The objective of this research study is to design an e-government organizational performance framework and to suggest ICTs solutions through a case study of Haryana state government in India so as to enhance efficiency and effectiveness of services provided to citizens. The framework is suggested using responses collected from 150 government departments. The ICTs solutions were validated by data collected from 90 e-government experts. A log linear regression analysis is used to develop the framework. The framework with minor modifications can be developed for similar other e-government settings.

Keywords: customer service; electronic government; empirical research; information and communications technologies; IS research frameworks; organizational productivity; research techniques

INTRODUCTION

In this society where change is the basic requirement for development, investments in capital and fixed assets alone no longer guarantee the success for an organization. The key to get success is through optimal utilization and effective management of available resources using Information and Communication Technologies (ICTs). Along with public awareness and Internet usage, the demand for real-time transactions along with simplified, standardized ways to access government services has been increased. Citizens are aware of the advantages ICTs provide, and, therefore, expect these from governments as well. Hence, governments all over the world are recognizing e-government as a strategic option to fine-tune their internal and external operations.

According to an estimate, on an average, only 15% of e-government projects are successful all over the world. The important concern for Indian government is that most of the e-government projects in state governments are focused on imitating the success models and ignoring the adaptability to a particular region (Singh, 2005).

There is an immediate need to suggest an e-government framework for a particular
region to improve service effectiveness. The e-government organizational performance framework is suggested for the government departments of Haryana state in India. As per E-Readiness Assessment Report for States/Union Territories, the state has emerged as one of the aspiring e-government states in India (DIT & NCAER, n.d.).

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 conclusions of the study are presented.

LITERATURE REVIEW

E-Government Initiatives: Government of Haryana, India

Haryana is one of the pioneering states in India. It has an area of 44,212 Sq Kms. For administrative purposes the state is divided into four divisions - Ambala, Rohtak, Gurgaon, and Hisar. The state government has 20 districts, 47 sub-divisions, 67 tehsils, 45 sub-tehsils, and 116 blocks. (http://en.wikipedia.org/wiki/Haryana). More than 70% of its population is dependent on agriculture for its livelihood. People speak several similar sounding dialects of Hindi.

The state government departments are playing a key role for the overall development of Haryana. The major 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, Public Health Department, Public Works Department, Rural Development Department, Sports and Youth Welfare Department, Technical Education Department, Transport and Civil Aviation Department, and Women and Child Development Department.

The mission of Haryana for proliferation of e-government is to achieve efficiency, transparency, and accountability by providing Information and Communication Technologies (ICTs) enabled access and opportunities for all, anytime, and anywhere. The Secretariat of Information Technology (SIT), Haryana State Electronic Development Corporation (HARTRON) (http://www.hartron.org/), and National Informatics Centre (NIC) (http://home.nic.in/) are playing a vital role in implementing various e-government projects in the state.

The government has framed policies, guidelines, and standards to facilitate e-government in the state government departments. Some of the prominent policies include - IT Policy, Web Sites Policy, E-Mail Communication Policy, Right of Way (ROW) Policy, and Job Work policy etc. (http://haryanait.nic.in/). The government has also conceptualized guidelines for systematic approvals of e-government projects in the State.

The government, in collaboration with NIC, HARTRON, and SIT has implemented various e-government projects for Haryana government departments. Some of the major projects include House Tax Assessment and Collection Information System (HACIS), Online Treasuries Information System (OTIS), Haryana Registration Information System (HARIS), Haryana Land Records Information System (HALRIS), Food Network (Food.NET), Labour Courts Cases Justice Delivery and Tracking System, Automated Employment Exchange System, and Haryana government Employee Portal, etc. (http://haryanait.nic.in/).

Haryana government has established e-government citizen service centers in 8 out of 20 districts of Haryana (http://haryana.gov.in/e-disha.htm) under the preview of New Agent of Information - district Level Integrated e-government Service of Haryana for All (NAIDISHA). The objectives of these centers are to provide hassle-free access to government services at the doorstep, improved quality of service, transparent, efficient and effective delivery, reliable real-time services, effective dissemination under single roof, reduced delivery and opportunity costs, elimination of ‘touts’ and exploitation, citizen friendly environ-
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