E-GOVERNMENT IMPLEMENTATION SUCCESS ASSESSMENT: A CONCEPTUAL FRAMEWORK

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ABSTARCT

The purpose of this study is to develop a framework to evaluate the success of the implementation of electronic government from the citizens' point of view. The objective of the study is to consider the G2C approach (Government to Citizen) because the role of citizens is extremely important when considering whether the general provision of electronic services is up to expectations or not. G2C services include information on public policies, employment and business opportunities, voter information, e-tax filing, registration or renewal of licenses, payment of fines, information on government forms and services, and sending comments to government officials (Wang et al. , 2008).

This study is designed to develop a framework in an electronic governance context to assess the effectiveness of e-government services and determine the electronic satisfaction of citizens in e-government that can have a significant impact on effectiveness and success implementation of government projects.

Key words: E-Government, G2C, E-District, Project Implementation Success

1. ITRODUCTION

In all the e-government performance evaluation models presented in the literature, it has been identified that the use of different sets of indicators and different weights assigned to these leads to variable conclusions about the performances of the countries evaluated. In reviewing the literature, we found that empirical studies are lacking in India, which can provide a complete framework for evaluating the provision of e-government services. Therefore, in the present study; the author is trying to identify the dimensions and related associated elements responsible for evaluating the effectiveness of the e-government service. Existing studies with different scales and hypotheses by different researchers were carefully examined during the literature review and this helped the concomitance of the proposed study.

2. LITERATURE REVIEW

A study based on the theoretical approach to IS success in examining e-government from the point of view of government employees in Serbia D. Stefanovic (2016) revealed seven constructs, namely, System Quality (SQ) , Quality of Information (IQ), Quality of Service (SQ), Intent of Use, User Satisfaction (US), Net Benefits (NB) and Demographic Conditions (DC). They defined the E-Gov system as an IS in the WWW environment. Their results demonstrate that quality dimensions such as System Quality (SQ), Quality of Information (IQ), and Quality of Service (QS)have had a positive impact on the intended use / use of the E-Gov system. However, only SQ had a significant impact in the User Satisfaction (US). Both the intention of use / use and that of User Satisfaction (US) were discovered as the important prognostic factor for net benefits. However, DC was not statistically significant. A similar study also used the D & M model to assess citizen to government (G2C) in Taiwan (Wang and Liao, 2008). Its search model consists of six variables, which are the quality of the system, the quality of the information, the quality of the service, the use, the satisfaction of the user and the perceived net benefit. Their results indicated that all variables were valid and statistically significant except Quality of System (Wang and Liao, 2008). Other studies have found that the quality of information has positively influenced perceived utility (PU) in the Gambia GA system (Lin, Fofanah and Liang, 2011). However, the quality of the system was not significant towards the PU. In contrast, Rana et al. (2013), proposed a model based on successful SI models and validated eight success measures that include information quality, perceived quality of the system, user satisfaction,

intent to use, the complexity, facilitating conditions (CF) and perceived trust (PT). The results revealed the eight variables and their relationship was statistically significant.

Similar studies on the government's online tax system have considered almost similar constructions, such as system quality, information quality, service quality, perceived usefulness, usage, user satisfaction, perceived net benefits and trust in the E-Gov websites (Khayunand V., Ractham P., 2011; Floropoulos et al., 2010; Chen et al., 2015). The impact of individual characteristics on the use of the system has been examined and found statistically significant (Khayunand V., Ractham P., 2011). Another study (Chen et al., 2015) introduced three trusted backgrounds: trust in technology, trust in government and previous experience. The results show that these three backgrounds directly influenced the trust in the E-Gov websites. The quality of the information was more significant due to the perceived usefulness and user satisfaction, therefore, the increase in perceived net benefits. However, a previous study could not find any significant relationship between system quality and user satisfaction (Floropoulos et al., 2010). The results of another study were also consistent with previous findings on the relationship between quality dimensions and user satisfaction and the use of the system, thus improving the net benefits (Jang C. L. 2010).

