the financial Department of Herat Province of Afghanistan.

# **Objectives**

The study aims-

- 1. To study the role of ICT in improving efficiency of public administration.
- 2. To highlight the role of ICT on the Employee's Skills and
- 3. To assess the role of ICT in the development Activities and Innovation in working of the employees.

# **Hypothesis**

H1: Information and Communication Technology has an influence on the efficiency in the Finance Department of Herat Province of Afghanistan

- H2: ICT has an influence on the Employee's Skills in the Herat Finance Department.
- H3: ICT has an influence on Employees' Commitment, in the Herat Finance Department.
- H4: ICT has an influence on the Development of Activities in the Herat Finance Department.
- H5: ICT has an influence on the Innovation in Work in Herat Finance Department.

# Methodology

**Statistical population and sample:** The statistical population of this research is the Herat's finance department staffs. In the present study, a total of 232 employees of the department were the population of the study and amongst them 150 employees (Female, N= 17; Male, N= 133) were taken as the sample of the study using Cronbach's formula. The following formula was used to determine the sample number:

n = 
$$\frac{Z_{\frac{\alpha}{2}}^2.S_X^2.N}{e^2.N-e^2+(Z_{\frac{\alpha}{2}}^2.S_X^2)} = 150$$

The method of sampling in this research is simple random sampling and the data was collected between June and November 2019. In this research, Cronbach's alpha coefficient is used to determine the reliability of the questionnaire by using SPSS 22 software.

**Questionnaire:** In this study, data has collected through ICT questionnaires and organizational efficiency of Pin Priyang and Singh sai, and also Cronbach's alpha coefficient is used to determine the reliability of the questionnaire by using SPSS 22 software.

Variables

Cronbach's alpha coefficient in percent

O.902

Employee's Skills

O.813

Employee's Commitment

O.778

Development of Activities

Innovation in work

Efficiency

O.884

Table A: Reliability table for the Questionnaire

Source: Research fieldwork

According to Table, it is shown that the Cronbach's alpha coefficient is higher than 70% for all variables.

# THE AREA OF STUDY- AFGHANISTAN

Afghanistan (Land of Afghans) is a mountainous and arid country located in Central Asia. The country, which dates back to 5,000 years, was first named Ariana and later Khorasan, but was renamed Afghanistan during Ahmad Shah Baba's reign. Due to the increasing importance of technology, countries like Afghanistan realized the usage of ICTs as the means of economic development in various sectors such as education, trade, and health. To create new opportunities they reduced the gap of ICT, and thus increasingly aimed for increasing the level of public welfare and reducing poverty in society (Alavi, 2007).

Until December 2003, Afghanistan's telecommunications system was one of the most underdeveloped system in the world. Only one person out of 145 persons had access to the telephonic communication, which was very low compared to the average rate in developing countries. Prohibition of using the Internet and even television during the years of Taliban rule added in addition to war. Further, the traditionalism has played a major role in the country's ICT backwardness. However after the fall of the Taliban government, aids through foreign investment, donations from the World Bank and other international organizations, and the return of ICT-educated immigrants to the country consequently led towards the advancement in science and technology making Afghanistan undergo a growing trending in the field (Alavi, 2007). Additionally, the traditional business practices had reduced the physical and mental strength of many of the employees and made them more stressful. The system was levied off widespread corruption of the organization and society, wasting considerable resources of the government and community facilities, equipment, and opportunities. The area of this study is the Herat Provincial Authority. Being the second unit of the Ministry of Finance in Herat, it is responsible for the finance of the province. All 34 Mostofiyat in Afghanistan are under the leadership and administration of the Ministry of Finance.

# **Data Analysis**

The main focus of this research was to prove the role of the independent variable (ICT) on the dependent variable (Efficiency of public administration).

