

The Impact of Governing Factors on The Change Toward t-Government

Sameer Alshetewi, ¹Dr Robert Goodwin, ²Faten Karim, ³Dr Denise de Vries

Abstract

Many countries around the world are currently investing significant sums of money on technology to modernise their services and improve the quality of their services being offered. They are seeking to adopt e-Government platforms by using information and communication technology (ICT) to improve the efficiency and effectiveness of services being provided to their citizens, as well as other government agencies. However, they have not achieved the desired results because of the lack of integration between different government organisations. Therefore, an increasing range of public services are being offered over the Internet. In many countries a plateau has been reached regarding the delivery of new services and now the focus seems to be on looking for improvements by integrating governmental processes over the Internet. In other words the focus is no longer on the increasing the range of services, but on integrating existing services together in order to create ease of access and improvements in service. Many nations have started shifting away from the original concept of e-Government towards a much more transformational approach (t-Government). This study addresses the Governance factors that influence t-Government based on a literature review of the studies related to t-Government.

I. Introduction

The concept of t-Government is replacing the concept of e-Government. It is the highest level of online government programmes [1]. The transformational phase, or t-Government is seen as a dramatic change in the way government s services are provided both internally and externally. This ultimate stage in providing e-services it is often referred to under different names such as horizontal integration, transformation, transforming government and fully integrated or single point of access [2].

[1], point out that, t-Government can be defined as a managed process of ICT-enabled change, which puts the needs of citizens and companies at the centre of the process and which achieves significant improvements in the efficiency and effectiveness of government.

The transformational phase is the most challenging phase to fully comprehend. This paper identifies the governing factors (strategy, stakeholders, leadership, and citizen centric) that influence the change toward t-Government. Next section gives an overview of the governing factors in more details.

II. Literature review

There is still insufficient research regarding the critical factors that affect transformational government (t-Government). This literature review discusses some of the popular governing factors that have been identified (strategy, leadership, stakeholders, and citizen centric legislations) as affecting t-government in more details as follows:

A. Strategy

The most critical element that has been identified in t-Government is a commitment to the objectives of the transformation [3-9]. This often requires a paradigm shift in an organisation's thinking and strategic direction [5, 10]. The central government needs to develop a national agenda or strategic plan for t-Government [8, 11]. At the same time, the central government needs to propel government departments to align their own t-Government goals to this national agenda to enable t-government interoperability across society [4]. Therefore, it is essential that the strategy for the transformation to a t-government is translated into an effective and clear roadmap that can be easily interpreted and followed by all government departments and that the requirements and responsibilities of each department are clear [5, 12]. After a roadmap is created, it is essential to set clear objectives and goals, and for these goals and objectives to be agreed upon by

different government departments [4, 13]. Without a common set of goals and objectives it is difficult to plan projects that span multiple government departments [5, 6]. Therefore, there is a need to clarify the roles and responsibilities of each government department that is involved in the transformation project and there must be a coherent shared vision of goals and directions [3, 9]. This is a challenging task as government departments are run according to different missions and purposes and according to different priorities [5].

B. Stakeholders

The support of stakeholders is an essential element for programs that seek to integrate different government agencies. The identification of stakeholders and an understanding of their relative level of influence is essential for the success of a t-Government program. Several studies have highlighted the importance of stakeholder involvement in government integration projects [9, 10, 14, 15]. Many stakeholders are usually involved in integration projects including IT departments heads who make decisions about whether to engage in integration projects; project managers, especially those who lead they integration projects; support engineers who will be actively involved in the implementation of integration projects; and system integrators, whose technical expertise is required to make the project successful [14]. However, coordinating with the wide range of stakeholders is challenging [16]. Government departments should start by identifying the stakeholders who are critical to the success of the project, prioritize their relative level of knowledge and expertise, and make decisions regarding which stakeholders are the most important at different stages of the t-Government integration project [12, 14].

C. Leadership

Leadership is critical to that success of t-Government initiatives [9]. It is important to have leaders with sufficient levels of authority to access resources and mobilise support to achieve t-Government [4, 12, 17]. Leadership is needed in order to communicate a coherent vision for an initiative, build support for the vision, and to reach out to the leaders of other government departments in order to get their support for the t-Government initiatives. Sharing leadership authority across government departments is important because of the need to integrate the different departments [17, 18]. Also, the required level of t-government requires special leadership skills to cultivate the appropriate management to support the transformation to interoperability [19]. These skills include the

ability to develop strategies, manage technology, and engage stakeholders [11]. A charismatic leader with sufficient knowledge of information technology is one of the most essential requirements for the government when implementing a t-Government project [20]. They can speed up the process of integration of the different government departments by gaining a long-term commitment of resources, and they can ensure that there is smooth and efficient cooperation between the departments [11, 20].