Few other studies have also considered trust as a measure of success for digital or e-government systems (Lean et al., 2009; Weerakkody, 2016). There was a significant relationship between system quality and trust, as well as user confidence and satisfaction (Weerakkody 2016). Furthermore, the positive relationship between trust and intention to use was also confirmed (Lean et al., 2009). Another study introduced two backgrounds of trust on the E-government (EG) website: trust in government (TG) and trust in technology (TT) (Teo et al., 2008). Their results indicated that only the TG is significantly associated with the general trust in the E-Gov website, and other reports from trust in the E-Gov website to quality dimensions (quality of the system, quality of information and quality of service).) were considered positive. Based on the literature review, previous researchers have argued that personalization could have an impact on trust (Kanaan et al., 2016).

A study on client empowerment and E-Gov considered three factors: personalization (PR), trust, client empowerment (CEMP) (Alshibly H. and Chiong R. 2015). The results revealed that all relationships were statistically significant. Furthermore, a conceptual framework was developed

based on the dominant logic of the service to evaluate the success of EG (Sterrenberg G. 2017). As a result, this study proposed personalization as a dependent measure that can be considered a net advantage in the IS perspective.

Several other factors have also been found from previous studies such as personal innovation, belief, attitude, subjective norm, image, culture, cost, behavioral intention and perceived ease of use (Lean et al., 2009)); Danila R. and Abdullah A. 2014; Weerakkody 2016). Other studies in the context of Malaysia have also found other factors such as legislation and policy, continuity intention, cooperation, cultural awareness, confirmation, government commitment, etc. (Othman et al., 2012, Punitha et al., 2015). However, these measures have been studied mainly in the context of the acceptance or adoption of non-integrated services focused on a single approach.

3. PROPOSED CONCEPTUAL FRAMEWORK

This study proposes a comprehensive multidimensional framework which suggests E-government service delivery dimensions: system quality, information quality, service quality, Perceived Effectiveness dimensions:Efficiency,Reliability, Openness, Responsiveness and citizen's trust dimensions: Security & Privacy, Trust in E-government, Trust in the Internet and E-Satisfactionas an antecedent of implementation success of e-government project.

