

Impact of E-Governance on Employees Performance

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Abstract- Very important element in the entire process of Governance is the performance of employees, which leads to achievement of goals. Nowadays lot of changes are taking place around the world due to ICT enabled governance. As these changes are occurring very rapidly, organisations tend to adopt ICT at the same pace and speed to remain in the competitive market. Many studies and research has undertaken to evaluate the impact assessment in relation to cost, quality, revenue generation, and perceived value delivered to the customers, but very little research has undertaken to assess the impact in relation to the employees, who are the first caretakers in the whole process, hence it is felt that there is need for development of a Frame work for assessing impact of E-Governance on Employees. After extensive research survey, authors has concluded that creativity, Personal efficacy and Effectiveness leads to efficient delivery of services by the employees in E-Governance scenario.

Index Terms- Employees, E-Governance, Frame Work, Creativity, Personal Efficacy, Effectiveness:

I. INTRODUCTION

In early 1990's two changes swept across the world-the focus on good governance with increasing non-government participation in delivery of public services and information communication technologies(ICT) and internet- technologies that potentially could connect any and every one in real time. The concept of e-Government or e-Governance was born through the amalgamation of these two. E-Governance marked a paradigm shift in the philosophy of governance- citizen centricity instead of process centricity and large scale public participation through ICT's enablement.

In this context, union government of India approved National e-Governance plan (NeGP) during May-2006 with a vision to "make all government services accessible to the common man in his locality, through common service delivery outlets and ensure efficiency, transparency and reliability of such services at affordable costs to realize the basic needs of the common man."

The important attributes of the NeGP vision, efficiency, transparency and reliability of services are entirely depend on how employees perceive and adopt change by moving away from the old concept of manual systems.

²E-Governance Strategy for Karnataka "has stipulated that, government is more concerned about the changes in mind set at all levels of hierarchy, administrative dedication, by overcoming resistance from the traditionalist and those whose vested interests are threatened by the change.

³Research studies published in European Academic Research journal, has stipulated that "very important in the entire processing of E-Governance project is the Performance of Civil servants who are the first caretakers in this whole process.

Roche (1999) defined impact assessment as, the "systematic analysis of the lasting or significant changes-positive or negative intended or not – in people's lives brought about by a given action or services of actions.

¹Frame work for Citizen Engagement in E-Governance, Dept. of Electronic & Information Technology, Government of India, April-2012.

²E-Governance Strategy for Government of Karnataka, Department of IT & BT, Government of Karnataka, 2001.

³Lulzum Shabani, University of Pjeter Budi, Pristina, Vol-ii issue April-2014, European Academic Journal.

II. LITERATURE REVIEW

1. **Amabile, 1996:** Argues that creativity relevant skills include both domain relevant skills and creative thinking skills. Domain relevant skills refers to abilities regarding a specific content domain relevant to solve problems and complete tasks. Creative thinking skills refers to the ability to take new perspectives on problems and apply persistence to the exploration of new pathways to solve the problems.

2. **Bhatnagar.C & Nurpur Singh, 2010:** Has felt that Academic research on evaluation of E-Governance projects is clustered around two aspects.

(1) The first group studies assessed a number of projects post implementation with a great deal of variations in terms of "what was measured" and methodologies used or "how the measures were carried out".

Some studies examined the implementation process within the agency to evaluate whether the systems were functioning as they were designed to, or the degree to which the intended outcomes were achieved (Madon, 2000). Some studies looked at long term sustainability and scope for replication of a project (Kumar & Best 2006). While some measured the benefits that were delivered to the clients.

(2) The second group of studies focussed on developing a frame work for measurement of value delivered to different stakeholder. Different components of value are identified, and a methodology of measuring the performance of each element proposed. Frame works are expected to be applied to individual projects, either ex ante to determine whether the project needs to be implemented at all, or ex-post to make a judgement on its success.

3. **Bounds at all, 2005 ; Robbins, 2000:** has felt that Common measures of organisational performance are effectiveness and efficiency.