		ICT	Employee's Skills
ICT	Pearson Correlation	1	.631**
	Sig. (2-tailed)		.000
	N	150	150
Employee's Skills	Pearson Correlation	631**	1

Table 1: Pearson Correlations between ICT and Employee's Skills

Sig. (2-tailed)

N

.631\*\*

.000

150

1

150

		ICT	Employee's Commitment
ICT	Pearson Correlation	1	.629**
	Sig. (2-tailed)		.000
	N	150	150
Employee's Commitment	Pearson Correlation	.629**	1
Communicat	Sig. (2-tailed)	.000	
	N	150	150

Table 2: Pearson Correlations between ICT and Employee's Commitment

Person correlation shows that the correlation coefficient is 0.629 and the significance level is 0.000, so there is a positive and relatively strong relationship between information and communication technology and employee's commitment in the department.

		ICT	Development of Activities
ICT	Pearson Correlation	1	.524**
	Sig. (2-tailed)		.000
	N	150	150
Development of Activities	Pearson Correlation	.524**	1
	Sig. (2-tailed)	.000	
	N	150	150

Table 3: Pearson Correlations between ICT and development of Activities

The results suggests that the correlation coefficient is 0.524 and the significance level is 0.000, so there is a Positive and relatively strong relationship between information and communication technology and the development of Activities in the finance department of Herat province with confirmation of 99% confidence.

<sup>\*\*.</sup> Correlation is significant at the 0.01 level (2-tailed).

The correlation coefficient is 0.631 and the significance level is 0.000, so it shows that there is a positive and strong relationship between information and communication technology and the employee's skills in the finance department of Herat province with confirmation of 99% confidence.

<sup>\*\*.</sup> Correlation is significant at the 0.01 level (2-tailed).

<sup>\*\*.</sup> Correlation is significant at the 0.01 level (2-tailed).

		ICT	Innovation in Work
ICT	Pearson Correlation	1	.626**
	Sig. (2-tailed)		.000
	N	150	150
Innovation in	Pearson Correlation	.626**	1
Work	Sig. (2-tailed)	.000	
	N	150	150

Table 4: Pearson Correlations between ICT and Innovation in Work

The results highlighted that the correlation coefficient is 0.626 and the significance level is 0.000, so there is a Positive and relatively strong relationship between information and communication technology and Innovation in work in the finance department of Herat province with confirmation of 99% confidence.

			,
		ICT	Efficiency of finance Department
ICT	Pearson Correlation	1	.723**
	Sig. (2-tailed)		.000
	N	150	150
Efficiency of finance department	Pearson Correlation	.723**	1
	Sig. (2-tailed)	.000	
	N	150	150

Table 5: Pearson Correlations between ICT and Efficiency of finance Department

According to the result, the correlation coefficient is 0.723 and the significance level is 0.000, so there is a Positive and strong relationship between information and communication technology and Efficiency of finance department of Herat province with confirmation of 99% confidence.

#### Analysis of the First Component

H0: Information and Communication Technology doesn't influence employee's skills in the Finance Department of Herat province.

H<sub>1</sub>: Information and Communication Technology influences employee's skills in the Finance Department of Herat province.

Table 6: Model Summary: ICT and Employee's Skills	

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig
1	.631a	.398	.393	2.47784	0.000

a. Predictors: (Constant), ICT

The results of the table show that the correlation coefficient between ICT and employee skills is (0.631), and the significance level is (0.000) Therefore, there is a positive, direct, and relatively strong relationship between ICT

<sup>\*\*.</sup> Correlation is significant at the 0.01 level (2-tailed).

<sup>\*\*.</sup> Correlation is significant at the 0.01 level (2-tailed).

b. Dependent Variable: Employee's Skills

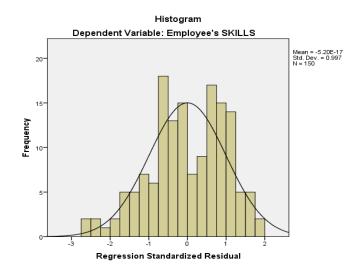
and employee's skills, and this relationship confirmed by an alpha value of (0.01), and confidence level of (0.99). And Also, according to the results of the determination coefficient (R<sup>2</sup>= 0.398), ICT has an impact on employee's skills.