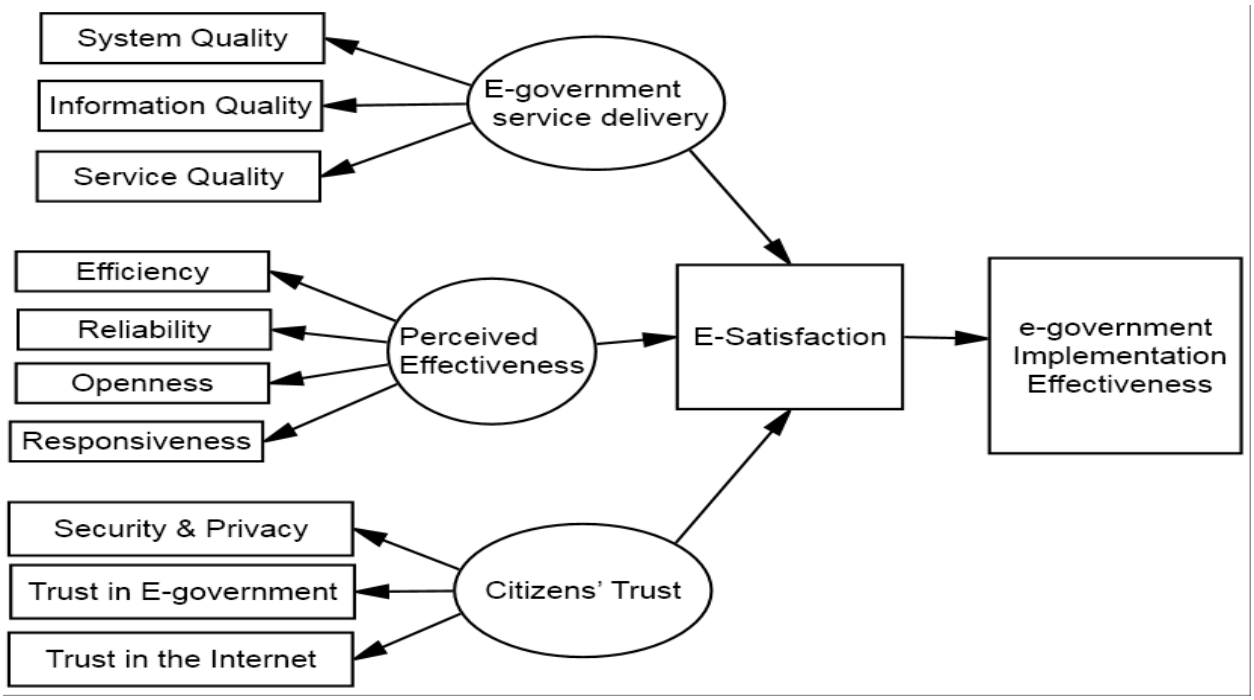

Figure 3.1 shows the comprehensive framework.

4. DESCRIPTION OF THE PROPOSED FRAMEWORK AND HYPOTHESES

Each dimension in the framework contains a series of measurement constructs derived from literature. The following sections explain the theoretical background from which all the constructions in each dimension derive.

4.1 Provision of electronic government services

The delivery service deals with the effective management of customer service and customer satisfaction. The section contains news and articles on how to improve the supply of products and services to the intended beneficiaries. The provision of services in government departments has been and continues to draw attention from the external and internal environment. The provision of services is influenced by various factors, including the remuneration of its workforce, training, procedures and the culture of promotion systems and among other factors (Budhiraja, 2005). However, it is important to note that the provision of services in government ministries depends largely on information technologies and the skills and knowledge of employees working in these ministries. Despite the existence of these ministries, the delivery of the services offered is questionable. Budhiraja (2005) points out that there is a lack of transparency, efficiency and the provision of unsafe services.

Availability of ICT and skilled workforce with good learning ability is essential for e-government, along with other factors such as leadership, regulatory frameworks, financial resources, organizational conditions and information and technology infrastructure (Lau, 2003). They cover: Leadership, technology management, information management, performance evaluation, project management and information technology. These skills are aimed at specific categories of government employees, as well as managers, IT specialists and public officials in general. Settles (2005) emphasizes that the process of implementing e-government solutions requires new administrative and technical skills to plan, evaluate, manage, finance and integrate information systems as part of government operations.

According to Adegboyega, Tomasz, Elsa and Irshad (2007), skills in information technology (IT) are necessary to implement e-government, in order to facilitate the provision of seamless services through improved technical management skills information. These can include basic IT knowledge for all employees and technical skills for IT specialists to design and implement technical elements: hardware, software, and communication of e-government initiatives. Specific

IT skills can include: strategy and planning, system development, system implementation and maintenance, user support and assistance. The literature is that the quality system, the quality of information and quality of service are the main features of the provision of e-Government services that are important for assessing the functionality of the site.

With reference to the above discussion the following hypothesis can be drawn:

Alternate Hypothesis : Perceived E-government service delivery has positive effect on citizens' satisfaction in e- government services

4.2System quality

Quality of system represents the quality of its own information system processing, which includes software and data components, and is a measure of the extent to which it is technically an audio system (Narosimhaiah et al., 2010). DeLone and McLean (1992) The successful IS model considers the quality system as the main dimension that the desirable features of an IS. These measures generally focus on aspects of usability and evaluation features of the system. Wang and Liao (2008) validated the success of the e-government system with DeLone and McLean (2003) is the successful system of the model used and the quality of the system, the quality of the information and the quality of the service as a key dimension. Chutimaskul et al., (2008) used the term "process quality" as regards the "quality system" and quoted "the quality of the process/system means that the quality of work and/or activity in the ambit of the electronic government system ".

