

The impact of using electronic payment methods on transparency and disclosure: Case study Jordanian companies

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Abstract

In the last 10 years ago the world has fast changed especially after information and communication technologies (ICT) revolution which affect all areas one of them is electronic payment systems.

One of the principles of corporate governance is transparency and disclosure which requires the provision of an infrastructure of supporting laws, policies and legislation to have High-quality information that helps investors, stakeholders, the Board of Directors and the Executive Management in making decisions at the right time.

This paper aims to identify the nature and types of electronic payment systems (EPS) instruments applicable in Jordan, and how its effect on corporate governance especially on transparency and disclosure, and the challenges associated with it, by study the relation between the application of electronic payment procedures and corporate governance.

Jordan has a good development in the fields of commercial banking and now begin to apply electronic payment systems in government transactions. there are many studies have been done on the advantages of electronic payment independently of corporate governance and without addressing its effects on enhancing governance through transparency and disclosure and the impact on financial reports for companies and government, and In developing and expand the base of beneficiaries.

Jordan is a regional center in the Middle East and has many telecommunications companies, information systems, and telecommunications services that have reached advanced levels, but still, a large percentage of citizens do not use these services yet, but in 2020 all governmental services will be paid by electronic payment systems.

Through this paper and reviewing previous studies, we have reached the following points

1. Many citizens are still concerned about their financial assets and are unsure about the security of their financial information
2. The media plays a negative role through messages that are transmitted through official and non-official media
3. There is still a need for more educational programs and seminars on the mechanisms of using electronic payment methods and their advantages
4. Continuing and expanding the use of electronic payments will be directly reflected in the provision of greater transparency and disclosure that will enhance corporate governance.

Keywords: accounting, government policy, and regulation, IT management, corporate culture • diversity • social responsibility.

JEL: M41, M48, M15, M14

1.Introduction

Governance plays an important role in developing and strengthening the global economy and businesses, especially after globalization and market opening. Good governance will enhance the integrity of financial statements that important for users of financial statements to obtain confirmation that data is reported and measured correctly, and displayed fairly, unbiased and accurate for decision-makers.

The emergence of the concept of Electronic payment systems related to activities, and accounting operations entries need to audit to have good information about the company's financial situation.

The use of information and communication technology in administrative performance has become imperative and has great advantages. Therefore, many countries have raced to exploit and use it to move from traditional management to electronic management, so they have adopted a clear strategy, but other countries still face challenges due to several factors, Administrative, financial, technical and human factors.

Modern management based on three main pillars: Transparency, easy access, and keep pace with rapid developments that ensures company is developed in age of technology and communication, and this requires moving from regular to electronic activities by solve administrative difficulties and obstacles that hinder administrative work, reduce procedures and speed in their implementation, resulting in more efficient administrative performance to achieve quality in service so that need strategic planning, and more attention from administrative, economic, social or technical.

In the Information Society, the information has become the main source of competitive advantage, known as the digital economy, by working to convert many administrative functions from traditional to electronic form to achieve objectives and enhance its values of transparency, democracy, and accountability.

Information and communication technologies (ICT) revolution has been one of the biggest changes in the information society, which has achieved a qualitative transformation in the field of knowledge exploration, investment, and administrative work imposed by the logic of quality of service that needs re-engineering its work and its systems.

Administration is facing challenge of citizens demands which need to modify traditional administrative methods through a new strategy, management unable to manage and organize this huge number of services and information faster, more accurately, efficiently and effectively it must keep pace with modern systems in terms of accelerating pace of completion and reducing material expenditures and rationalizing administrative work in a manner that ensures achieving administrative quality, simplifying procedures as well as achieving transparency and accountability in management, combating functional crime, and administrative corruption.

Computers, phones and other new technologies have become key components of operations; they are characterized by low cost, fast customer service, information exchange, and control, as well as customer service through domestic and foreign markets [1].

This development and provision of technological banking services to improve their performance and provide services that do not require much effort [2] [3].

Banks are investing heavily in new technology and providing them to implement business strategies, enable service innovation, and provide expanded customer services.

Due to rapid growth in e-commerce operations, we need e-banking services has emerged through many channels such as ATMs, e-banks, and e-mails, thus turning banks into standards, modern and advanced services

Plastic cards ranked the first among their e-banking services in terms of effort and reduced costs of access to banking services. In the same country,[4] confirmed that e-banking services provided through website, SMS, and e-cards had an impact on profitability, but SMS is also the most effective in achieving competitive advantage.

Banks took advantage of technological developments to modernize payment systems, created means of payment with a new mechanism: electronic payment methods, banks have developed strategies and policies that help them to continue and progress. As part of the policy of bringing service closer to the customer, introducing several communication channels in progress in addition to electronic technologies, adapted to the digital economy.

E-commerce will open trade lines between customers in the domestic market and external parties through the Internet outside the scope of national banks. This affects on ability of local banks to meet financial liabilities, especially since most credit is usually done by local banks, that effect return on equity (ROE), return on assets (ROA) and finally on a profit of banks.

After these changes in banks and complexity, diversity of business, globalization and developments banks faced by businesses in the current century as electronic commerce, electronic payment all of them may affect governance (transparency and disclosure)so the reader must verify of validity and reliability of the financial statements.

We try to answer the following question, Is Electronic payment systems have affected by corporate governance especially on transparency and disclosure?

E- payment very important for banks and companies because they use it to collect the receivables, and it becomes an important issue for managers who look to improve the level of their companies, which will affect transparency and disclosure and finally on corporate governance which improve the level of quality for financial statements.

