



E-GOVERNMENT

The relationship between culture and technology in
Government : Spotlight on e-Government

Housekeeping

- Please silence your cell phones during the presentation.
- Questions and Comments are welcome at any point, however, kindly raise your hands so that we may call on you.
- “Car-parking”
 - Time-consuming discussions may be held until the end of the presentation

Agenda

- E-Government
 - Definition
 - Stages in Development
 - Adoption
 - Benefits
 - Types
- Culture & E-Government
 - Definition of Culture
 - Culture Theory
 - Culture, e-Gov & People
- e-Government in Practice
- Question & Answer Session



WHAT IS e-GOVERNMENT?



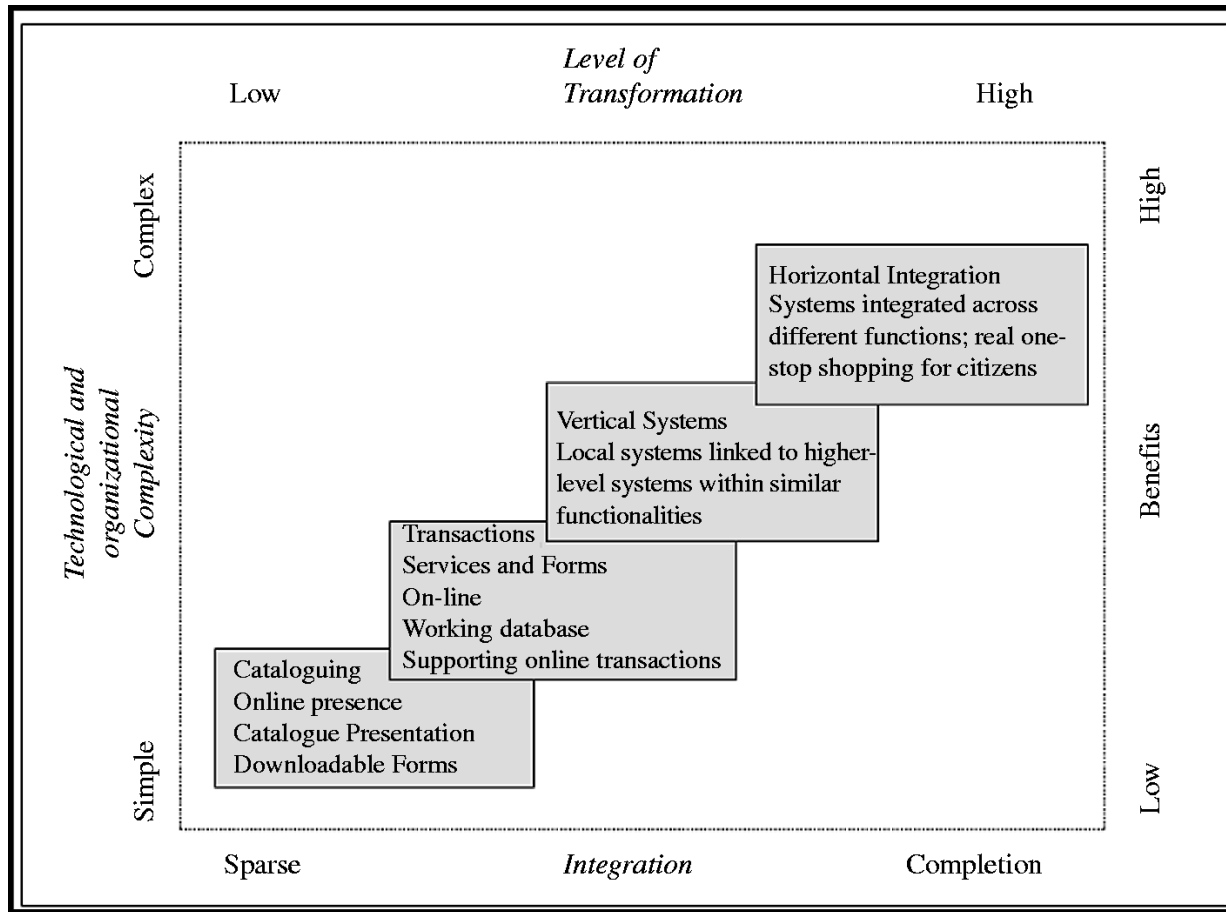
What is e-Government?

