Organizational Performance Framework: e-Government Services

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ABSTRACT

The research study proposes an organizational performance framework of Haryana Government departments involved in providing e-Government services through citizen service centers (CSCs). The objective of this framework is to suggest dimensions which need improvement for enhancing organizational performance. This will help to improve efficiency and effectiveness in providing services to citizens through CSCs. The organizational performance framework has been suggested using responses collected from 150 government departments. A log linear regression analysis is used to develop the framework. The framework can be used as a template for Government departments in similar other organizational settings.

Keywords: Citizen Service Centers, E-Government Framework, Government Departments, Log Linear Regression, Organizational Performance

INTRODUCTION

The state governments in India have launched and completed various projects to enhance services provided to its citizens. The Information and Communication Technologies (ICTs) have been used widely as a stimulating factor to provide transparency and accountability in services. The ICTs can help to improve services but unless root cause of deficiency of performance in government services in not detached, major progress is not expected in this direction.

It has been found that majority of e-government initiatives in India are focused on imitating the success models ignoring the adaptability to a particular region. The government non-responsibility-based organizational structures are found to be the major cause of project failures. At present majority of e-government projects fail either totally or partially due to oversize gaps between project planning, design and poor organizational performance on-the-ground reality (Heeks, Richard, 2003).

There is an immediate need to suggest an e-government organizational performance framework for taking a state as a case to improve service effectiveness that could be used an example
for other state governments. The e-government framework is suggested for Haryana government departments.

The survey, submitted by the NCAER to the Government of India, has slotted the states and union territories in five categories: leaders, aspiring leaders, expectants, average achievers, under achievers and laggards. Punjab and Haryana fall under level four under the ‘average achievers’ group, one of the aspiring e-government states in India (DIT & NCAER, nd).

The research paper is structured as follows. First, the literature review to develop the framework is presented. Using the literature review, the research methodology adopted, the hypothesis tested and the framework developed is set forth. Finally, recommendations and conclusion of the study are presented in the form of recommendations.

LITERATURE REVIEW

Several authors have undertaken studies to suggest e-government frameworks (Pollard, et al., 2006; Siddiqi, et al., 2006; CITO, 2005; GOI, Rajasthan, 2005; Mittal, et al, 2004; Peristeras, et al., 2004; Khoong, 2001; Lyne, et al., 2001; Punia, et al., 2004; McGibbon, n.d.; to name a few).

The broad objectives of these studies include - to design a framework of Customer Relationship Management (CRM) for use in public and private sectors; suggest a framework of digital divide to solve the problem of participation in e-government; design e-governance model for its stakeholders; e-governance solution development platform to lower the cost of developing, deploying, and managing government solutions; Governance Enterprise Architecture (GEA) as a set of domain models; cooperative process knowledge architecture in the EU-PUB21.com project for orchestration of government services; design transformation models for government; a ‘stages of growth’ model for fully functional government; auction model for the public sector; framework to address problem of managing coordination in e-government services; developing a Service Oriented Architecture (SOA) for government; and to enhance e-governance theory towards a general implementation methodology.

Literature review indicates no study has been undertaken to suggest e-government organizational performance framework to enhance effectiveness of e-government services provided by the government departments.

Role of ICTs in Haryana Government Departments

Haryana is one of the 29 states in India, situated in North India. It was a part of the larger Punjab region and was carved out of the former state of East Punjab on 1 November 1966 on the basis of linguistic basis. It stands 21st in terms of its area which is spread about 44,212 km². As of 2011 census of India, the state is eighteenth largest by population with 25,353,081 inhabitants.

Haryana is one of the wealthier states of India and had the second highest per capita income in the country at ₹119158 in the year 2012–13. The state is also one of the most economically developed regions in South Asia and its agricultural and manufacturing industry has experienced sustained growth since the 1970s More than 70% of the population is dependent on agriculture for their livelihood. People speak several similar sounding dialects of Hindi http://en.wikipedia.org/wiki/Haryana (Wikipedia, 2016).

The government departments in Haryana are playing a key role for the development of the state. The prominent Haryana government Departments include Agriculture Department, Employment Department, Excise and Taxation Department, Finance Department, Fisheries Department, Food and Supplies Department, Health Department, Home Guards and Civil Defense Department, Information Technology Department, Irrigation Department, Police Department,
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