According to Seddon, (1997) "quality system refers to the fact that there are errors in the system, the consistency of the user interface, ease of use, quality of documentation and sometimes the quality and maintenance capacity of the program code"

Citizens conduct online transactions with the government using the e-government web portal through interfaces and interact with the electronic government system, so it is important to evaluate the functionality of the website that focuses on the online service functions it provides (Saha et al ., 2010; Bhattacharya et al., 2012). The constant availability of the website and the speed of access to the website are essential. Therefore, "the quality of the system measures the

desired functionality and effectiveness characteristics of a government system, the interaction with the system takes place through the website".

With reference to the above discussion the following hypothesis can be drawn:

Alternate Hypothesis :System Quality has positive effect on Perceived E-government service delivery.

4.3Information Quality

In the context of e-government, the provision of information is an important role for websites and quality is considered a critical issue. Several aspects of quality assessment are essential, including the accuracy of output information, the availability of output information at an appropriate time for its use and the exhaustiveness of the contents of output information (McKinney et al., 2002). Huh et al. (1990) defines four dimensions of information quality that include precision, integrity, consistency and relevance. In the context of e-government, the quality of information refers to the quality of information related to government activities. In practice it contains measures such as accuracy, punctuality, relevance, accuracy and integrity. The quality of the information concerns aspects such as the relevance, punctuality and accuracy of the information generated by an information system (DeLone and McLean, 2003, Wangpipatwong et al., 2005). The quality of information is one of the main components of the development of e-government and has a direct impact on the quality of the e-government service (Chutimaskul et al., 2008).

In the perspective of this study, "The quality of information measures the characteristics of the information provided by a government website". When using electronic online services, the quality of information in the government affects citizens' satisfaction. Therefore, it should be an essential part of the e-government effectiveness framework.

With reference to the above discussion the following hypothesis can be drawn:

Alternate Hypothesis: Information Qualityhas positive effect on Perceived E-government service delivery.

4.4 Service Quality

Service quality is an important factor in measuring customer satisfaction. Service quality is an important measure in the public sectors, which consists of three aspects focused on the user, user

satisfaction and results (Buckley, 2003). Parasuraman et al. (1988) identified the SERVQUAL model, which provides five dimensions of service quality measurement: tangibility, reliability, responsiveness, security and empathy. Pitt et al. (1995) proposed five indicators that include reliability, responsiveness, safety, tangibility and empathy to measure service quality. Zeithaml et al., (2002) developed e-SERVQUAL to measure the quality of electronic service, mentioning that e-SQ affects satisfaction. They identified four applicable sizes, efficiency, reliability, compliance and privacy. Alanezi et.al., (2010) proposed another scale to assess the quality of service of government portals that have design, reliability, responsiveness, security / privacy, personalization, information and ease of use of the website such as the seven factors. Narasimhaiah et al., (2010) used reliability, security, responsiveness and empathy to measure service quality.

Therefore, the quality of e-government service is an important factor in measuring citizens' satisfaction. Service quality is one of the main components of the development of e-government and has a direct impact on the quality of the e-government service (Chutimaskul et al., 2008).

With reference to the above discussion the following hypothesis can be drawn:

Alternate Hypothesis: Service Quality has positive effect on Perceived E-government service delivery.

4.5Perceived Effectiveness

Electronic government (electronic government) is generally known as the use of information and communication technologies (ICT) to transform public organizations to make them more accessible, effective and responsible (Aichholzer and Schmutzer, 2000; Deng, 2008; Golra , 2008; Wangpipatwong, Chutimaskul and Papasratorn, 2009). It can be used not only to improve the provision of public services and improve the effectiveness of public organizations by increasing their efficiency, accountability and transparency (World Bank, 2005, Kaaya, 2009). Citizens expect (a) efficiency, (b) openness and (c) responsiveness of public organizations (Kernaghan, 2003, Jorgensen and Bozeman, 2007). In this framework, the perceived effectiveness of e-government projects was assessed by (a) efficiency, (b) Reliability (c) Opennessand (d) Responsiveness.