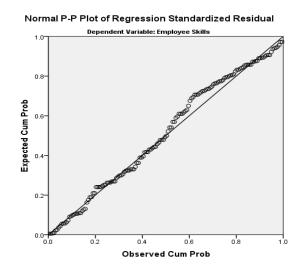
Table 7: Regression coefficient of the independent variable (ICT) on the dependent variable
(Employee's skills)

	Model		dardized cients	Standardized Coefficients	Т	Sig.
		В	Std. Error	Beta		O
	(Constant)	4.725	1.381		3.421	.001
1	ICT	.218	.022	.6314	9.882	.000

a. Dependent Variable: Employee's Skills

The results highlights that the non-standardized regression coefficient (0.218) is significant at a significant level (0.000). This means that, on average, one unit change in information and communication technology, causes (0.218) unit change in employee's skills. This means that if R<sup>2</sup>is considered 100 percent effective on employee's skills, ICT is as much as (21.8) percent effective on employee's skills. And also t-statistic value, which is greater than 2.33, with a significant level (0.000) and error level (0.01), shows that ICT has a significant effect on employee's skills. Therefore, the first sub-hypothesis is confirmed.





Graphsof dependent variable: Employee's skills

The results of graphs show that the observed cumulative probability is approximately the same as the expected cumulative probability. Since the aggregation of dots is around the diameter, it can be concluded that there is a relationship between the independent variable (ICT) and the dependent variable (Employee's Skills), and almost every case of cumulative probability observed is the same as expected cumulative probability. And the deviation of dots from the line is less.

## **Analysis of the Second Component**

H0: Information and Communication Technology doesn't influence the employee's commitment to the Finance Department of Herat province.

H1: Information and Communication Technology influences the employee's commitment to the Finance Department of Herat province.

<sup>&</sup>lt;sup>4</sup>When only one independent variable exists, the beta value is equal to the correlation value between the independent variable and the dependent variable (Habib pour & Safari, 2012, p. 1).

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig
1	.629a	.395	.391	2.53566	0.000

Table 8: Model Summary: ICT and Employee's Commitment

The results shows that the correlation coefficient between ICT and employee skills is (0.629), and the significance level is (0.000) Therefore, there is a positive, direct, and relatively strong relationship between ICT and employee's commitment, and this relationship confirmed by an alpha value of (0.01), and confidence level of (0.99). And Also, according to the results of the determination coefficient (R<sup>2</sup>= 0.395), ICT has an impact on employee's commitment.

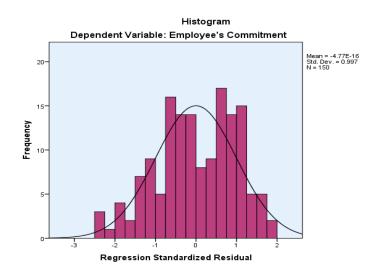
Table 9: Regression coefficient of the independent variable (ICT) on the dependent variable (Employee's Commitment)

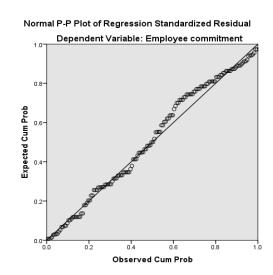
	Model		lardized cients	Standardized Coefficients	t	Sig.
	1120 001	В	Std. Error	Beta		
	(Constant)	4.365	1.413		3.089	.002
1	ICT	.222	.023	.629	9.838	.000

a. Dependent Variable: Employee's Commitment

Statistically, the results show that the non-standardized regression coefficient (0.222) is significant at a significant level (0.000). This means that, on average, one unit change in information and communication technology, causes (0.222) unit change in employee's commitment. This means that if R²is considered 100 percent effective on Employees Commitment, ICT is as much as (22.2) percent effective on Employee's Commitment. And also t-statistic value, which is greater than 2.33, with a significant level (0.000) and error level (0.01), shows that ICT has a significant effect on employee's commitment. Therefore, the second sub-hypothesis is confirmed.