“The use of information technology to free movement of information to overcome the physical bounds of traditional paper and physical based systems”¹

“The use of technology to enhance the access to and delivery of government services to benefit citizens, business partners and employees.”²

“The automation or computerization of existing paper-based procedures that will prompt new styles of leadership, new ways of debating and deciding strategies, new ways of transacting business, new ways of listening to citizens and communities, and new ways of organizing and delivering information.”³

Stages in e-Government Development



Source: Adapted from Layne and Lee (2001)

Reasons to adopt e-Government

- Political
- Economic
- Social
- Technological
- Managerial

Benefits e-Government

- Improvement in internal government operations such as:
 - Staffing
 - Technology
 - Processes
 - Workflow Management
- Efficient and swift delivery of goods and services to:
 - Citizens
 - Businesses

Simplification of procedures and streamlining of approval processes

 - Government Employees
 - Agencies

Cross-agency coordination and collaboration

Four types of e-Government Services

- **Government-to-Citizen (G2C)**
 - Case Study: Singapore's e-Citizen Portal
- **Government-to-Business (G2B)**
 - Case Study: China's Golden Customs
- **Government-to-Employee (G2E)**
 - Case Study: Mississippi's Payroll Information Self-Service
- **Government-to-Government (G2G)**
 - Case Study: UN's Global Program on Transnational Organised Crime

e-Government is not just “online” Government

- The internet is not the only, most appropriate means for administering e-Government
 - Case Study: Phillipine Case Study
- Developing countries may have financial and infrastructural constraints that prevent full-scale adoption of e-Government. In this case, the following is recommended:
 - Use existing electronic service delivery channels first
 - Use of “Intelligent intermediaries”
 - Case Study: Sri Lanka

CULTURE & e-GOVERNMENT



What is culture?

“something which is collectively shared by members of a group”

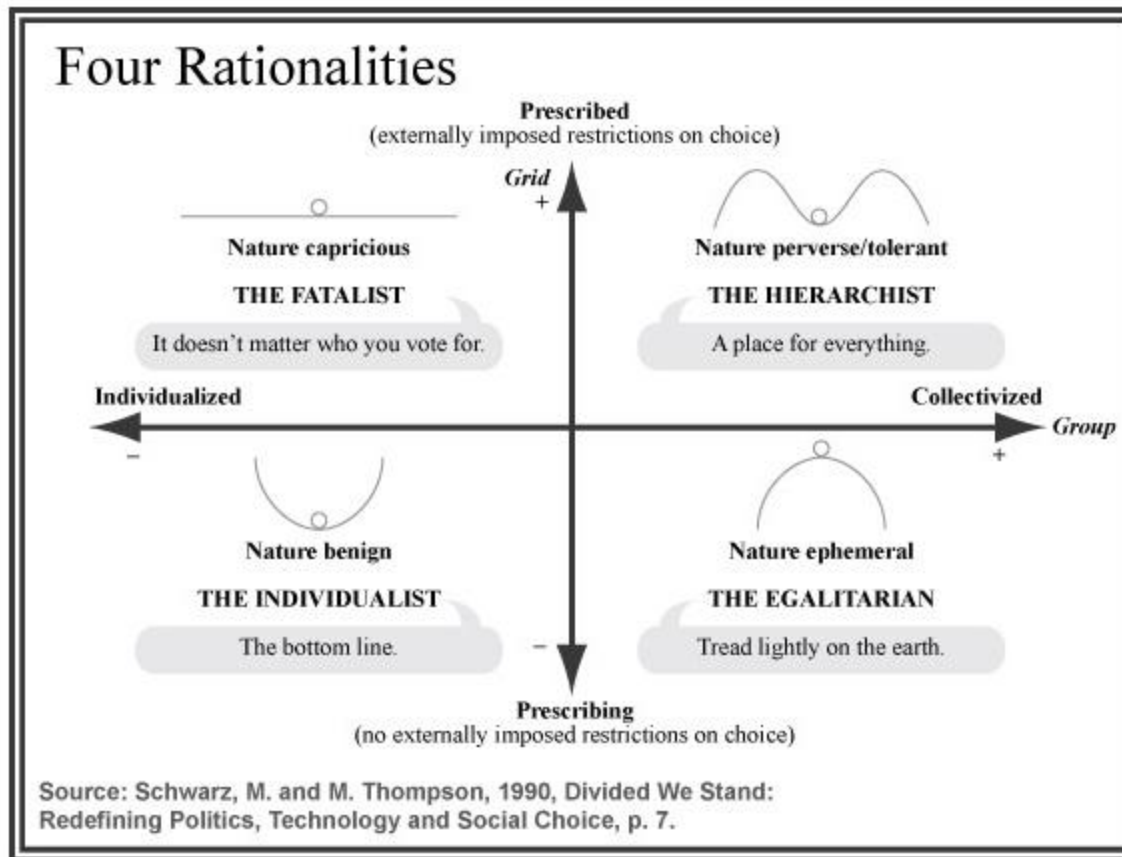
“values, beliefs, norms, and behavioural patterns of a group – people in a society for national culture, staff of an organization for organizational culture, specific profession for professional culture, etc.”⁴