E-payments are novel banking solutions that were originally developed and are frequently used to facilitate acceptance of payment for online transactions. In this digital era, electronic payments represent a considerable part of companies' and banks' retail portfolio. Accordingly, banks should plan to enhance payment services portfolio for retail customers by offering services in line with customers' acceptance and intentions to use these services.

The process of electronic payment is one of the most important strategies followed inactivation of electronic services, bring administration closer to citizen, improve service, provides a lot of opportunities for success, clarity, accuracy, quality in delivery of services, completion of transactions, represents a paradigm shift in facilitation and delivery of service, although many obstacles are facing this new approach in companies.

In this paper, we will try to highlight the importance of e-payment in improving service provided by companies in Jordan as an important mechanism to develop processes of collection, service delivery quickly, improve transparency and disclosure, and thus corporate governance.

At present, companies, especially developing countries, including Jordan, face challenges related to the need to respond to indicators of governance, sustainable development, efficiency and modernization of the relationship between management and customers, to achieve good performance. This climate requires a rethinking of service delivery methods, move to focus more on concepts of effectiveness, efficiency, and appropriateness, which inevitably necessitates fundamental changes in objectives, methods, and how of work within companies.

All these changes have been accompanied by a major scientific and technological revolution that led to a radical change in way of exercising administrative and organizational functions, at the level of public and private sectors, which resulted in a contemporary trend to raise the level of performance of administration through use of information and communication technology in companies.

2.The framework of electronic payment

The definition of electronic payment is joined with the use of up to date information technology to facilitate bodywork and body services of each kind, conjointly as a result of the elimination of work succeeding from add body dealing.

The definition of electronic administration is that “use of assorted technological means that of communication, the data in facilitating means that for administrations to perform their electronic services usefully, communicate with candidates to use services needed additional democratic by sanctioning them to use electronic means that of communication through one portal”[5].

It is: “A group of activities that rely on the Internet and electronic communications across all layers and levels of a company, to provide all services and transactions to individuals and access to information in various fields with easy and ease”[6].

Definition of electronic management

Definition “use of various technological means of communication and information to facilitate how government departments perform their valuable public electronic services, and to communicate with the applicants to use the services of public utility more democratically by enabling them to use electronic means of communication through one portal” [7].

The World Bank defined electronic management as: “A modern term referring to use of ICTs to increase efficiency, effectiveness, transparency, and accountability of government in its services to citizens and the business community, to enable them to information in support of all government procedural systems and eliminate corruption, give citizens

opportunity to participate in all stages of political process, and decisions related to them that affect various aspects of life” [8]

The EU has also adopted a definition of electronic management: “It is a government that uses ICTs to allow citizens and businesses to engage, communicate with government, using different means of communication such as telephones, faxes, smart cards, e-mail, and the Internet. In management, laws, regulation, develop a framework for improving and coordinating methods of service delivery and integration of procedures” [8].

Richard: “Electronic management as an application that uses information and communication technology to support administrative tasks in electronic form, which allows the rapid flow of information either inside or outside the organization, to improve productivity and performance to achieve transparency and accountability.” [9].

E-government can be defined as the use of information technology, to support and enhance citizens' access to services provided by the government or companies. In addition to providing service to the business sector and various government departments with transparency and high efficiency.

3.Literature review

The digital revolution led to the development of the telecommunications sector, affecting way information was received, sent, advertising of products and services. Computers, phones and other new technologies have become key components of a bank's operations. It is characterized by low cost, fast customer service, information sharing, control, as well as providing customer service through domestic and foreign markets [10].

Banks need to intensify their investments in ICT as they improve customer service, ensure fast, accurate delivery, enhance bank's competitiveness, so service quality and delivery may be the only area of competition.

A study of US bank customers to adopt electronic services such as Internet banks, electronic payment, electronic transfer, gender, income, social status, and education play an important role in adopting e-banking technology. One of the most important obstacles to e-banking is the difficulty of procedures and lack of knowledge of the benefits of using e-banking services [11].

Stone and Julie Tinson (2005) [12] attempted to explore and identify areas of bank customer dissatisfaction with banking technology through a statistical study of e-banking in Britain, the results of study showed that degree of customer satisfaction is high in terms of accuracy, safety, efficiency, and confidence, but Customers expressed dissatisfaction with long waiting period they experienced for e-service, as well as visual appearance of site and lack of all services according to users' wishes. Researchers recommended that banks spend more money to constantly update their e-services, know their customers' desires, and achieve as much as possible even if some services are not profitable.

Many researchers have tried to highlight the impact of these various e-banking services on achieving a competitive advantage in terms of profitability. Dumitrescu's (2012) [13] study on the role of technological innovation and marketing in achieving the competitive advantage of banks operating in Jordan, banks that follow technology and marketing innovation in a good way achieve a competitive advantage in general, the study showed that there is customer satisfaction when banks look for extended ATMs and thus reduce customer waiting time. In contrast, another study in Hosein (2013) [14] pointed to some shortcomings in terms of not expediting transactions such as not granting personal loans to customers through e-services, and concluded that banks have a competitive advantage that arises as a result of customer satisfaction with e-services.

A study by Kharawish (2011) [15] on the role of e-banking in enhancing profitability in the banking sector. The use of state of the art e-banking services and increased customer engagement with the bank through e-business enhances its profitability.

A study by DeYoung (2001) [16] focused on identifying factors that influence the choice of services and windows offered by e-banks in Qatar. The study showed that there is an agreement in attitudes of customers with banks that shift towards e-banking has many advantages including customer satisfaction with banks, reduce the cost of banking services, and achieve trust and privacy, and others. The study also showed that personal characteristics of individuals such as sex, age, and educational qualifications are factors affecting the choice of the type of services and windows provided by e-banks.

