

# Public Service Delivery: E-Government in Improving Good Governance in the Global Competition

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**Abstract:** In an era of global competition, public services face major challenges. This relates to the relationship between the state and the market, the state with the citizens, and the market with the citizens. The role of information technology in support of operational and managerial systems in government agencies today felt important. Because basically the majority of forms of public services are matters relating to the collection, processing, and provision of various data information, knowledge, and wisdom and dissemination to the public. E-Government is a form of public service-based implementation of information and communication technology, as media information and interactive means of communication. Society needs to be a priority for government services. Paradigm transformation from paper-based to the electronic paradigm makes opportunities and challenges in creating an excellent service to the citizens. This paper discusses the administrative burden for public services, e-government development and challenges in the public service.

**Keywords:** e-government, public service, administrative burden and citizen.

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## I. INTRODUCTION

The use of Information and communication technology (ICT) has grown rapidly not only in developed countries but also in the developing countries. Transformation from the traditional bureaucracy towards good governance which emphasize the principles of good governance has evolved into a demand from the public to get a better public service delivery (Asgarkhani, 2005; Ndou, 2004; Salam and Islam, 2013). In developed countries, the result of electronic digital service has spawned a new government bureaucracy mechanism, namely electronic government (e-government). E-government is one of the efforts in creating a modern government (Bekkers, 2011). Various definitions of e-government given by some institutions and scholars which basically showed the same desire that is the transformation of the forms of interaction between government, private sector and the community of overly bureaucratic mechanisms into friendly relations mechanism, and also improve the government performance. Surely this as a progress in the last few years, with many aspects of ICT use in the public interest to be achieved, mainly is to improve good governance in an era of global competition.

Many studies and observations made regarding e-government scholar, gave the meaning that it has become a trend that continues to grow of year to year. According to the World Bank website (2005), e-government can be defined as:

“E-Government refers to the use by government agencies of information technologies ...that have the ability to transform relations with citizens, businesses, and other arms of government...[and] can serve a variety of different ends: better delivery of government services to citizens, improved interactions with business and industry, citizen empowerment through access to information, or more efficient government management...benefits can be less corruption, increased transparency, greater convenience, revenue growth, and/or cost reductions”.

The OECD (2003, p.63) also provides a definition that:

“E-government is equated to the use of ICTs in government. While the focus is generally on the delivery of services and processing, the broadest definition encompasses all aspects of government activity”.

The progress of ICT requires governments in the countries in the world to be able to adapt and compete globally primarily focused on the provision of public services in the context of good governance (Currstine, Lonti and Joumard, 2007; Lanvin and Lewin, 2007). Developing countries in particular need guidance to develop e-government from the perspective of concepts, measures, and best practices as a potential solution to the social and economic development (Harijadi and Satriya, 2002). Prospects of e-government is a technological drive behind the emergence of the network as a guide to the overall governance (Dijk and Winters-van Beek, 2008).

The main reason for emphasizing service delivery was that the public sector has been slow and unresponsive to the public needs in the modern era. Public services developed consistently adapts to the preferences of society and are still considered feeble in developing countries (World Bank, 2005). The real contribution of ICT in the role of government institutions is the automation of the systems and processes to support electronic services (e-services). All public services are based on the management information is structured, consistent, effective and efficient.

In the era of global competition, public services facing a huge challenge. This relates to the relationship between the state and the market, the state with citizens, and the market with the citizens. Public service oriented to meet the needs of the community and integrated system of governance (such as demographic data, inventory data, and others) to facilitate the processing of documents and other public services. Public needs become the priority for government services. Government should no longer positioned as a dominant party, but considering its position as a service provider for the community. E-government transformation through four stages: first, how e-government can apply the principle-based services to the community in which Public has a role in the process of government policy (service by citizens); second, applying a real-time service, quickly, easy and low cost to society in a wider aspect (online citizen); third, improving the effectiveness of the use of ICT in order to improve the government's performance in the public service and pressing the digital divide by extending the function of the technology itself in many aspects of the policy; and fourth, improving the efficiency of government performance from the manual process (paper based) toward government online (online digital) with maximize the capabilities of its resources.

## **II. REDUCING THE ADMINISTRATIVE BURDEN ON THE PUBLIC SERVICE THROUGH E-GOVERNMENT: IMPROVING GOVERNANCE IN THE GLOBAL COMPETITION**

The development of e-services in the public sector really has moved away from traditional information monopoly and hierarchy (Asgarkhani, 2005). Learning from the experience of the business sector that has been developing ICT in streamlining business processes and services to customers to provide products and services in a timely and cost effective manner. The public sector (government) in addition to maximizing the benefits of e-services, the government must also be able to avoid the side effects of rapid technological changes.