With reference to the above discussion the following hypothesis can be drawn:

Alternate Hypothesis: Perceived Effectiveness has positive effect on citizens' satisfaction in e-government services

4.6Efficiency

E-government can be used to improve the efficiency of public organizations by reducing processing costs and establishing strategic connections between government agencies (Heeks, 2008b) through the development of better ICT infrastructures and the redesign of public functions (Al-Omari and Al-Omari, 2006), sharing public information (European Commission, 2006) and training public staff (European Commission, 2006, Falivene& Silva, 2008). As public organizations work with tax payers' money, citizens appreciate the greater efficiency of public organizations through e-government (Gauld et al., 2010).

With reference to the above discussion the following hypothesis can be drawn:

Alternate Hypothesis: Efficiencyhas positive effect on Perceived Effectiveness in e-government services.

4.7Reliability

Reliability is linked to information security. He is a representative of how much we can count on the level of security. Gronross (1998) defined reliability with the consistency and coordination of performance to complete the desired service in a precise and reliable manner. Similarly, Abdalkader (2005) defined reliability as consistency in performance; do the service the right way, it's better than the first time and at the same time compromises its promises to customers: accurate files and accounts, elimination of errors, provision of adequate banking services, timely provision of services and guarantee of consistency of service performance.

Swaid& Wigand (2007) stated that achieving reliability indicates the company's ability to do what they promise to do. The quality of the information must reach some standards that include: precision, punctuality, importance, authorization. The customer expects to get a precise service at the right time, as the company has previously promised; therefore, the service provider must undertake to respect the promises given to the beneficiaries. For example, mechanics promise to repair a car at a specific time and reliably (Al Radaideh, 2011).

With reference to the above discussion the following hypothesis can be drawn:

Alternate Hypothesis: Reliability has positive effect on Perceived Effectiveness in e-government services

4.8 Openness

Openness refers to the greater transparency of public organizations in decision-making and in answering the questions of the general public with the use of electronic government (Jorgensen and Bozeman, 2007, Karunasena and Deng, 2011b). It can be assessed by considering citizens' perceptions about the publication of public policy projects and online laws and regulations for public consultations, the dissemination of organizational charts and contact information for online public officials (La Porte et al., 2002), disclosure of the budget and expenditures of public organizations to demonstrate their responsibility, the ability of citizens to submit complaints and comments online on the activities of the government (Jaeger and Bertot, 2010), and the publication of the details of the tender of public organizations to increase transparency (Shim and Eom, 2008, Anderson, 2009).

With reference to the above discussion the following hypothesis can be drawn:

Alternate Hypothesis: Openness has positive effect on Perceived Effectiveness in e- government services

4.9Responsiveness

Responsiveness means that public organizations respond actively to the demands of the general public through e-government (Jorgensen and Bozeman, 2007, Gauld et al., 2009). The public value of responsiveness through e-government can be examined by considering citizens' perceptions of the value of timely responses from public organizations to their requests made through e-government channels (e-mail, online forms on web pages, etc.) (West, 2004; Gauld et al., 2009), automatic answers to your questions (Decman, 2007; Gauld et al., 2009), the ability to track the status of requests presented to public organizations and to the extent that Citizens' letters are shown online (Karunasena and Deng, 2010a).

With reference to the above discussion the following hypothesis can be drawn:

Alternate Hypothesis: Responsiveness has positive effect on Perceived Effectiveness in e-government services.