4.The reality of electronic management in Arab countries

Some Arab countries have made important strides in this area due to availability of several factors, the most important of which are: benefiting from foreign expertise, availability of financial resources, as well as political will, According to the 2018 E-Government Development Report of United Nations Economic and Social Commission, the UAE has achieved an important milestone in global e-services index, methodological framework for collecting and evaluating survey data is based on a holistic view of e-government, through e-government development index (EGDI) based on three indicators:

1. Telecommunication Infrastructure Index (TII)
2. Human Capital Index (HCI).
3. Online Service Index (OSI).

The EGDI is calculated according to the following formula:

$$EGDI = (0.34 \times \text{Internet Service Index OSI}) + (0.33 \times \text{TII Infrastructure Index}) + (0.33 \times \text{Human Capital Index HCI})$$

The focus of the survey from 2016

- Facilitate integrated policies and services through e-government
- Open government statements to transparent, effective and responsible government institutions
- Electronic participation to enhance contribution to decision-making and service delivery
- Bridging the gaps concerning advanced electronic services between countries

- In our study, we will focus on the status of Jordan in the UN reports on e-government readiness, and a general indicator of the recent development of e-government (EGDI) for years 2014, 2016, 2018 [17]

Table 1

Ranking 2018	Ranking 2016	Ranking 2014	Country
98	91	79	Jordan

Unfortunately, Jordan dropped from 79 in 2014 to 91 in 2018 This report focused on several topics, the most important of which is the use of digital technologies to improve ways to respond to challenges and enhance the quality of life in communities, and this requires the flexibility of government and their ability to adapt to new developments and technologies, to provide the best and easiest services for individuals and businesses

A detailed table of the three indicators on which the EGDI is based can be given according to the 2018 UN report to determine the role of each factor for each country.

Table 2

HCI Index	TII Index	OSI Index	EGDI Index	Ranking In the world	Ranking In Arab Countries	Country
0.7387	0.4406	0.4931	0.5575	98	08	Jordan

Status of Jordan according to its performance in the development of e-government can be determined as follows:

High (0.5 - 0.75): in EGDI index & HCI index

Average (0.25- 0.5): in OSI index & TII index

It faces different challenges but most of the challenges that hinder the advancement of electronic management programs in the Arab world and Jordan are administrative, human, financial and technical.

First: Administrative obstacles

Effective management needs:

- 1- Information on the organization's current performance
- 2-current and future mission of the organization, as well as it's current and future goals and aspirations
- 3- What should be accomplished in the future and ways to achieve it
- 4-Information on the progress of Organization over its years of operation

Second: Planning

Planning is one of the most important processes for making decisions and reaching exact goals for the transition to electronic management. Some of the difficulties and obstacles facing planning in some Arab countries are as follows:

- 1- Lack of human competencies
- 2 - Scarcity or severe lack of availability of information and statistics

3- Bureaucracy and complex administrative procedures

Third: Obstacles related to administrative procedures

Routine and traditional administrative procedures in some institutions are considered one of the main obstacles to the transition to electronic management, traditional administrative procedures and methods should be eliminated and electronic administrative work should be shifted.

Forth: technical and financial constraints, they are summarized as follows:

1. Weak financial resources allocated to electronic management projects, as well as problem of technical maintenance
2. Poor infrastructure level due to high processing costs
3. Lack of financial resources to provide training programs and use of information expertise in the field of high-efficiency technology
4. Difficulties of equal access to Internet services due to the high costs of use by individuals.

Fifth: Human Constraints

One of the most important elements for the achievement and success of any development project is individual:

1. Informational or electronic illiteracy and difficulty of communicating through modern technology
2. Absence of training courses for lack of adequate funding
3. Poverty and low per capita income
4. Foggy vision of electronic management, as well as resistance to change and renewal, and not absorbing its objectives.

5. Jordan in electronic payment

The Central Bank of Jordan has made an effort to develop an e-payment environment and contributed to provision of a secure and advanced payment services environment that reduces cost of economic activities and increases efficiency of cash management and financial flows, noting that electronic trading using cards for money in Jordan does not exceed two billion dollars of total cash transactions. They account for about 6 percent of total spending; the volume of e-commerce in Jordan is less than 1 percent of total spending using cards. And If we reach 25 percent (global share) of total e-payment, we have achieved a great achievement.

The payment environment witnessed developments in terms of the value of payments, which reached in 2017 about 3 billion dinars, about 160,000 e-wallets were opened, Deposits in e-wallets totaled JD 3.25 million, while cash withdrawals from e-wallets amounted to JD 1.6 million, Bills and claims were paid from e-wallets and using e-billing system worth one million dinars.

An analysis of the behavior of owners of electronic portfolios at the Central Bank found that the number of deposits about the number of withdrawals increased by more than five times, while amounts deposited for the amounts withdrawn about double.

E-payment is important to reduce tax evasion and reduce "shadow economy, Electronic payment is one of important means of reducing tax evasion, in both income and sales, in many countries that have applied these methods and contributes to increase formal economy and thus reduce the shadow economy (informal economy).

Due to the existence of a strong infrastructure in Jordan, whether through banks or network systems and telecommunications companies, confidence in the infrastructure for the deployment of specialized electronic payment devices has been enhanced. Mobile, and Enhancing the cybersecurity system, which means providing security for all government and private networks, but some countries have achieved significant growth rates compared to Jordan, especially Saudi Arabia, Qatar, and the UAE. And the most important reason for this progress is the imposition of electronic payment mechanism in those countries, especially in government institutions and departments.