Graphs of dependent variable: Employee's commitment





a. Predictors: (Constant), ICT

b. Dependent Variable: Employee's Commitment

The results of the graphs show that the observed cumulative probability is approximately the same as the expected cumulative probability. Since the aggregation of dots is around the diameter, it can be concluded that there is a relationship between the independent variable (ICT) and the dependent variable (Employee's Commitment), and almost every case of cumulative probability observed is the same as expected cumulative probability. And the deviation of dots from the line is less.

# Analysis of the Third Component

H0: Information and Communication Technology doesn't influence the Development of Activities in the Finance Department of Herat province.

H1: Information and Communication Technology influences the Development of Activities in the Finance Department of Herat province.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig
1	.524ª	.274	.269	2.99633	0.000

a. Predictors: (Constant), ICT

b. Dependent Variable: Development of Activities

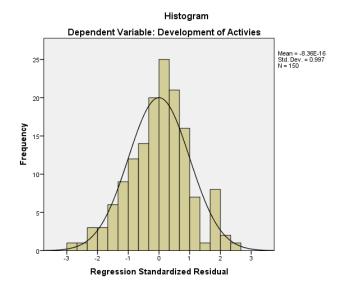
The results highlighted that the correlation coefficient between ICT and employee skills is (0.524), and the significance level is (0.000) Therefore, there is a positive, direct, and relatively strong relationship between ICT and Development of Activities, and this relationship confirmed by an alpha value of (0.01), and confidence level of (0.99). And Also, according to the results of the determination coefficient (R<sup>2</sup>= 0.274), ICT has an impact on Development of Activities.

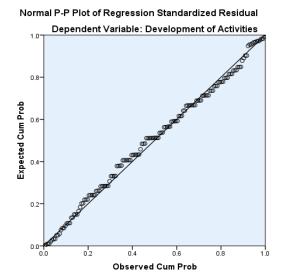
Table 11: Regression coefficient of the independent variable (ICT) on the dependent variable (Development of Activities)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		В	Std. Error	Beta		
	(Constant)	4.562	1.670		2.732	.007
1	ICT	.199	.027	.524	7.480	.000

a. Dependent Variable: Development of Activities

The results show that the non-standardized regression coefficient (0.199) is significant at a significant level (0.000). This means that, on average, one unit change in information and communication technology, causes (0.199) unit change in Development of Activities. This means that if R²is considered 100 percent effective on Development of Activities, ICT is as much as (19.9) percent effective on Development of Activities. And also t-statistic value, which is greater than 2.33, with a significant level (0.000) and error level (0.01), shows that ICT has a significant effect on Development of Activities. Therefore, the third sub-hypothesis is confirmed.





Graphs of dependent variable: Development of Activities

The results of the graphs show that the observed cumulative probability is approximately the same as the expected cumulative probability. Since the aggregation of dots is around the diameter, it can be concluded that there is a relationship between the independent variable (ICT) and the dependent variable (Development of Activities), and almost every case of cumulative probability observed is the same as expected cumulative probability. And the deviation of dots from the line is less.

# **Analysis of the Fourth Component**

H0: Information and Communication Technology doesn't influence the innovation in work in the Finance Department of Herat province.

H1: Information and Communication Technology influences the innovation in work in the Finance Department of Herat province.

Table 12: Model Summary: ICT and Innovation in work

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig
1	.626ª	.391	.387	2.49117	0.000

a. Predictors: (Constant), ICT

b. Dependent Variable: Innovation in work

The results highlighted that the correlation coefficient between ICT and Innovation in work is (0.626), and the significance level is (0.000) Therefore, there is a positive, direct, and relatively strong relationship between ICT and Innovation in work, and this relationship confirmed by an alpha value of (0.01), and confidence level of (0.99). And Also, according to the results of the determination coefficient (R<sup>2</sup>= 0.391), ICT has an impact on Innovation in work.