4.10Citizens' Trust

Trust refers to the perception of citizens that the government will carry out a particular transaction based on their expectations (Ba &Pavlou, 2002). There are few studies that have discussed the relationship between trust and satisfaction. In general, satisfaction reflects the "state of affection", which is based on the user's previous experience with the website, and trust determines the user's expectation regarding the future behavior of the trustee. Therefore, satisfaction is sometimes considered a trust antecedent (Kim et al., 2004). In the context of e-government, the role of trust in the use of government websites is more important. Without sufficient trust in e-government websites, users can be motivated to return to the traditional means of offline interaction with the government. Therefore, building citizens' trust is often considered a key factor for the successful implementation of e-government websites (Warkentin et al., 2002). Citizen satisfaction with e-government services is linked to the use of a government website and citizens' satisfaction is positively associated with trust in the government. Increasing public confidence in the government will increase citizens' satisfaction with the provision of government electronic services (Welch et al., 2005; Welch and Hinnant, 2003). The quality perceived by citizens in the provision of public services increases citizens 'satisfaction, citizens' satisfaction is strongly linked to trust in the provision of public services.

With this discussion, we can conclude that trust is positively associated with citizen satisfaction in e-government services. Trust is a construction that cannot be measured directly. It depends on other factors such as security and privacy, trust in e-government and trust in the Internet. Trust can be achieved among citizens based on the satisfaction and quality of the electronic service. The "trust" of electronic government is positively related to citizens' satisfaction. The following hypothesis can be extracted with the previous discussion.

Alternate Hypothesis: Citizens' Trust has positive effect on citizens' satisfaction in e-government services.

4.11Security and Privacy

Security and privacy are considered important factors in dealing with the service provider. Information security is considered one of the most important elements of the electronic service, in particular those that exceed the limits of the part in the Internet environment. This is what

electronic service organizations look for: protection of information entering or leaving their electronic boundaries on the World Wide Web.

On the other hand, privacy is prohibiting the intervention of personal data and information of the beneficiary (Chaffey, 2009). On the contrary, it is the trust and expectation of customers to keep their information protected and protected through electronic procedures (Shanker& Sultan, 2002). Cho & Park (2001) also defines security as the ability of a website to protect the client's private information and prevent unauthorized persons from accessing such information. Moreover; the determination of the degree of privacy is in the hands of customers, groups and institutions: type, amount, mechanism and time of use of their data by the electronic website (Aqil and Al Nadi, 2007).

The following hypothesis can be extracted with the previous discussion:

Alternate Hypothesis: Security & Privacyhas positive effect on Citizens' Trust in e-government services.

4.12Trust in e-government

Trust in electronic government is an abstract concept that is the basis of a complex series of relationships, so the method used to quantify trust in electronic government must take this abstract nature into account. The trust of citizens, which leads to the adoption and use of electronic government systems, has two dimensions: trust in governments and trust in the Internet. Before relying on e-government initiatives, citizens must believe that the government has the administrative and technical resources necessary to implement and protect these systems.

Confidence in e-government requires trust in the government organization that provides electronic services (Carter and Belanger, 2005). According to Welch et al. (2005), trust in government is an important aspect of trust in the configuration of electronic government. They found a positive bilateral association with e-government satisfaction, where trust in government contributes significantly to the satisfaction of e-government and vice versa. Similarly, Horst et al. (2007) found confidence in government organizations as a trustworthy antecedent in electronic government. Therefore, the government organization is an object of trust that must be taken into consideration for e-government services. Given that a government organization is the true

provider of electronic administration services, citizens' responsibilities and perceptions of confidence in the government organization are essential for trust in e-government.

The following hypothesis can be extracted with the previous discussion.

Alternate Hypothesis: Trust in E-governmenthas positive effect on Citizens' Trust in e-government services.

