

## **The Strategy of Establishing E-government and Developing the Performance of Public Administration**

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### **Abstract**

This paper illustrates the factors contributing to developing an integrated strategy for the successful implementation of e-government in practice. Method: To achieve this, this study follows a comprehensive descriptive and developmental approach to the performance of e-government to identify the modern and requirements for implementing the e-government system. Therefore, the study focuses on modern concepts and new methods of electronic government, which led to the emergence and development of electronic management. Results and conclusion: The results indicated that new institutions and modern legislation appeared that regulate the relationship between e-government and public administration on the one hand and its relationship with citizens and companies on the other hand. The study concluded that it is necessary to activate legislative practices to achieve an integrated legal system for e-government. This is done by developing the rules of administrative law and establishing modern electronic administrative legislation that regulates all public administration activities, in addition to establishing and developing electronic constitutional regulations that consolidate the principles of democracy, political unity, and accountability.

**Keywords:** Electronic government, electronic administration, public administration, Electronic administration legislation

### **Introduction**

The term “e-government” first appeared in the most developed countries, and the first head of state to use this term was President of the United States of America Bill Clinton in 1992, in order to increase speed, accuracy, and improve

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the quality of services provided to citizens. With the emergence of electronic government in modern societies, countries began to seek interest in linking the public administrative services provided by the government and its affiliated institutions and facilities with the various electronic means available to them worldwide (Mahlangu & Ruhode, 2021; Bakon et al.2020).

"Due to the transition to e-government systems and the shift from traditional government concepts to electronic concepts, modern countries and societies are now known for delivering high-quality public services." It is characterized by the highest levels of transparency, speed and achievement, and it is based on disseminating information and making it accessible to all individuals with ease and openness. In addition, the implementation of all transactions related to the government sector and the public through multi-purpose electronic portals. This is in contrast to the performance of traditional governments, which is characterized by bureaucracy, nepotism, and the decline/low percentage of public satisfaction with the government, and sometimes its absence (Grecu & Dicusar, 2021).

Consequently, the political will of developed countries has shifted towards establishing an integrated e-government project, which necessitates the presence of critical components for its implementation. "We will aim to systematically and logically describe and analyze these fundamental elements and components (Di et al.2022; Lin et al.2020; Nani & Ali, 2020).

### **Objective**

Focus on goals and objectives. Transforming government by taking advantage of information technology can affect how a government's constituency participates in the policy-making process and how public services are delivered. It may also have an impact on the economic sector. This is the vision of e-government. To analyze the best way administrations can use information technology to improve the performance of public sectors, this paper predominantly focuses on how to best conceptualize the goals and objectives to be put in place.

### **Methodology**

This study used a qualitative approach to investigate. Data will be collected from secondary information sources, including books, magazines, online resources, reviews, newspapers and official websites relevant to those covered by this study. A lot of information was also circulated about developing an integrated strategy for the success of implementing e-government on the ground (Hair, J. & Alamer, A.2022).

To achieve this, this study followed the comprehensive descriptive and developmental approach to e-government performance to identify the modern and necessary requirements for implementing the e-government system. Therefore, the study focuses on modern concepts and new methods of e-government, which led to the emergence and development of electronic administration. The researcher will also present the results of the analysis and study objectively, reliably and without bias (Siedlecki, S. L. 2020).

## **Literature Review**

### **Part One: Elements and Components of Establishing an E-Government**

#### **Creating the appropriate conditions for e-government**

Effective management systems must be implemented to provide the quantity and quality of data needed to support the transition to e-government. All primary public services must be available electronically. This is very important, as it encourages the transformation of society and its transition to the electronic network. Identifying and disseminating problems that hinder the effective use of e-government is also necessary. At the same time, ministries and public agencies must take the necessary measures to adapt the necessary legislation for the use of e-government (Lim et al., 2020; Abdulkareem et al.2022).

