Chapter V
Designing a CRM–Based E-Government Usability Services Framework: Integrating Internal and External Customers in Public Services

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ABSTRACT

The “electronic government” movement has swept across most countries in the last decade. This movement represents a new paradigm for public services. As we know, traditional public services may be improved in many ways by the Internet. According to the literature reviewed, we found many studies were only focused on how to technically establish Web sites that allow citizens appropriate access to government information. However, few studies paid attention to the relationship management among the different e-government stakeholders. Therefore, the objective of this chapter is to integrate the relationship management among the three groups of stakeholders: the government itself, its citizens and employees. In this chapter, we will examine the literature regarding to the underlying rationale of a successful e-government. Also, an evaluation system for the usability of government Web sites that support relationship management among citizens, government employees and public services are developed and empirically tested.
INTRODUCTION

The pervasiveness of the World Wide Web (WWW) has created a tremendous opportunity for providing services over the Internet. In the last decade, e-government has become an important catchword (Organization for Economic Co-operation and Development (OECD), 1998). Researchers and practitioners from different fields have investigated various issues of public administration for virtual processes. Much of the current e-government research focuses on improving efficiency and increasing performance within public administration. But e-government is definitely more than just redesigning citizen services and using state-of-the-art information technology (IT). According to a recent survey by OECD (1998), it was found that around 80% of e-government projects are either never implemented or abandoned immediately after execution. Beyond these failures, a further 30% fail partially by falling short of major goals or causing significant undesirable outcomes, or both. A few projects incur sustainability failures, succeeding for only a year or so. Most failures result from the gap between the design and reality (OECD, 1998). For example, citizens showed little demand for such information and did not have the presumed level of skill, which further inhibited their involvement, and the heterogeneity of systems, processes and cultural background and so forth. (Minoo, 2000). Since e-government face serious challenges and the most challenging is offering two-way-communication services for transactions between administrations and their partners (citizens, companies and other administrations) (Richter, Cornford, & McLoughlin, 2004).

A successful implementation of e-government services requires a coordinated development of their internal reorganization and their external relations with customers. To provide the benefits of such transaction services, a customer-centered solution is necessary. Yet a comprehensive approach has not been found (Shaw et al., 1997; Galbreath & Gogers, 1999; Davison et al., 2005). The purpose of this chapter is to present a framework for customer relationship management CRM-based online support for public services. In the background section, we will present a review of relevant literature. In the next section we will develop the measurement scales to identify the best indicators for assessing the quality of a government’s Web site and to conduct the different procedures were employed in this chapter, respectively. Then an analysis of the results and a CRM-based e-government framework will be discussed. Finally, limitations and future research directions will be presented.

BACKGROUND

E-Government in Action

The definition of e-government by United Nations and American Society for Public Administration is:

_"E-government includes the use of all information and communication technologies, from fax machines to wireless palm pilots, in order to facilitate the daily administration of government. However, just like e-commerce, the popular interpretation of e-government is one that defines it exclusively as an internet driven activity ... to which it may be added that improves citizen access to government information, services and expertise to ensure citizen participation in, and satisfaction with the government process ... it is a permanent commitment by government to improving the relationship between the private citizen and the public sector through enhanced, cost-effective and efficient delivery of services, information and knowledge. It is the practical realization of the best that government has to offer._

Similarly, e-government is narrowly defined as the production and delivery of government
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