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# E-management Combined with Empathy, Path to Success for a Higher Education Institution

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**Abstract**: *Many universities have a presentation of all activities, events, teaching staff, research, so on.. Also, these higher education institutions provide in online system information of interest for students and MA, but also for those outside the institution.*
*This ITC component becomes a very important "brick" in the vast information and digitalization system. Therefore, from one side we deal with e-management, based on ITC technologies in order to improve universities' governance.*
*The electronic management is considered today, especially post-pandemic, the most important applications of technology of information. And, by consequence, not only young people who have skills to the digitalization field, but also other people to interact with the academic e-management to get, in a minimum of time, all the desired information.*
*Universities must be more flexible, exactly like the new labor relationships, in using new technologies, both in management and education programs.*
*On the other hand, it is mandatory to use empathy in teaching and practice with students or MA, in which the teacher ↔ students relationships can progress and ensure a higher quality of the education.*
*Basically, the study is based on my own experience and of my fellow colleagues, taking into account my responsibilities within university and faculty.*
*This approach, combined with the survey of specific literature and others experiences, configure the frame for the observation of empathy functioning and increasing possible results.*
*We consider that in a reasonable combination the two sides presented have a meaningful impact on the activity of the institutions and on the preparation of the future specialists.*

**Keywords:** *higher education, e-management, governance, empathy, performance.*

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## 1. Approaches to the issue

Many governments then decentralized part of their responsibilities to universities while strengthening autonomy, in order to cope with these new burdens, the governance of universities was transformed.

Education has always been high on the agenda of governments in Morocco. The observed deterioration of education has prompted politicians to introduce reforms in the education system.

In terms of governance, the new reforms have put in place several attempts to correct the problems of public higher education, especially.

A qualitative e-management contributes to strengthen e-governance at each and every level, even in a sustainable manner. It is a part of public services, in this era of digitalization, existing a so-called *ex-ante empathy,* meaning, supportiveness, doing more human the activities through online activities on the necessity of improving citizens and government institutions or, in our case, the relationships within higher education institutions (Rancordas, 2021).

But, further, we think that it is necessary a continuation of exercising empathy in the next levels of teaching-learning or after graduation in Alumni meetings.

### *E-management/e-governance*

E-management in its structure as technologies supporting management is designed for future organizations in facing future challenges (Liu Yao, 2011). We have already arrived at intelligent firms/companies, integrated in the activities of universities as an intrinsic support of well-functioning of them.

Electronic management or online management, or e-management introduced in real applications in the developed countries, but in addition developing countries and those countries in the transition period to the market economy begin to apply this concept (Trifu et al., 2017).

This modern term consists of two words a sentence management and electronics, management deals with the art of fulfilling the tasks of the manpower working in the organization (university) to reach the desired goals to the student and staff, and the main operational functions are planning, organization, control, and decision-making (Terec-Vlad & Trifu, 2014; Trifu & Terec-Vlad, 2015). Also known as the organization of tasks within the limits of available resources, monitoring and directing staff to complete in order to achieve the goals set to the university (Ghazi I. Raho, 2015).

### *Empathy*

According to Eisenberg and Strayer (1987), empathy is an "emotional response that stems from another's emotional state or condition and that is congruent with the other's emotional state or situation". Singer (2006) defined empathy as individual's emotional state resulting from the observation or imagination of another person's state. Baron-Cohen (2012) defines empathy as, "our ability to identify what someone else is thinking or feeling, and to respond to their thoughts and feelings with an appropriate emotion".

For the purpose of the study, it defines empathy as awareness of other individual's trouble in the struggle to achieve his purpose that he thinks important for his goal. Within organizational context, employees' empathy refers to employees' awareness the obstacle that organization faces in achieving its purpose that they think important, and which without their contribution, the struggle could be in vain. That's way they are motivated to contribute as they can to reduce the burden.