The most important reason for impeding progress in electronic payments is that not all government services are covered by electronic payments. but in 2018 was beginning of real test of the system in terms of number of payment movements, especially after government asked official departments to adopt electronic payment as an alternative means of cash payment, and The legislative environment in Jordan is supportive of spread of e-payment, especially after Central Bank of Jordan took effective steps to regulate the work of market. The Central Bank complies with the requirements and standards of international institutions, especially in the field of cybersecurity.

Ministry of Digital Economy and Entrepreneurship, in a statement, continued to work in cooperation with the Jordanian Central Bank to enable citizens of digital financial services in terms of creating necessary infrastructure for digital payment to be ready by beginning of 2020, where there will be no cash payments by government to citizens only through remittances For bank accounts or e-wallets, so government will stop receiving cash payments in ministries and government institutions during the year 2020 altogether to save cost and time on citizens and reduce the possibility of small corruption.

The importance of the transformation of Kingdom towards the concept of the digital economy, with the increasing spread of broadband Internet services and Smartphone's, which have become essential means to facilitate the daily lives of users, stressing the importance of electronic payment services to facilitate and increase the effectiveness of concepts of digitization and digital economy.

Banks operating in Kingdom have also been linked with billers in one secure system, so that citizens can view their monthly bills with these billers and know their value and payment electronically through several channels, including ATMs, Internet banking, or pay by cell phone through the system of payment by cellular phone. The system aims to link banks with the billers (such as electricity, water, telecommunications, and other entities), which makes it easy to inquire about the value of bills and payment through electronic channels available around clock easily and safely

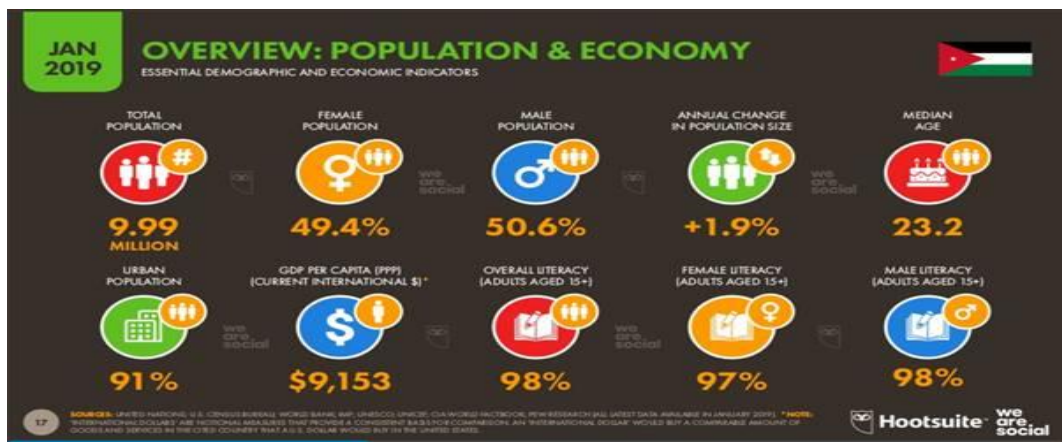
The Jordanian Central Bank has always sought to introduce innovative solutions in e-payment processes and take advantage of technological development to stimulate and accelerate economic development, harness digital technology, services to enhance the overall competitiveness of Jordanian economy.

More than 150 electronic payment services are belonging to 42 institutions from the public and private sectors From within or outside the Kingdom - with ease and effortlessly, most important institutions that have worked on application of electronic payment are Greater Amman Municipality, General Customs Department, Department of Drivers and Vehicles Licensing, Companies Control Department, Water Company, Amman Chamber of Commerce and Royal Jordanian and all 28 public and private universities, to collect their revenues electronically, security and immediate and recycled in wheel of economy to stimulate and accelerate economic development.

6.Evolution in the e-payment environment in Jordan

Jordan has made progress in the mobile payment environment; along with payment tools through it is an electronic billing system (e-bills). This made the World Bank recommend learning about the Jordanian experience of many countries in the world.

The below diagram represents the population and economy of Jordan as per Jan 2019. With ~91% of the urban population and 98% of literacy rate, indeed Jordan could be termed as a literate country



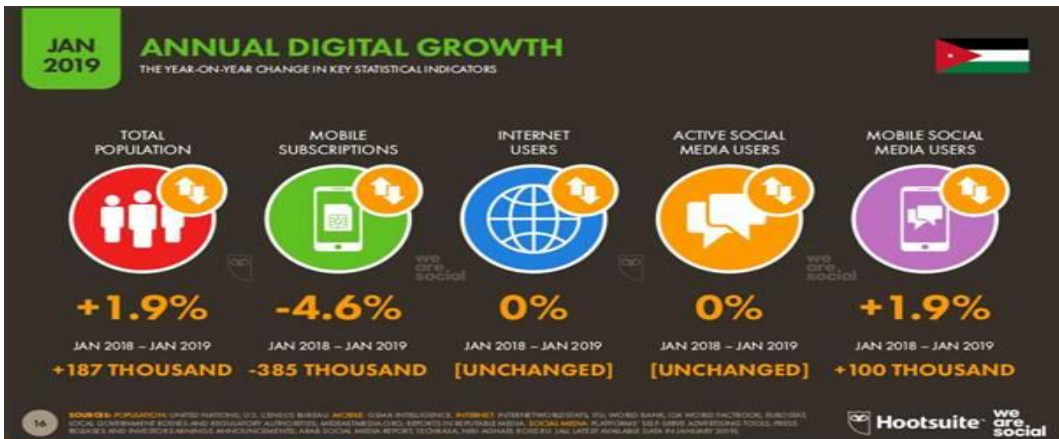
In the late 1990s, the Jordanian government adopted the goal of developing an intellectually competitive IT industry, one that attracts both foreign and local investments, generating high-value jobs, and producing substantial levels of export. Initiatives have been taken to implement Internet-based technologies to help facilitate the desired social and economic development.