4.13Trust in Internet

According to Carter and Belanger (2005), trust in the Internet is necessary for electronic government, as it represents the technology through which electronic transactions are performed. In e-government, transactions carry a considerable risk (Horst et al., 2007), which can be considered equal or even greater than that faced in electronic commerce. This risk can result in a monetary loss, in the case of transactions relating to financial problems or transfers of real funds, such as the payment of taxes, which can generally be greater than the payment of an online purchase. Furthermore, the risk of electronic government transaction can also imply data loss which is of great importance to the citizen, beyond the typical problems of privacy in electronic commerce, such as tax or health information. Therefore, trust in the transaction can be identified as an important aspect of e-government. Trust in the transaction refers to trust in the security and protection of data during transport during a transaction, mainly in terms of data integrity and confidentiality. This implies that the data is not accessible, manipulated or distorted, accidentally or maliciously during the transmission.

The following hypothesis can be extracted with the previous discussion.

Alternate Hypothesis: Trust in the Internethas positive effect on Citizens' Trust in e-government services.

4.14E-Satisfaction

User satisfaction is the level of user satisfaction when using an electronic government service. Previous research has also suggested that user satisfaction is considered a significant factor in measuring success (Rai et al, 2002). Studies show that service delivery, perceived efficiency and citizens' trust affect user satisfaction. This indicates that the better the service provision, the perceived efficiency and the greater confidence of the citizens if the users perceive them, the more they will be satisfied with the electronic government.

Citizen satisfaction with electronic government services is linked to the perception of citizens and the use of the government's website. Citizen satisfaction is positively related to trust in the government. The quality of service provision increases citizens 'satisfaction and, therefore, citizens' satisfaction is closely related to trust in the provision of government services (Welch et al., 2003). Increasing citizens 'trust in government will increase citizens' satisfaction with the provision of government electronic services (Welch et al., 2003 and 2005).

The following hypothesis can be extracted with the previous discussion.

Alternate Hypothesis: citizens' satisfaction in e- government services has positive effect on e-government implementation effectiveness

4.15E-Government Implementation Effectiveness

Several interested stakeholders may have different beliefs about what constitutes an advantage for them (DeLone and McLean, 2003). In the context of e-commerce, "net benefits" measure the difference between the positive and negative effects of the organization's e-commerce experience, customers and suppliers (Saha et al., 2010). Wang and Laio, (2008) measure e-government success as further perceived net benefits, Scott et al., (2010) study reported "the use of public value" as a new method to address efficiency challenges, responsibility and equity in understanding success. Scott et al. (2010) measure the value of citizens in e-government services and aspects of IT quality influence the success of e-government. The literature clearly indicates that the "net benefit" as a final construct used by researchers in different contexts is not clearly specified and seems ambiguous. Therefore, in the context of this study, the author considers "the effectiveness of implementation", as the most appropriate word to evaluate the effectiveness of e-government instead of "net benefit", which provides a rational nomenclature those measures in the context of electronic government. Therefore, from the perspective of this study, the author believes that "effective implementation" is the main construct of "evaluation of e-government services" and citizen satisfaction, as the antecedent of the effectiveness of government implementation electronic. Effective implementation is the final construct that is influenced by the satisfaction of your previous citizen. Through the constructs of "effectiveness of implementation", the author examines the effectiveness with which the e-government service is offered and focuses on the specific components that contribute to the evaluation of effectiveness.

5. CONCLUSION

This study proposed the framework for measuring the implementationeffectiveness of e-government services and Citizen satisfaction in e-government. The study has identified different dimensions and their relationships. Also, number of items in each dimension was identified. Extracted e-government service delivery, Perceived effectiveness and citizens' trust related factors from the literature are believed to be of high significance for e-government service effectiveness assessment. Citizen satisfaction (E-satisfaction), as an antecedent of e-government implementation effectiveness, will be responsible for determining the perceived effectiveness of e-government service for the assessment of e-district service effectiveness in the context of India. The study has achieved its aim by proposing the conceptual framework and a holistic view of various dimensions with their measuring items in e-government which will be used in public sector for assessing the e-services.

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