*The empathy,* as we already affirmed, it's a powerful way/instrument to connect people, in our case, teacher and students. We consider that, well managed, the capacity of empathizing with someone else helps to better understand what are the behaviour's drivers for students and to do the proposed activity successfully together.

*The feedback process* is essential in Higher Education. the teacher's intention is to see, where the specificity of the course permits, to listen the students, to understand their opinion regarding the subject in discussion, or other major issues of the day, broaden in this way the knowledge about what's happening in our lives and environment (Dolby, 2012).

## 2. Methodology

Basically, the study is based on my own experience and of my fellow colleagues, taking into account my responsibilities within university and faculty.

This approach, combined with the survey of specific literature and others experiences, configure the frame for the observation of empathy functioning and increasing possible results.

We used, thus, *a qualitative research* based on observation, following the online presentation of different universities, the appropriate platforms construction, and knowing answers from alumni representants, graduates and MA, no matter the higher education institution, to understand and affirm that a combination between e-management and empathy is probably

the best solution for an efficient, qualitative and profession-oriented teaching-learning-practising activities.

We consider a sole *Hypothesis to work with*:

*Hypothesis # 1*: The students, consumers of higher education services are satisfied with the persevering pursuit of the professional goal?

That is, following the online information, from click to click, to get the desired professional achievements, using technical and quantitative methods of communication.

## 3. The optimum combination

Many universities now have a "ICT cell", a technical and even pedagogical assistance services and often even a vice-president in charge of these issues, or at least a project manager. ICT is the showcase of the information society for pedagogy. But ICTs, more generally, touch the heart of the university's major functions: training, professional integration, research, HRM, steering, financial management and accounting.

Each of these functions, already structured by several IT tools, is now on the verge of becoming a "brick" in a vast information system.

As the migration flows, including labour force, are oriented from East to West, the same the intention of studying in Western universities/colleges from young people from East.

According to the 2022 Global Peace index, the Netherlands is **one of the world's safest countries** and the OECD's Better Life Index cites it as one of the happiest. Finally, thanks to the country's location and excellent transport links, most of Europe's capital cities are no more than a few hours away.

But, the second European example is more significant. Austria is ranking 5th place in this list, compared to Netherlands, 21sr.

In fact, we are dealing with 2 (two) levels/stages of them issue in discussion:

1. **The e-management of the university (the virtual/digital approach or making contact);**
2. As a natural consequence from the first level, **this level is represented by the teachers who hold the onsite courses, or improve the students' training also onsite**.

Specifically, in our analysis we used some examples from universities around the world.

The first one regards the famous American university Harvard, established in 1636. This one is a private and not-for-profit higher education institution, that means that the revenues must be reinvested into the institution, in order to fulfill its educational mission.

Those wishing to study, or those interested in this university offers, can go online on the website www.hbs.edu where from the first view we get to know several aspects of online activities, such as:

- Business essentials;
- Strategy;
- Leadership & Management;
- Finance & Accounting;
- Entreneurship& Innovation;
- Business in Society

and, further clicking, or accessing other Harvard-related sites to find out more information about the entire or range of activities provided by this higher institution organization.

Thus, on another side, www.extension.harvard.edu there are presented the *on-campus/in-person ciurses*, appropriate in taking individual courses (the course considered a passion, un upskill, or refresh the existing knowledge). Indeed, in these cases, the interaction with skilled teachers is more pregnant and phenomenon of empathy is more present.

Continuing to emphasize the importance of Empathy, we'll focus on the Research activity of Harvard University, in fact renoun centre in this field. A last minute information reveals the action of Mark Zuckerberg and Priscilla Chan who gave $500 millions gift to launch a new research institute focused on intelligence (Gardizy, 2022).

We consider that, even in such a technical, mathematical field of research, we may say that it is quite necessary a quantity of empathy to understand each other feelings, approaches and aspirations.