The below diagram shows the stats of users in Jordan that have a mobile subscription, use the internet, social media and social media via mobile phones.



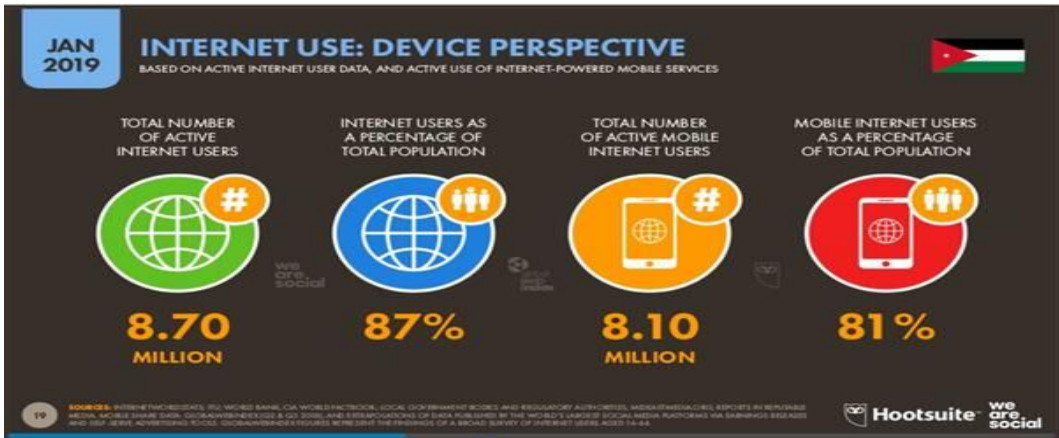
Jordan – Internet, Mobile, Social Users in 2019
 Source: <https://datareportal.com/reports/digital-2019-Jordan>

And the below diagram represents the annual digital growth i.e., the year-on-year change in key statistical indicators.

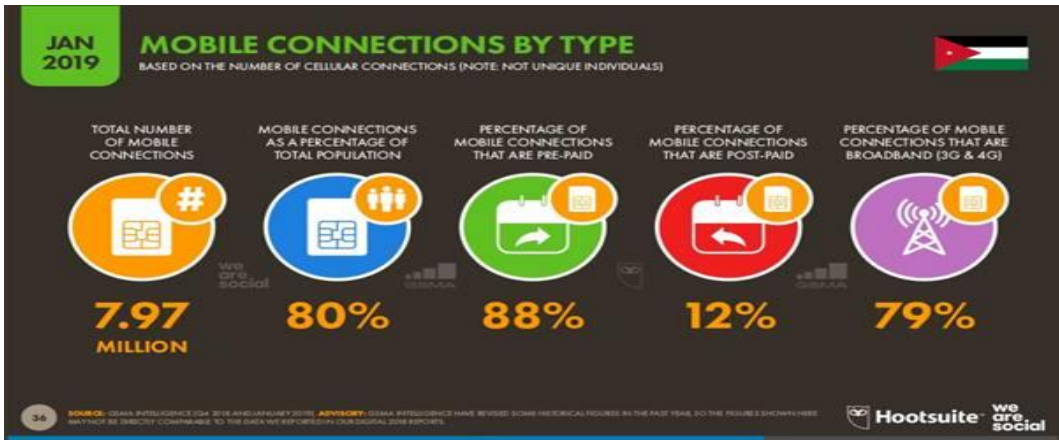


The interesting point is that although Mobile subscriptions have seen a decline, the increase in population is almost equal to the change in mobile social media users.

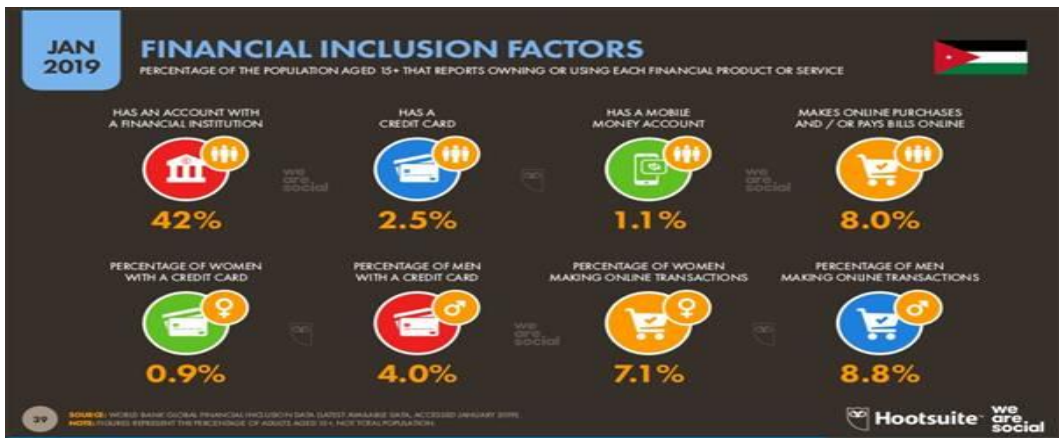
Here is another diagram highlighting the number of internet users; it is worth noting that of the total 87% of internet users, 81% use the internet on mobile.



Another data set specifically on Mobile Data plan says out of 80% of mobile connections, 79% are using 3G/4G.



We see that Mobile with an active internet/data connection is on the rise in Jordan seems true. But unfortunately, mobile and data plan is not being used efficiently, and there is a lack of financial inclusion, bill payments and mode of payment for shopping is still in cash. The below diagram shows stats in detail.