4. **Competency Dictionary for the Civil services: GoI-UNDP Project**-Strengthening HRM of Civil Services, stipulates Efficiency comprises Result orientation, Conceptual thinking, Initiative and drive, Seeking information, Planning and coordination, Desire for knowledge, Innovative thinking, Problem solving, Developing others, Self-awareness and self-control, Communication skills, and team working.

5. **Electronic Administration Development Agency(ADAE) & Bearing Point,2005:MAREVA methodology guide:** Provides a detailed method of computing costs and gains for an agency to calculate the expected return on investment(ROI) before a project is taken up. However, it suggests four other parameters on which a project should be assessed-Necissey of the project, Level of risk, Benefits employees and society, and concrete benefits to clients. Each of the five parameters is rated on five pppoint scale and presented as a radial diagram for all projects being compared. The key benefits for the clients are identified as gain of time, savings of money and simplification of accessibility.

6. **European Commission,2006: eGovernment Economics project(eGEP); Measurement framework final version:** stipulates that the measurement is build around the three value drivers of Efficiency(Organisational Value), Democracy(Political Value), and Effectiveness(User Value), and it is elaborated in such a way as to produce a multidimensional assessment of the public value potentially generated by eGovernment, not limited to just the strictly quantitative financial impact, but also fully including more qualitative impacts

7. **Federal Ministry of the Interior, Germany, 2004 WiBe 4.0: Recommendations on economic efficiency assesments in the German federal administration:** reports that WiBe is an approach that has been used for a decade for assesment of IT projects in Germany. It provides very detailed templates for calculating costs and revenues, templates for assessing investments, operating costs, and revenue impacts for the agency.

8. **Grimsley & Meehan, 2007 :** Explained that, E-Government systems frequently encompass strategic goals that go beyond efficiency, effectiveness, and economy to include political and social objectives, such as trust in government, social inclusion, community regeneration, community well being and sustainability.

9. **Martin Hoegl, 2007** "Creativity in Innovative projects", Journal of Engineering and Technology Management : Argue that team work quality moderates the relationships of domain relevant skills and creative thinking skills with team performance.

10. **Pandey, 2009:** Organisational Factors for Exploration and Exploitation, 2009: carried out a study about effective organisational factors of employee creativity and finally concluded that creativity is greatly under the influence of organisational structure, leadership style and reward system in organisation.

11. **Rahnama ,2011:** Faculty of M & A Islamic Azad University, Iran Australian Journal of Business and Management Research Vol-1 : The survey of Relationship between Creativity and Organisational Effectiveness: Has concluded that there is a statistically significant relationship between employee creativity and organisational effectiveness in educational department of east Azerbaijan and Ardabil provinces. Creativity will contribute

to organisation effectiveness through improving employee performance.

12. **Rahul De, IIMB, 2006:** Journal Regional Development Dialogue, Vol 27: Felt that Most of the E-Government systems that are implemented in developing countries around the world fail, with the failure rate at over 80%(50% are partial failure and the rest are total failure). Many reasons are attributed to such failure rates, most of which have to do with a lack of direction and continued support by the responsible government departments.

13. **Sakalyte, 2013,;** Organisational Assessment, in STICS online Journal: Explained the fundamental difference between organisational assessment, that effectiveness is much broader perspective, which takes into consideration account quality, creation of value added, employee satisfaction, output interaction with the social and economic environment.

Variable/s	Effective	Ineffective
Efficient	Succeeds at minimum cost. The company thrives	Cost under control but fails to succeed. The company is bankrupting slowly
Inefficient	Succeeds at a high cost. The company exists.	An expensive failure. The company is bankrupting fast.

14. **Stefanos Mouzas, 2006:** University of Bath, UK, :Efficiency Vs Effectiveness: Concluded that Efficiency and effectiveness are central terms in assessing and measuring the performance of organisations as well as inter organisational arrangements such as strategic alliances, joint ventures, sourcing as well as outsourcing agreements.

15. **Shelly and Gilson, 2004:** What Leaders Needs to Know,; carried out study about effective group, individual and organisational factors of creativity and came to conclusion that time resource, group communication system, and organisational structure has an impact over individual creativity.