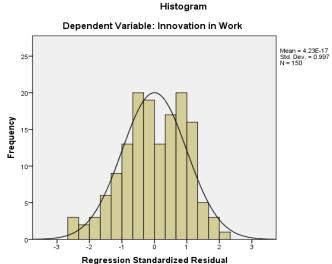
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		В	Std. Error	Beta		
	(Constant)	4.864	1.389		3.503	.001
1	ICT	.216	.022	.626	9.758	.000

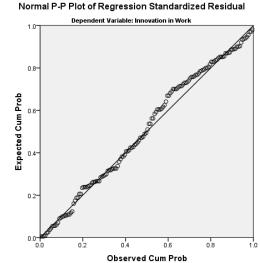
Table 13: Regression coefficient of the independent variable (ICT) on the dependent variable (Innovation in Work)

# a. Dependent Variable Innovation in work

The results show that the non-standardized regression coefficient (0.216) is significant at a significant level (0.000). This means that, on average, one unit change in information and communication technology, causes (0.216) unit change in Innovation in work. This means that if R<sup>2</sup>is considered 100 percent effective on Innovation in work, ICT is as much as (21.6) percent effective on Innovation in work. And also t-statistic value, which is greater than 2.33, with a significant level (0.000) and error level (0.01), shows that ICT has a significant effect on Innovation in work. Therefore, the Fourth sub-hypothesis is confirmed. Graphs of dependent variable: Innovation in Work

The results of graphs show that the observed





cumulative probability is approximately the same as the expected cumulative probability. Since the aggregation of dots is around the diameter, it can be concluded that there is a relationship between the independent variable (ICT) and the dependent variable (Innovation in Work), and almost every case of cumulative probability observed is the same as expected cumulative probability. And the deviation of dots from the line is less.

# **Analysis of Main Component**

H0: Information and Communication Technology doesn't influence the efficiency of the Finance Department of Herat Province.

H0: Information and Communication Technology influence the efficiency of the Finance Department of Herat Province.

Table 14: Model Summary: ICT and Efficiency

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.723ª	.522	.519	7.13760	0.000

a. Predictors: (Constant), ICT

# b. Dependent Variable: Efficiency in Finance Department of Herat Province

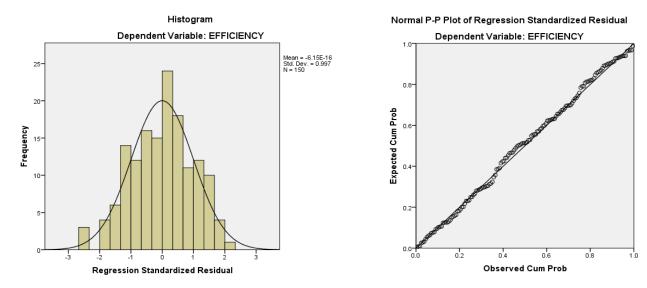
The results highlighted that the correlation coefficient between ICT and Efficiency is (0.723), and the significance level is (0.000) Therefore, there is a positive, direct, and strong relationship between ICT and Efficiency, and this relationship confirmed by an alpha value of (0.01), and confidence level of (0.99). And Also, according to the results of the determination coefficient (R<sup>2</sup>= 0.522), ICT has an impact on Efficiency in Finance Department of Herat Province.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		В	Std. Error	Beta		
1	(Constant)	16.986	3.979		4.269	.000
	ICT	.807	.063	.723	12.715	.000

Table 15: Regression coefficient of the independent variable (ICT) on the dependent variable (Efficiency)

Dependent Variable Efficiency in Finance Department of Herat Province

The results in highlights that that the non-standardized regression coefficient (0.807) is significant at a significant level (0.000). This means that, on average, one unit change in information and communication technology, causes (0.807) unit change in efficiency. This means that if R<sup>2</sup>is considered 100 percent effective on efficiency, ICT is as much as (80.7) percent effective on efficiency. And also t-statistic value, which is greater than 2.33, with a significant level (0.000) and error level (0.01), shows that ICT has a significant effect on efficiency. Therefore, the Main hypothesis is confirmed.



Graphs of dependent variable: Efficiency in Finance Department of Herat Province

The results of the graphs show that the observed cumulative probability is approximately the same as the expected cumulative probability. Since the aggregation of dots is around the diameter, it can be concluded that there is a relationship between the independent variable (ICT) and the dependent variable (Efficiency), and almost every case of cumulative probability observed is the same as expected cumulative probability. And the deviation of dots from the line is less.