But Jordan who has a literacy rate of almost 98%, where 80% of users can afford a Smartphone and a 3G/4G connection, only 42% have a bank account, and only 8% have made an online purchase.

So I think using the mobile + 3G/4G to be improved using it as a mobile wallet in Jordan. We certainly believe that the tiny handset connected to the internet has the power to change the Jordan economy.

7.Opportunities for Mobile Industry in Jordan

1.Influx of Refugees

As of August 2009, Jordan hosts over 660,000 Syrian refugees – around 48% of them children. The vast majority (about 80%) live in urban areas

2.The high percentage of youth

Almost 70% of the total population in Jordan is under 30 years of age, and people between the age of 15 and 24 years is nearly 22%, making a majority population of youth in the country. Being tech-savvy and early adopters of technology, mobile penetration is at its peak in the nation.

3.Emerging networks and services

fixed broadband network is growing with national broadband network fiber-based deployment well underway. Firms like Orange Jordan launched 4G+ services in 2018, Banks Can join with their Mobile Financial Services in Jordan

Robust Infrastructure and Push from Regulatory Authorities

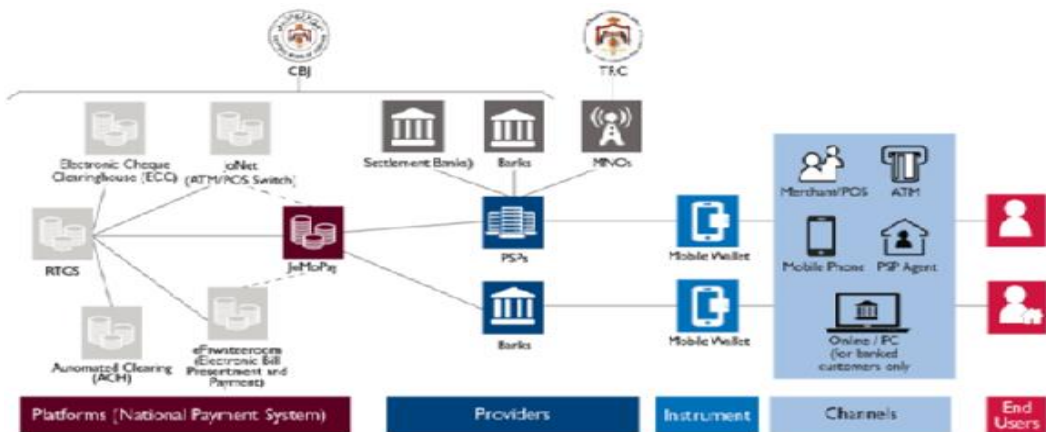
Jordan has a sound regulatory environment and working on numerous ongoing initiatives-

1. The Central Bank of Jordan released a circular on mobile payments in 2010 and published a regulatory framework in December 2013 for mobile money, which went into effect in March 2014.

2. In 2016 the Central Bank of Jordan issued a Mobile Payment Service Operational Framework that clarifies the structure of processes, techniques, limits, and operational environment of mobile phone payment service.

3. As shown in the diagram below Payment infrastructure of Jordan is robust and highly developed for banks, NBFCS and PSPs [Payment Service Provider] to support domestic and international payments.

4. The Mobile Infrastructure offers a reliable and robust broadband network at an affordable price, also equipped with nationwide wireless access. As per data presented in the report, it indicates that the internet and mobile phone coverage were above 100% by 2017. Even the # of computers in every household was 55.8%, and internet access at home was 55.8%, and individuals using the internet were 66.8%.



Jordan can benefit from electronic payment technologies by expanding its services to

- Services for rural and remote customers
- Targeting refugees
- Network proxy support
- Simplification of financial procedures

Mobile phones and the Internet is a game-changing economy. There is a great opportunity to accelerate inclusiveness without the need for additional infrastructure investments. Mobile wallet is not only a solution for a wide range of individuals in Jordan but also serves businesses, SMEs, B2B and government institutions in the digitization of payments and finance.

Also, may create a new problem is unemployment, which is feared to affect some employees in their privileges and positions, although Jordan is one of the key countries in the region that possesses qualified, trained and experienced manpower in addition to distinctive entrepreneurial ideas.

One of the basic components of e-government infrastructure is e-government payment, it's a foundation stone in construction and development of e-transactions, where it allows citizen to complete his transactions and pay fees and dues electronically, through an efficient and reliable electronic payment process safely and easily, through which all qualified providers of electronic payment services (from Banks and financial services

institutions) provide their services for electronic payment through the portal after linking to them, and through different systems ranging from electronic money transfer from an account to account, credit cards, and debit cards, And through cash payment centers distributed in all regions of Kingdom or prepaid cards, cellular phone future.

Recently in Official Gazette issued Electronic Payment and Transfer System for year 2017, The system aims to regulate activities of payment services and electronic transfer of funds, such as payment services, transfer, financial settlements, electronic clearing or issuance and management of electronic payment tools and systems in Kingdom in a manner that meets and reflects arrangements of new payment systems, participating business models and payment products.

The system focuses on role of Central Bank of Jordan in supervision and control of activities of payment services and electronic transfer of funds, with aim of enhancing robustness, efficiency, and effectiveness of payment, clearing and settlement systems, in addition to achieving transparency, efficiency, competitiveness and protection of financial consumers in the payments sector.

New system will have a positive impact on improving safety, efficiency and effectiveness of payment, clearing and settlement systems in Kingdom, recognizing their importance as a vital part of economic and financial infrastructure in Kingdom, and a key building block for timely and safe completion of financial transactions, in addition to reducing systemic credit risks, and ensuring Financial and cash flow through components of national payment system and facilitating money cycle in economy to enhance economic efficiency.