The administrative burden can be define as the costs to businesses and citizens that are mandatory in order to fulfill the information obligation resulting from the government that enforces laws and regulations (Keuzenkamp, 2005). Efforts to reduce administrative burdens vary between countries, depending on how they implement a way to align the interests of stakeholders by making transactions with the public administration more flexible (Archmann and Iglesias, 2010). The government's ability to realize it depends on the approach and the best structure is used, it depends on the domestic structure and policy options regarding the administrative burden policy. The utilization of ICT can accelerate the administrative simplification efforts, to make government services more efficient and accessible to citizens. Thus there is the impression that these developments provide further opportunities for exchange of best practices in regulatory interactions between government, business and citizens. Reduction of administrative burden for citizens is not always a separate policy goals, but become a wider part in order to reduce operating expenses, administration, civil servants, professionals and taxpayers (Kootstra, and Rem, 2008). However, it is more a concern to reduce the burden of citizens. Archmann and Iglesias (2010, p. 31) emphasized that:

“Public administration now has to move towards what is known as ‘Transformational Government’: 1) it must meet and maintain the highest standards; 2) it must adopt a citizen centric approach; 3) it must work towards minimizing the burden for citizens and businesses; 4) it must learn how to take advantage of the opportunities offered by ICT, so as to promote internal reorganization and become a ‘learning organization’; and 5) it must take a leading role in promoting innovation and become a driver for modernization, improved quality and best-value delivery”.

ICT could become means to resolve the dilemma that occurs in reducing the administrative burden (Archmann and Iglesias, 2010). E-government helps to improve the transparency of the decision making process (Ndou, 2004). In general, the issue of transparency regarding disclosure of information, things that tend to be lame in the community. In many cases, e-government offers the opportunity for citizens to participate directly in decision-making, by allowing them gives an idea, the idea of constructive on forums and online communities. They can do it by online communication and discussion on hot issues that are going on, can see political information, governance, rules and policies in real-time. The availability of a variety of publications on government policies, including economic, political, social, cultural, can help improve transparency. Transparency is very critical in helping planners to more accurately understand and represent public interests (Weinstein, 2012). The system allows to provide enough information as a form of transparency to citizens, the opportunity to include citizens as one of the forms of their participation.

### III. THE DEVELOPMENT OF E-GOVERNMENT: PUBLIC SERVICE DELIVERY

In the bureaucratic system, citizen, business are treated equally by the government, so it was composed of various standards rule that must be obeyed by the public. Frequently encountered particular cases which cannot be solved with existing standardization, but it often finds impasse because the government does not want to work outside the agreed upon standards. Implementation of e-government, the government can treat them as an entity that has a specific need, so that services provided can be adapted to the needs of them. In the implementation of e-government, the need for face to face physically not necessary because everything can be represented with sophisticated information technology products.

Besides aiming to reduce the administrative burden and avoid abuse of administrative practices in the public service, e-services has several other direct benefits are as follows: Improving the government process to becomes efficiency and effectiveness; accelerate the process of providing services to the public; the information provided will be complete, fast and accurate with a more cost efficient data management and information retrieval; accelerate the process of delivering reporting when required by the policy makers; promote interaction with the business world; empowering people through the distribution of information; availability database up to date. E-government can expand public participation where the public is possible to be actively involved in decision-making by the government.

Tapscott and Caston (1993) argues that ICT lead to a paradigm shift in the business sector, the individual and also the public sector. As with the previous explanation above that traditional bureaucratic paradigm characterized by hierarchical control based on normative regulations, functional rationality, high-cost economy, tend to be rigid, inefficient. ICT paradigm shift using the "old way" shifted to a more encouraging to the flexibility, speed in service, the strategy for achieving the satisfaction of citizens, the development of a more diverse innovation. Ho (2002) gives an overview (see table 1) that the traditional bureaucracy paradigm shift towards e-government paradigm, which emphasizes the development of a coordinated network, external cooperation and public services.

**Table 1: Reinventing Local Governments and the E-government Initiative**

<b>Paradigm shifts in public service delivery</b>		
	<i>Bureaucratic paradigm</i>	<i>EGovernment paradigm</i>
<i>Orientation</i>	Production cost-efficiency	User satisfaction and control, flexibility
<i>Process organization</i>	Functional rationality, departmentalization, vertical hierarchy of control.	Horizontal hierarchy, network organization, information sharing.
<i>Management principle</i>	Management by rule and mandate	Flexible management, interdepartmental team work with central coordination
<i>Leadership style</i>	Command and control	Facilitation and coordination, innovative entrepreneurship.
<i>Internal communication</i>	Top down, Hierarchical	Multidirectional network with central coordination, direct communication.
<i>External communication</i>	Centralized, formal, limited channels	Formal and informal direct and fast feedback, multiple channels
<i>Mode of service delivery</i>	Documentary mode and interpersonal interaction	Electronic exchange, non face to face interaction
<i>Principles of service delivery</i>	Standardization, impartiality, equity.	User customization, personalization

Overall, the process of the development of e-services is dependent on the state of the ICT industry sector itself, but it also, it is also highly dependent on the readiness of governments, organizations, and communities.

