Chapter 96
Toward Quality Measurement Approaches for Improving E-Government Services in Jordan

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ABSTRACT
Recent research studies reveal that approaches are required in improving the quality of e-government services for ensuring success and improved performance that would result in user satisfaction. This chapter investigates combining lean six sigma applications and SERVQUAL approaches to improve quality of electronic services (e-services). While six sigma applications in the service sector have many success stories in quality improvement programs, there are a lack of studies conducted on its application in information and communication technologies such as e-services. This chapter addresses this gap in literature and benefits future studies in applying six sigma for quality improvement of various electronic projects that are gaining huge investments from develop countries and organizations. This chapter presents e-service dimensions (reliability, responsiveness, ease of use, personalization, Website design); in addition, it considers security as a very important dimension for e-service quality and identifies level of quality service provided by e-government in a developing country, such as Jordan. The results show that the quality measurement approach used improves e-service quality and increases user satisfaction.

INTRODUCTION
E-Governments in a developing country pursue different innovative mechanisms and continuous improvements that are warranted in the world today. A growing number of services provide by e-government have begun searching for new ways to measure the services quality level from their IT projects, measurement mechanisms have evolved with dynamic changes that have led governments to search for new ways to ensure continual improvement and achieve the govern-
ment goals and objectives. Approximately 85% of e-government projects have partially failed major goals were not attained and there were undesirable outcomes (Alhyari, 2012; Holmes, 2001; Heeks, 2002; Dada, 2006). E-government improvement leads to monitoring changes in e-government environment and also to assess the quality of e-government program in order to improve the procedure of service delivery.

Quality of Service perceived benefits show promise; which will lead to measure these benefits. Also it’s an activity performed for the benefit and for a specific purpose, and can be defined as an activity or series of activities that are of intangible when the interaction between customer and agent service or using the resources. SERVQAUL was originally measured the gap between customer expectations and experience. The basic assumption of the measurement was that customers can evaluate a firm’s service quality by comparing their perceptions with their expectations (Luis, L. & Joana C., 2005). This research benefit from output of SERVQAUL by considers it as input to six sigma application in order to measure and examine the quality level of e-government services.

This study investigates to achieve a number of objectives such (I) to identify the degree of application of the Jordanian government institutions to the dimensions of the quality of e-government service. (II) Attempt to develop recommendations and suggestions to improve the quality of e-government services of Jordan in order to increase the conviction users.

LITERATURE REVIEW

E-Government

There are many definitions of the concept of e-government; it could be define as the relations between the governments and beneficiaries (governments, citizens and businesses) through the use of electronic means (Doong, H., & Wanga, H., Foxallc, G., 2010). Michael Blakemore and Roderick Dutton (2003) analyzed the strategy statements of e-government project implementations in several countries including: Brazil, Cambodia, Canada, Denmark, Dubai, Estonia, European Union, Ghana, Hong Kong, Hungary, Budapest, India, Ireland, Israel, Jordan, Pakistan, Russia, Singapore, South Africa, South Korea, Thailand, U.K., and U.S, and summarized the expectations of these nations from implementing an e-government project to be: Government to Citizen (G2C), Government to Government (G2G), Government to Business (G2B). An integrated society, where long distances and borders are not a problem anymore in it, in the contrary, saving time and fast services will be the new trend.

Many studies have sought to demonstrate aspects of the application of the concept of e-government as in the study (Hung S. et al., 2006, P.100) to which the application of the concept of e-government passes five stages are:

1. The development phase of the fundamental cornerstones was examining the concept of e-government in general, policies, basic principles, and the development of elements of a successful e-government.
2. Identifying technological applications, tools, and methods that will be followed to create, provide and develop e-government services and applications.
3. Assessment and measurement-based e-government services to clarify the benefits of economic, social, or the public from the application of e-government.
4. Development phase of administrative support and practical strategies include knowledge management, and management-oriented processes, and lifecycle management services, and customer relationship management, and e-government reputation management.