Another example is that one of Amman Arab University-Jordan (www.aau.edu.jo/en/):

- E-gate (in fact, the main portal to see the domains and activities of the university);
- Graduate student's department;
- Programs & Fees;
- Administrative;
- Research;
- Conferences & events.

are the main categories of information within e-management platform.

The same elements and analysis at the same time at Sultan Moulay Slimane University in Morocco (Elhissi, Y et al., 2022).

This selected sample of universities is completed with another private one, but of public utility, "Petre Andrei" University of Iasi, Romania. Also, the e-management is represented by information about the university, faculties, teachers, events, admission to faculties/colleges, students... (www.upa.ro)//.

All these institutions of higher education bring us, online, the possibilities for study in the desired or specific domain for each candidate. Furthermore, to continue with MA studies, or even doctoral programmes.

Of course, the candidates and the students follow the desired courses in order to get or improve their knowledge, their skills, that is to perform at the chosen job or workplace. And here, in the higher education, it intervenes a second level, a qualitative one, we may say: the empathy of teachers/professors and, even, of the colleagues. The way knowledge and practical applications are transmitted, so the impact on the future specialists, decisively depend the individual material and spiritual earnings (happiness), as well as the evolution of the respective firm/company.

In the analysed cases, but also in other businesses' situations, *empathy* has to be understood as *a support* for the teaching-learning-practising in higher education. It leads to a higher motivation of students, to the increase of skills and abilities in the desired domain, leads to the pleasure of work and learn.

We must understand that this aspect/level comes after the previous completed stages, including information provided through e-management. Indeed, clicking on Internet, first of all, the potential students are watching what is European or international offer. Why is better to study in X, or Y country? Example, Austria, which has become a popular international hub for students all over the world. Located in Central Europe, the country ranks 16th in this year's ranking of universities with the best student cities. Add to that a cost of living estimated at € 1,000 and the fact that there are universities with less or without tuition fees, it's no wonder why many students choose to study in Austria (www.ziarulromanesc.at 2022).

**As results**, we can emphasize the followings:

1. An easy use of online communication from the part of higher education management and more understandable information for the students or future candidates;
2. A quite determination both from actual students, or possible future ones, regarding the field in which to apply or to follow courses;

3. Also, due to the online information/e-management, the possibility to be informed about the labor market in the desired field, so that the match between the nature of the job and the higher training/education to be as complete as possible.

## 4. Conclusions

E-management impacts university governance. The upheavals in higher education system mean that university management must be constantly revised and adapted, accordingly to the latest information, news in the higher education system, but also specifically on the fields addressed within the institution.

Other than the functional aspect, we are convinced that the development of the managerial capacities of the public higher education system's executives remains a crucial step in the great task of establishing good governance in this system. Even we speak about State universities, or private ones, but all of public interest. For this reason, we plan to extend the present research by another one considered complementary; whose objective would be a methodological proposal of some managerial practices considered essential for a good university e-governance, in the benefit of each party involved in.

But, we never lose sight the quick changes and demands from the labour market, hence the necessity of updating the academic offer and a higher support for a psychological training also.

Empathy works in different ways. It comes from knowledge of other's experience, conjuring up the sense of one self's experience. The necessity to support the enact behavioral performance totally comes from within, exactly from interaction with oneself inner side. The force comes from consideration between psychological cost and gain in deciding behavioral performance. No matter how close empathy and behavioral performance is, the absence of explicit rule, social sanction and expansion makes distance between the individual and other people he or she observed linger.

An ICT cell or a specialised department is necessary in each and every university, if a new, efficient management is desired, close to the requirements of those wishing higher education and performance in practical activities.

We consider, hence, that a reasonable, not mandatory combination/mix between digital/online information and management and the phenomenon of empathy is beneficial in the higher education activities.

Above all, the matter which interests is the *match between the job nature and the training of the graduate or employee*. In these conditions, the productivity will be higher, higher earnings, higher wages and satisfaction for the employees and profit for the firm/company.

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