“the totality of socially transmitted behavioral patterns, arts, beliefs, institutions, and all other products of human work”⁵

Hofstede on *National Culture*:

“the collective programming of the mind which distinguishes the members of one group or category of people from another”⁶

Understanding Culture: Grid/Group Cultural Theory



Culture and e-Government

Fatalism

- Individuals display values of indifference and incompetence towards change. There will be an unwillingness to accept it and doubt will be cast on the overall value which it brings.

Culture and e-Government

Characteristics associated with fatalism:

- Skepticism
- Resistance
- Segregation/Isolation
- Lack of commitment
- Uncertainty
- Lack of motivation and organisational involvement

Culture and e-Government

Hierarchism

- This cultural orientation favours control, power and domination. Communication is through formal means. Everyone knows their place within the hierarchy.

Culture and e-Government

Characteristics associated with hierarchism:

- Loyalty
- Respect
- Power
- Authority
- Demotivation
- Stifled creativity
- Dissatisfaction

Culture and e-Government

Individualism

- Individuals favour autonomy, individualism and responsiveness. Success comes to those who daringly take risk and experiment with change. Idea generation and freedom to innovate are the hallmarks of this cosmology.

Culture and e-Government

Characteristics associated with individualism:

- Innovation
- Creativity
- Opportunism
- Competition
- Avoid collaboration
- Seek personal gain

Culture and e-Government

Egalitarianism

- This orientation stresses the importance of fraternity, harmony and teamwork. Individuals have a preference for trust, support and equality. There is a high emphasis to ensure that a person's well being is looked after.

Culture and e-Government

Characteristics associated with egalitarianism:

- Trust
- Harmony
- Acceptance
- Commitment
- Knowledge-sharing
- Lack of authority/leadership
- Disagreement
- “Tug-of-War”

Culture and e-Government

- Successful Implementation
- Partial Use
- Used for purpose not originally intended
- Not used at all
- Pace of implementation
- Failed implementation

Culture and e-Government

- Creation of a better business environment
- Customers online, not in line
- Empowers citizens by facilitating more informed decision-making
- Allows citizens to be more actively involved in the policy- and decision-making processes of government
- Increase in government staff productivity
- Improving the quality of life for disadvantaged communities
- Development of Human Resource capacity in ICT skills
- Increased levels of trust in government
- Loss of social interactions
- Loss of perceptions of privacy

e-GOVERNMENT IN PRACTICE



Culture and e-Government

Case Study: Singapore vs. Brunei

An examination of the national cultures of factors in Singapore and Brunei. The core values of the two national cultures that lead to success in e-government projects.

Culture and e-Government

Case-Study: E-Government Initiatives in Malaysia

The cultural barriers/ enablers which can impede/facilitate e-government initiatives in Malaysia. This study uses the grid-group cultural theory and highlights the benefits of reducing constraining cultural characteristics and promoting enabling ones.

Culture and e-Government

Case-Study: Motivations for e-Government adoption in Saudi Arabia

The motivations behind the change towards e-government systems. The characteristics of e-government and the motivations for this change investigated through multiple empirical case studies from the Kingdom of Saudi Arabia

Culture and e-Government

Case-Study: Impact of National Culture on e-Government

The influence of national culture on e-Government implementation. A comparative case study on the UK as a developed country and Sri Lanka as a developing country which highlights the potential influence of cultural differences on e-Government implementation.

Culture and e-Government

Local Example: TT Connect Initiative



ttconnect is one of Government's umbrella initiatives for facilitating citizen access to public services in a way that is significantly more convenient than what has been traditionally obtained by the citizens of Trinidad and Tobago.

DISCUSSION



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