It will also contribute to increasing confidence of users of e-cash and various payment instruments and tools by enhancing technological and institutional development of payment, clearing and settlement systems, as well as achieving transparency, efficiency and competitiveness and protecting financial consumers in payment sector in Jordan.

E-payment is no longer an option for countries seeking to apply concepts of digital economy and digital transformation, and importance of electronic payment services, and payment of bills electronically to citizens, which is basic service provided to benefit of Central Bank of Jordan, because of these services countless benefits in facilitating citizens, companies and institutions both public and private sectors save time and effort on both sides.

Banks also worked to link to billers and allow a citizen to view and pay his various bills electronically, especially after the circulation of government and obligation of government agencies to apply service within their systems and to obtain the price of services from citizens.

E-management brings many benefits at the local level politically, economically and administratively by Simplify processes and reduces costs by reducing procedures and reducing service delivery time, and Encourage innovation in management. Such as:

- 1.The adoption of e-mail as a rapid means of transmission of administrative correspondence, requests and complaints, and responses.
2. Applying accounting and budgeting systems quickly and effectively.
- 3.transmission of meetings via the Internet through recording or broadcast live.
4. Increase administrative efficiency and improve internal and external communication and improve the level of services.

The importance of electronic management in:

1. Ability to handle huge amounts of information.
- 2.Ability to handle large numbers of users and beneficiaries.
3. Facing increasing and controlling information.
- 4.The need for continuous communication between employees within the field of work.

Implications of Electronic Management on Quality in:

1. Cost-effectiveness of service
2. Ease of follow-up and clarity of service
3. Increased effectiveness and efficiency of the Organization:
4. Accuracy and speed of service delivery
5. Quality of service
- 6.Transparency in service delivery

The importance of electronic management:

1. Improving the performance of the organization
2. Reducing administrative complexities
3. Improve decision- making
4. Improving relations within an organization
5. Change the image of organizations

Investment in technology is an important factor for success and future growth in the management of administrative institutions in general. It no longer gives desired results, which has made e-services become a practical and realistic work in various sectors.

Transparency at the organizational level intersects with the concept of accountability as "the process by which everyone in the organization expects to answer someone's questions on a subject". This means holding individuals and organizations accountable for performance that is measured as objectively as possible.

Transparency and accountability are some of the important new values embraced by management technologies as they improve or deepen trust, which combines accountability and quality improvement through the free flow of information, which will reflect positively on performance.

The performance of e-services requires a set of infrastructure to ensure the proper functioning and ensure the safety of its activity. These infrastructures are shown in the following:

- Technical structure

- Modern technology of operations
- Human qualifications capable of achieving e-services
- Awareness and community culture of electronic operations

Most important recommendations for the application of electronic operations are as follows

- Existence of a broad network of all relevant authorities and connected to the Internet
- Preparation of a plan to train human resources on e-activities.
- Work to establish an administrative organization that coordinates contracting parties in a wide and detailed manner.
- Establishing interactive websites that take care of customer's ability to deal with services remotely through the Internet.
- Preparation and establishment of laws and legislation that would protect electronic transactions.

Factors influencing the intention of using e-banking services in Jordan:

Today, the best banks are aware of the need for more complete and modern services that go beyond traditional offerings, the concept of e-banking is based on development, design, and implementation of online financial services

Despite benefits of e-banking and huge investments made by banks in the application of Internet banking technology, many customers are reluctant to use these services [18].

There is considerable variation across the Middle East in the deployment of online banking. 91.9 % in the United Arab Emirates, Saudi Arabia (64.7 %) and Jordan (45%). This low adoption rate is disturbing for banking institutions [19].

It has become necessary for bank managers to understand factors that can hinder or facilitate acceptance and use of e-banking services, and enable them to formulate strategies to improve the handling of Internet banking, But adoption behavior of e-commerce consumers is often difficult to predict because of complexity and uncertainty of decision-making.

Electronic Business

It is the conduct of all carried out by Department through an electric network connected, as well as connected to the information network, that is, the electronic business includes both trade and marketing and electronic management, conversion of all traditional functions to electronic form.

Characteristics of electronic management

Electronic management is characterized by several characteristics that distinguish it from traditional management are summarized in the following:

1. Speed Management: Providing required information and data in the performance of services super fast
2. Paperless and time-free management: Dispensing with paper handling and replacing it with mail, electronic archives, voice messages and automated follow-up around the clock, enabling citizens to access service at any time they wish.

3. Management without error: Where gives accurate results and certainty there is no room for error based on data.
4. Management based on reducing costs: where a lot of office tools are dispensed
5. Management of ease of use and simplification of procedures: Reducing bureaucracy and shortening stages of completion of transactions, based on ease of use by completing procedures smoothly and simply, and thus access to information quickly .
6. Transparency-based management: reduces uncertainty and corruption, transforming the relationship between management and citizen
7. Management is constantly changing: regularly seeks to improve and raise the level of performance is always in a state of constant change

The requirement of e-payment :

A. linking mechanisms of electronic management to improve services

1.Planning: functions of electronic management and electronic planning have the following features 15:

*It represents a dynamic process towards achievement of short-term goals that are identifiable and continuous and continuous development.

*Beyond traditional idea of division of labor, where employees can contribute to electronic planning at any time and place.

*It is more effective in keeping abreast of developments by relying on the rapid flow of information through local and global networks.

2. Organize

Electronic organization is more effective and flexible, because it allows co-operation and communication between different administrators everywhere and quickly, through an internal network of management because of an organizational structure based mainly on small units and from the organization that highlights role of direct president to multi-direct organization, and detailed regulations to Self-managed teams, from central to multi-center power.