#### **General Discussion**

The empirical evidence has shown that ICT has a statistically significant effect, in the sense that the increase in ICT in the area is associated with improved public sector management. The results of the research findings indicate that the impact of ICT is effectively leading towards improving the efficiency of public administration. The more efficient and appropriate use of information and communication technology in the organization, the greater is the efficiency of employees and organization. The overall results can be explained more precisely by the research findings. In general, investments in ICT by governments are associated with organizational transformations aimed at enhancing efficiency and effectiveness in policy (Gil-Garcia and Pardo, 2005)

The results of the research findings indicate that there is a relatively strong and positive relationship between the use of information and communication technology and the employee's skills. Because the level of significance between these two variables is smaller than the alpha, and the average regression coefficient is. (R = 0.631), and its regression coefficient (B=0.216) obtained. This means that information and communication technology, has an impact on the employee's skills, thus this confirming the first research hypothesis. The findings of this study have highlighted that ICT has a positive and significant relationship with public sector management. The results of the research findings indicate that there is a strong and positive relationship between the use of information and communication technology and the employee's Commitment. Because the level of significance between these two variables is smaller than the alpha, and the average regression coefficient is. (R = 0.629), and its regression coefficient (B=0.222) obtained. This means that information and communication technology, has an impact on the employee's Commitment, thus this confirming the Second research hypothesis.

The results of the research findings indicate that there is a strong and positive relationship between the use of information and communication technology and the Development of Activities. Because the level of significance between these two variables is smaller than the alpha, and the average regression coefficient is. (R = 0.524), and its regression coefficient (B=0.199) obtained. This means that information and communication technology, has an impact on the development activities, thus this confirming the third research hypothesis.

The results of the research findings indicate that there is a strong and positive relationship between the use of information and communication technology and the Innovation in work. Because the level of significance between these two variables is smaller than the alpha, and the average regression coefficient is. (R = 0.626), and its regression coefficient (B = 0.216) obtained. This means that information and communication technology, has an impact on the innovation in work, thus this confirming the fourth research hypothesis. The results of the research findings indicate that there is a strong and positive relationship between the use of information and communication technology and the Efficiency in finance Department of Herat Province. Because the level of significance between these two variables is smaller than the alpha, and the average regression coefficient is. (R = 0.723), and its regression coefficient (B = 0.807) obtained. This means that information and communication technology, has an impact on the Efficiency in finance Department of Herat Province, thus this confirming the main research hypothesis.

#### Conclusion

Today, information and communication technology can be used as a powerful tool for improving the quality and efficiency of organizations. The increasing development of technology-based tools and the rapid pace of adaptation to human needs has led to a new form of creative, active, and inclusive learning and interaction environment. Not only does information and communication technology enhance basic skills such as reading, writing, calculating, and reasoning, but it also has the potential to enhance information literacy, thus training information and communication technology skills is the core of many organizations. As the findings of the present study and previous research indicate, ICTs can play an important role in organizational performance and employee performance. Therefore, it is necessary for the organization and its managers to effectively utilize these technologies and utilize their capabilities to empower employees, and ultimately the entire organization, formulate appropriate plans, and develop a correct strategy for utilizing these capabilities. In order to advance, however, public administration scholars and practitioners should address the challenges, conceptualizations, and measurements, in part through improvement in the empirical investigation.

In the end, it should be mention that given the result of this study that ICT has been able to influence on (employee skills, employee commitment, organizational activity development, and work creativity), it also can be said that, fortunately, the use of new technology in the Herat Finance Department, has improved the organizational performance, customer satisfaction, transparency, better accountability, and has reduced

administrative corruption in this department. So, for better service providing, attention, and investment in ICT and capacity building is so necessary for all governmental departments in Afghanistan.

**Limitation:** There are very few scientific resources available in Afghanistan that are directly related to the subject under stud and lack of participation of a large number of people in completing or answering research questionnaires due to lack of research culture and lack of knowledge of the research questionnaire.

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