16. **Thomson, 2000:** Effects of Control on Choice reward and punishments, (2000): attributes break of hierarchy structures to the open and free communication that this in itself leads to more intra organisational risks and at last creativity increase and this factor makes organisations more effective and leads to creativity.

17. **Venkata Rao, 2008, Professor, C & IS, IIM Ahmedabad:** VIKALPA, Vol 33 : Impact Assessment of E-Governance Projects: Felt that the, impact that an e-Governance initiative can make depends very much on not only the relevance of the initiative, but also the capabilities of the officers who are involved with the initiative during the various phases of its life cycle.

18. **Woodman et al., 1993, Ford 1996, Taggar 2002,;** Explained that the Creativity has been typically conceptualized as an outcome, such as the novelty or inventiveness of a problem solution achieved, often referred to as the creative product.

III. OPERATIONAL DEFINITIONS

Impact of change entirely depends on human behaviour in an organization, which is influenced by various physical, social and psychological factors.

The key concepts which integrate an individual with an organization is the personal efficacy, effectiveness and creativity.

Personal Efficacy

The self is at the centre of a person's competence. The term "efficacy" has been used in the sense of potential effectiveness. ⁴Self-Efficacy is one of the indicator of Civil servants Performance.

Self-esteem is a "trait reflecting an individual's characteristics effective evaluation of the self (for ex feeling of self-worth or self-liking)- Gist & Mitchell 1992.

Self-efficacy "refers to beliefs in ones capacities to mobilize the motivation, cognitive resources and courses of action to meet given situational demands (wood & Bandura 1989).

Bandura (1982) proposed the concept of self-efficacy and a lot of research has been done on this concept. Three aspects are important in self efficacy.

First: - Judgment of ones perceived capability to perform specific task.

Second: - This judgment is not static and can change with new information.

Third: - It involves a mobilization component i.e., differential performance.

Gist & Mitchell (1992) have proposed a three dimensional model of efficacy determinants. Locus of causality (external-internal), variability (overtime and occasions), and controllability of the causal influence.

The concept of sense of efficacy has been proposed by pizer(McClelland and winter, 1969) in relation to goal(being-vs-doing), locus of resources(internal-vs-external resources or lack of resources), state(global-vs-specific), action(initiative-vs-compliance) and approach to problem (approach-vs-avoidance).

Personal efficacy is the general sense of adequacy which is likely to contribute to a person's effectiveness in working for a task related group. It may be useful to consider what contribute to personal efficacy as this may help to devise ways of measuring and analysing the variable. It is proposed here that *Four sets of factors contribute to personal efficacy:-Motivation, Self-awareness, Proactivity, and Action orientation.*

(a) Motivation:

It is an important aspect of personal efficacy. An individual with high personal efficacy is a highly motivated individual. Three motives or needs are fairly high in such person.

*The need for efficiency or excellence (achievement motive)

*The need for influence others (power motive|)

* The need to pursue goals that are likely to help a large number of persons (extension motive).

Achievement motivation is reflected in the concern a person shows for competition, either with others or with his own standards of performance, unique accomplishment or long term involvement.

Power motivation is reflected in the urge to influence others or to change things etc,

Extension motivation is reflected in the super ordinate goal of an individual and the concern he shows for others. Concern

for others would include concern for ones family, for others persons and for society at large.

(b) Self-awareness:

A person with high personal efficacy has higher awareness both of his strengths and his weakness. Such awareness helps him to use his strengths effectively and to manage his weaknesses by taking steps to remove them.

(c) Proactivity:

Personal efficacy is related to an individual's ability to take initiative. A person can either wait or react to situations or he can take the initiative. The latter is called proactive behavior. Proactivity includes at least three aspects.

First:- a proactive person feels that he can change things, or in general determine a course of action. Such a person is said to have an internal locus of control. A person who believes that events depend on outside forces (Fate, God, the Government, Parent, and Boss) is said to have external locus.