3. Audit and Control

Real-time electronic monitoring allows for immediate monitoring, allowing us to reduce the time gap between error detection and correction because it is a continuous process that reveals a constant deviation through a continuous flow of information.

4. Leadership

Electronic leadership makes manager be everywhere and have all the information and connects to all employees on the internal network, or dealers through an external network, and electronic leadership is divided into three types:

*Scientific technical leadership

*Soft Human Leadership

*Self-leadership

8. Requirements and stages of application of electronic management

Through international experiences in developed countries, there must be many possibilities and requirements for transition to electronic management, including:

First: Administrative Requirements:

1. Need to develop a strategy for building and establishment plans, including a department or body at the national level with functions of planning, follow-up, and implementation.
2. Providing infrastructure of electronic management as an advanced information system by providing appropriate technology and keeping abreast of its developments.
3. Need for a qualified workforce possessing skills and abilities, for example, to identify skills and abilities to be available in staff.
4. Development of administrative organization, fundamental changes in administrative structures and creation of new functions, in line with the transition to electronic management.
5. Establishing necessary legal legislation defines the legal framework, which regulates the dissemination of information and preservation of secrets and guarantees the rights of all parties concerned, and punitive measures for those involved in cybercrime.

Second: Economic and social requirements

Helping the community to understand the importance and necessity of transition to e-management, and the advantages of applying technological means in administrative work, with the allocation of sufficient funds to cover spending on e-management projects. This helps organizations to obtain information quickly and improve service and ease of communication, and reduce economic cost among customers.

Third: Technical Requirements

Providing necessary equipment and techniques for the success of the project, such as hardware, software, and making them available for use until the success of electronic management

Fourth: Security Requirements

Security of information, whether related to archiving or electronic storage, or confidentiality between institutions and make it safe for all, through the development of accurate security policies for information technology

10. Conclusion

We conclude in end electronic management is an important means of transition from traditional administration, which did not provide service to individuals to achieve public service in an electronic framework, and transition from direct contact with citizens with public utilities to virtual communication across different electronic networks and thus electronic management is new method And contemporary to provide services to raise the efficiency of performance and reduce routine procedures suffered by citizens simply provide information and data to take advantage of revolution of technology teachers.

electronic administration helped to get rid of many of problems that are achieved through service of public for individuals, including shortening time and speed in obtaining information and documents, as well as quality of services, time and place barriers in general as well as through good management of public utilities In State, which leads to speed in responding to requests and thus electronic administration is the only wheel that contributes to management of utilities for public and optimum realization of public services, which facilitates social life of individuals and ease of dealing with management and elimination of bureaucracy and paper management.

Governance plays an important role in developing and strengthening the global economy and businesses, especially after globalization and market opening. Good governance will enhance the integrity of financial statements that important for users of financial statements to obtain confirmation that data is reported and measured correctly, and displayed fairly, unbiased and accurate for decision-makers.

This paper aims to identify nature and types of electronic payment systems instruments applicable in Jordan, how its effect on corporate governance especially on transparency and disclosure, and the challenges associated with it, by focusing on identifying the most important factors affect disclosure and transparency in Jordan and how it will be affected by e-payment. Between the application of electronic payment procedures and governance.

Jordan has a good development in the fields of commercial banking and now begins to apply in government transactions, there are many studies have been done on advantages of electronic payment without addressing its effects on enhancing governance through transparency and disclosure and impact on final financial reports of government and companies.

Through this paper on e-payment, it has become urgent and necessary to keep pace with development in developed countries, in terms of the use of information and communication technology. The Arab countries tried to develop certain strategies for the transition to e-payment.

1. application of electronic payment requires the provision of basic requirements for its establishment, such as the provision of infrastructure, and preparation and rehabilitation of human element, and enactment of necessary legislation.
2. application of electronic payment is reflected in increasing the efficiency and effectiveness of the work of governments, in addition to improving and facilitating a working relationship between different government departments and citizens.
3. There is a clear disparity between Arab countries, where some countries were able to succeed in projects of transition to electronic payment and took a prominent position in the global ranking, led by the United Arab Emirates and Bahrain.

4. Gulf countries are considered one of the leading Arab countries in the field of applying electronic management, due to great importance given by their leaderships, and to provide requirements of success at all levels.

5. Some of the most important obstacles that some Arab countries have objected to and are still facing to implement electronic payment

A. Lack of provision of infrastructure and weak financial allocations

B. Lack of sufficient attention and awareness of the project of applying e-payment by governments of these countries and making it a priority for the development of management.

C. Not involve all partners in the project of electronic payment, government departments, private sector, and civil society, this project is not only assigned to one sector such as Ministry of Information and Communication Technologies.

Recommendations

Based on the above, until all Arab countries join development in the field of application of electronic payment needs of them:

1. need for serious and effective attention to the project of electronic management on the highest pyramid in State, such as the establishment of a higher body with participation of intervenes, whether from government agencies or private sector, to ensure strategic planning for the application of electronic management.

2. need to accelerate overcoming obstacles that hinder the application of electronic management and to find necessary solutions for them in some Arab countries and try to bridge the digital divide to reach what has reached countries of the developed world in this area.

3. Provide an encouraging investment climate in the field of modern information and communication technologies

4. need to know successful experiences both in the Arab world or in other countries, to benefit from them and strengthen the desire to apply electronic management information society in which information has become the main source of competitive advantage, what is known as a digital economy by working to transform administrative functions of public utilities from their traditional form to electronic to achieve a public benefit to enhance transparency, democracy, and accountability.

The ICT revolution has been one of the most significant changes in the characteristics of Information Society and thus transition from industrial age to information age, which has become a new economic resource and capital of institution that is moving towards a competitive advantage industry.

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