#### IV. CHALLENGES

The implementation of advanced services using ICT is still limited to a few large countries, adoption and uptake of low becomes problematic in many countries due to greater efficiency and return on investment is possible only with the widespread use of e-government services (Verdegem and Verleye, 2009). Based on the results of research in various countries, in general there are three major challenges faced by the government and society in developing the concept of e-government, namely:

##### a. Individual Rights and Privacy

The benefits of ICT in the government is speeding up the work process and improve the quality of service. Technical solutions, transparency and independent auditing procedures becomes an integral part of the security assurance of data that must be respected by the government. The presence of e-government is expected to be the solution to accelerate activities associated with public service.

##### b. Efficiency and Cost Reduction

Traditional public services are generally through a long process, lengthy procedures and lack of transparency. In many cases it happens that both the business sector and citizens have constraints in terms of public services, such as the need to fill out an application form at many places / offices, types of permits are many and complex for a license or feasibility of the time inefficient. Consequences arising is dissatisfaction with the services provided by the government, the high cost and time inefficient for a simple service. During this time dealing with the government is through traditional access channel which only operates during office hours, then by utilizing the available ICT facilities, the community and the business sector can make transactions and interactions for 24 hours a day and 7 days a week. Channel access is one key to the successful development of e-government because of its function as the interface that connects the community, the business sector and the government. Transformation management is needed in the planning, development and implementation of e-government concept. These concept should be accompanied by a strategy of the transformation that is good and effective, along with socialization enough to the public. Strategy with regard to the provision of incentives, the environment effective institutions, investment funds and human resource competencies.

Public services should be accessible anyone from anywhere anytime accurately (Signore, Chesi, and Pallotti, 2005). Utilization of ICT has encouraged an increase in the efficiency and effectiveness of services by the government, some obstacles such as information gaps, knowledge of technology, disability, inadequate ICT equipment is still a part that should getting noticed from the government as a service provider. Undeniable that public service intersect with matters of an administrative nature involving a number of documents (forms, reports, and others). It would take a long time and cost a bit so that the service be likely to be slow. In the era of e-government, the ultimate goal is to form a paperless work environment, which is reduced as far as possible the use of paper. So that all aspects of the services and resources that can be digitized to do the migration from manual to automated systems

Improvements in the decision to implement e-government through efficiencies, requires consideration of the following: assessment of efficiency in government are difficult. Government outputs are difficult to quantify; this concern applies to assessment increased efficiency as a result of e-government, as well as assessing the impact of the issues surrounding the use of ICT more generally.

#### V. STRATEGY

The development of e-government requires appropriate strategies and initiatives adapted to the context of the needs of each country. The strategy should be established with good planning with the principle of carefully and dynamically in accordance with the national policy direction, vision and mission of public institutions in providing excellent service to the public. Process re-engineering is required to understand the needs of the public in the transfer of information and services online in real-time. The Government should have a clear strategy to overcome the challenges and barriers to change. Some of the things, especially with regard to the provision of budget for the development of information and communication technologies, supporting infrastructure, appropriate policy, ICT readiness in managing human resources, socio-economic aspects, organizational, financial and political aspects. The final goal in planning the implementation of e-government strategy is able to provide the widest possible benefit to the public in the form of information and excellent service.

## VI. CONCLUSION

Globalization and global competition is a phenomenon that cannot be avoided, where the interaction between communities occur almost without limit, more effective and efficient than before. With the ICT revolution through e-government, developing countries in particular should be able to take on the role and the opportunity to be able to compete globally. Some aspects which may hinder the implementation of e-government should be a concern for decision makers, reducing administrative burdens and some other aspects. Some of the benefits gained with the implementation of the concept of e-government for a country, namely: improving the quality of government services to the public, especially in terms of performance effectiveness and efficiency in various areas of public life; increase transparency, control and accountability of governance; significantly reduces the total cost of administration, relationships, and interactions are not necessary in the activities of government; and managing a new community environment that can quickly and accurately answer the various problems faced in line with various global changes. In other words, that the implementation of e-government the right will significantly improve the quality of life in a country in particular, and the world community in general.

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