Second:- Proactivity is reflected in the attitude towards a problem, a proactive person solves a problem instead of waiting for a solution from outside or avoiding it altogether. This can be called proactive orientation.

Third:- A proactive person looks for available resources and utilizes them. The resources a person sees around him, the more proactive he is.

(d) Action Orientation:

Personal efficacy results in action. It is a part of efficacy. Action orientation may be shown in three ways:

First: An action orientation person shows some amount of self-discipline, for ex he works hard, denies himself opportunities for immediate gratification of some of his desires, sticks to schedules, spend long hours on the job and so on.

Second:- Planning orientation is the second aspect of action orientation. The person plans detailed activity schedules to reach a goal. Not satisfied only with formulating a goal, he prepares functional linkages between the goal and his present state. Finally such a person is also future oriented. Instead of living in the past or only confining himself to present he is obsessed by the future. What he wants to achieve, how he will act and so.

Personal Effectiveness

One precondition for personal effectiveness is better self-awareness. But only understanding one's self does not make a person effective. One simple model for self-awareness, which is widely used, is the Johari Window, developed by Luft and Ingham (1973). In this model, there are two main dimensions for understanding the self, those aspects of a person's behaviour and style that are known to him(self) and those aspects of his behaviour that are known to those with whom he interacts(others). A combination of these two dimensions reveals four areas of knowledge about the self (Exhibit-1)

	Known to self	Not known to self
Known to others	Arena or Public(A)	Blind(B)
Not Known to others	Closed(.C)	Dark(D)

Exhibit-1

In the Johari window model the size of the arena or open space is critical for personal effectiveness. Arena increases in proportion to the decrease in the blind and the closed area.

⁵Efficiency and effectiveness are central terms in assessing and measuring the performance of organisations as well as inter organisational arrangements such as strategic alliances, joint ventures, sourcing as well as outsourcing agreements.

⁶Common measures of organisational performance are effectiveness and efficiency.

(a) Openness:-

Openness is critical for effectiveness. Openness has two aspects- self disclosure and use of feedback. In addition perceptiveness or sensitivity to others feelings and non verbal cues, is also important.

The extent to which one share ideas, feelings, experiences, impressions, perceptions and various other personal data with others shows the degree of openness which is an important quality and contributes a great deal to persons effectiveness.

(b) Receiving Feedback:

Feedback on those aspects of a person about which others are aware but the person himself does not know about may be positive or negative. General there is no problem in positive feedback. Negative feedback however creates dissonance with self-image, and may be threatening to the ego. When one receives negative feedback, one tends to be defensive and generally uses defensive behaviour to deal with the feedback.

(c) Perceptiveness:

The ability to pick up verbal and nonverbal cues from others indicates perceptiveness. However like openness, this dimension must be combined with the other two dimensions for effectiveness. A person who is not open may receive many cues and much feedback from others at first, but soon he may be seen as being manipulative and generally unavailable. Perceptiveness and openness reinforce each other and if used effectively are likely to increase personal effectiveness.

Creativity:

Creativity and innovation are sometimes seen as synonymous. At a minimum, creativity can be defined as problem identification and idea generation, whilst innovation can be defined as idea selection, development and commercialization. Innovation often means that outside decision-makers have to get involved, as complete development and commercialization commonly require the competencies and knowledge of a team. Different competencies, structures, processes, resources and time scales are required.

The relationship between creativity and intelligence has always been a central concern of psychology (Guilford 1950). Parenthetically, it is interesting to note that a major impetus for

Guilford's theory was his interest in creativity. The divergent production operation identifies a number of different types of creative abilities.

⁴Competency Dictionary for the Civil services: GoI-UNDP Project-Strengthening HRM of Civil Service

⁵Stefanos Mouzas, University of Bath, UK, 2006.

⁶Bounds at all, 2005 ; Robbins, 2000.

⁷The survey of Relationship between Creativity and Organisational Effectiveness, has concluded that there is a statistically significant relationship between employee creativity and organisational effectiveness. in educational department of east Azerbaijan and Ardabil provinces. Creativity will contribute to organisation effectiveness through improving employee performance.