D. Citizen Centric Design

A citizen centric design involves the provision of services from the end-user’s point of view rather than the perspective of the government department [2, 21-24]. A t-Government project should have a citizen centric design. However, citizen-centric service delivery is a complex issue with many perspectives that need to be considered at the very beginning of a transformation project. The provision of citizen-centric service has been identified by some researchers as a critical success factor [23]. Therefore, t-government should be provided in a way that enable citizens to easily access information and complete their transactions. In order to assess the level of success of the provision of citizen centric services end-user satisfaction should be regularly measured [2, 21-23].

Table: (1) Governing Factors Influencing t-Government in the Literature

Latent	Observed Variables	References
Strategy	STRA_E_GOV	[8, 10, 17]
	STRA_COMITMENT	[4, 5, 10]
	STRA_PLAN	[4, 6, 7, 12, 25]
	STRA_GOAL	[4, 10]Ramaswamy(2009)
	STRA_VISION	[8, 10]Ray(2009)
Stakeholder	STAK_INVOLVEMENT	[6, 10, 14, 15]
	STAK_COMMITMENT	[9, 15]
	STAK_MANAGMENT	[12, 16]
	STAK_CORPORATION	[6, 14]
Leadership (LS)	LEAD_TOP	(Lam 2005, Soares and Amaral 2011)
	LEAD_INTERACTION	(Department of Finance and Deregulation 2009, Ray, Gulla et al. 2009, Soares and Amaral 2011)LEAD_INTERACTIO N
	LEAD_SUPPORT	(Department of Finance and Deregulation 2009, Ray, Gulla et al. 2009, Pardo, Nam et al. 2011, Soares and Amaral 2011)
	LEAD_STYLE	(Scholl and Klischewski 2007, Elnaghi, AlShawi et al. 2009)
	LEAD_STRONG	(Pardo, Nam et al. 2011)
	LEAD_CORPORATION	(Department of Finance and Deregulation 2009, Ray, Gulla et al. 2009, Pardo, Nam et al. 2011, Soares and Amaral 2011)

Citizen centric (CC)	LEGI_CITIZEN_CENTRE C	(Karim 2003, Themistocleous, Irani et al. 2005, Irani, Sahraoui et al. 2007, King and Cotterill 2007)
	LEGI_CITIZEN_FOCUS	(Karim 2003, Themistocleous, Irani et al. 2005, Irani, Sahraoui et al. 2007, Chatfield and Alhujran 2009)
	LEGI_MEASURMENT	(Karim 2003)
	SERVICES_QUALITY	(Karim 2003, King and Cotterill 2007)

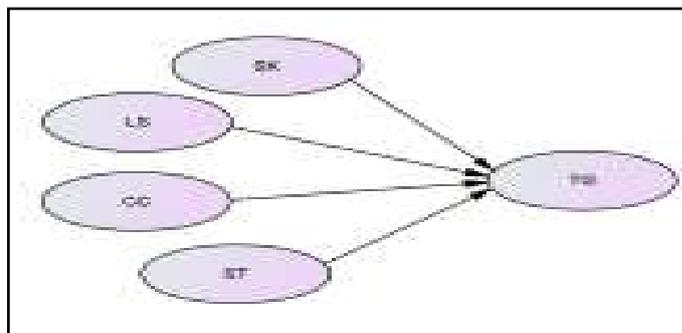


Fig. (1) : The impact of governing factors toward t-Government

III. Conclusion

This paper identified the governing factors for successful t-Government within the public sector based on a literature review. There are several significant issues that lie ahead, including the development of the correct research instrument, validation of the instrument, and the collection of data from the most appropriate entities. Empirical studies of the governing factors that influence t-Government can lead to a model to better support t-Government, such as refining the current stages of growth models to reflect the complex nature of transformation and the difficulties in achieving a stage of transformed government. Such a model could support decision makers and present them with key information and areas for focus in establishing t-government, as well as enhance e-government officials and decision makers understanding and their ability to respond to challenges to providing t-government.

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