Much effort has been devoted towards the measurement of creative potential. A common framework for creative thinking processes is described by Torrance(1979). Each aspect is defined further, along with ways to facilitate the respective aspects by using key words and application activities.

Fluency:-refers to the production of a great number of ideas or alternate solutions to a problem. Fluency implies understanding, not just remembering information that is learned.

Flexibility:- refers to the production of ideas that shows a variety of possibilities or realms of thought. It involves the ability to see things from different points of view, to use many different approaches or strategies.

Elaboration: is the process of enhancing ideas by providing more detail. Additional detail and clarity improves interest in, and understanding of the topic.

Originality: involves the production of ideas that are unique or unusual. It involves synthesis or putting information about a topic back together in a new way.

Certain cognitive skills seem to underlie creative behaviour such as

1. Fluency
2. Flexibility
3. Visualization
4. Imagination
5. Expressiveness and
6. Openness

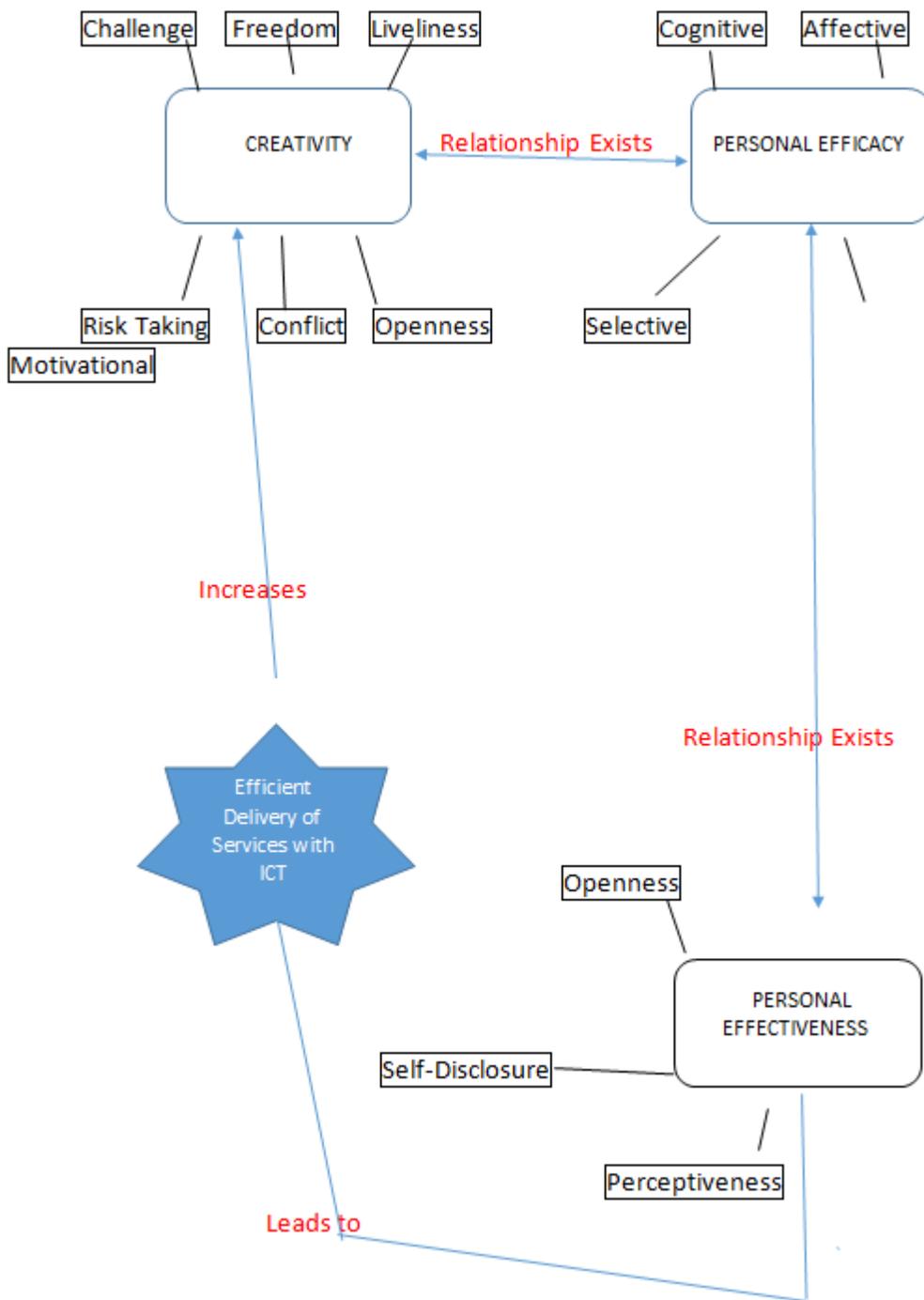
⁷Rahnama,(2011). Relationship between Creativity and Organisational Effectiveness. *Australian Journal of Business and Management Research*.Vol-1.Sep-2011.

These skills may be personality characteristics, which may be learned, or may be situational. There is also general acknowledgement that social processes play a major role in the recognition of creativity.

The following dimensions of creativity can be measured with the help of creativity assessment Inventory (CAI), developed by Rachita Sinha & Surabhi Purohit.

1. Challenge: A creative person approaches challenges and difficulties energetically and with enjoyment.
2. Freedom; A creative person prefers to be independent and happy to take initiatives and give voice to his/her ideas.
3. Liveliness: A creative person is busy most of the time. He mostly remains excited and happy.
4. Openness: A creative person tends to be trusting and considers mistakes a soothing to learn from.
5. Conflicts; A creative person looks for a help win win compromises, which needs willingness to communicate with understanding and empathy.
6. Risk Taking: A creative person takes responsibilities readily and doesn't hesitate to act on new ideas.

Conceptual Frame work of the Study



3. Objectives:

3.1 To find out the different factors that influence the performance of employees in Government of Karnataka.

3.2 To find out the relationship between Creativity, Personal Efficacy & Effectiveness of employees in Government of Karnataka.

3.3 To find out the overall impact of E-governance Scenario on the performance of Employees of Government of Karnataka.

4. Hypothesis of the Study:

The following are the Hypothesis statements to fulfil the objectives mentioned at 4.2

- 4.1 The relationship between creativity of employees and their personal efficacy is positively correlated.
- 4.2 The relationship between creativity of employees and their effectiveness is positively correlated.
- 4.3 The relationship between Personal efficacy and Effectiveness is positively correlated.

5. Formulation of Questions:

The Survey used the following questionnaires, to find out the results of the research study.

- 1. Personal Efficacy Scale (PES), developed by Udai pareek
- 2. Personal Effectiveness Scale (PE), developed by Udai pareek.
- 3. Creativity Assessment Inventory (CAI), developed by Rachita & Purohit.

Data Collection & Analysis

Psychological Data has been collected from 125 officers of Government of Karnataka who are working in E-Governance scenario, by administering the above questionnaires. Pearson’s correlation co-efficient and Sig.(2-tailed), is adopted for Data Analysis.

Correlation

		Personal Efficacy	Personal Effectiveness	Creativity
Personal Efficacy	Pearson Correlation	1	.050	.386
	Sig. (2-tailed)		.469	.000
	N	90	90	90
Personal Effectiveness	Pearson Correlation	.050	1	.257
	Sig. (2-tailed)	.469		.022
	N	90	90	90
Creativity	Pearson Correlation	.386	.257	1
	Sig. (2-tailed)	.000	.022	
	N	90	90	90

IV. CONCLUSION

Pearson Correlation coefficient shows, positive correlation between the creativity & personal Efficacy (0.386), and Creativity & Personal Effectiveness (0.257), among employees of GOK in E-Governance scenario. The critical value of ‘r’ at the 5% significance level is 0.2050, which is less than calculated value, which indicates acceptance of the Research Hypothesis. As per the results obtained through Pearson correlation coefficients we may accept research hypothesis, but due to little significance in α values, it is suggested that research may be continued with larger sample and with independent variables to authenticate the relationship.

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