#### **Security procedures**

There are varieties of security risks when implementing an e-government system. These can involve system security, data security, and the potential for financial waste. Many risks have an effect on how the public perceive e-government and thus influence the trust relationship between the public and the government. Terrorism and vandalism are one of the potential security risks as they can disrupt the e-government system both physically and electronically. One of the worst-case scenarios would be the loss of data from a terrorist attack, as recent loss of NHS data in the UK shows the potential effects of such attacks. If the nature of terrorism attacks are severe enough they can have an overall effect on public trust and force the government to reallocate funds into heightened security measures and away from e-government implementations (Abdulkareem and Mohd2022;KHADZALI).

This is also true with vandalism whether it be physical damage to IT infrastructure or attempts to deface and disrupt public services. E-government systems can be prone to data interception during transmission and the hijacking of online identities. With the nature of public services often involving sensitive personal details data interception can lead to breaches on personal privacy and its affects can be felt if intercepted data is tampered with and used to make false

decisions on individuals. Hijacking of online identities can lead to the masquerading of citizens or government officials with intent to commit fraud or sabotage. An extremely prevalent security issue today is cyber-crime using automated and distributed attacks, these can range from viruses and DDoS attacks to logic bombs, which can have potentially severe effects on both data and services. The overall risk of system failure and subsequent data loss is the worst case scenario for security threats (Manaf et al.2022; Othman et al.2020, Xavier, 2021; Lim and Kamaruddin2023).

### **The legal mechanism**

The government should establish laws and regulations beforehand to facilitate the shift to e-government. In many nations, digital signatures, for instance, are not accepted; hence, existing laws must be evaluated and modified to permit the usage of digital signatures. This can impede electronic commerce and necessitate revisions or cancellations to align with the demands of the digital (Othman et al.2020; Xavier, 2021; Lim and Kamaruddin2023).

### **Participatory work and electronic communication**

E-government requires the establishment of government departments or agencies to coordinate and manage e-government. It is necessary to cooperate among all government departments to develop public resources. There is a need to form national teams to manage the e-government, and this is an essential step in achieving effective communication with the public and good cooperation between the various institutions. The e-government is more effective when it works according to a common framework in the public institution, so the work is organized. The focal point is that e-government includes the organizational development of the department and its work procedures, maximizing service efficiency, avoiding duplication, and developing an infrastructure that can be shared by different agencies (Citron & Franks, 2020;Schreiber2022).

It is crucial for all government agencies to have the ability to communicate electronically with one another to fully utilize the benefits of electronic information storage, which is easily accessible to all. Additionally, utilizing the same technical standards for data is crucial, as the national or inter-agency team will ensure connectivity and the development of tools and methods to enhance e-government in services where they currently do not exist. Public organizations generally need the skills to improve service efficiency, better understand the current capabilities and scope of e-government expansion, and build a unified network of support and data supply. Accordingly, highly qualified technical experts are needed to perform these tasks. However, most government

organizations, especially in developing countries, do not have enough qualified personnel, so governments may have to turn to the private sector (Aziz & Beydoun, 2020; Scherhauser et al., 2021; Satriawan et al., 2023).

### **Developing human resources**

Government employees are the main factor in the management of regular and electronic governments, and they are responsible for developing the government's performance. Here, the government will need to train its officials to initiate, implement and support e-government initiatives. In many countries, there are gaps in the level of basic skills of staff in managing e-government projects. In e-government, government employees and officials must be prepared with high technical skills in their fields of work. So that they are qualified to use all available electronic means in the process of planning and administrative organization, allocating financial resources, negotiating, measuring results and troubleshooting whatever the size of the work (Tsybulnyk et al., 2020).

### **Leadership and vision**

The prerequisite for the success of e-government is the presence of a small group of leaders with a vision and strategic thinking on how to enhance e-government and the means to achieve it. Leaders will monitor developments in this regard and make decisions to move forward in promoting e-government in the public sector. Indeed, all operational arrangements are futile if no vision and leadership can direct the implementation of e-government. Doubt regarding the effectiveness of e-government is one of the most significant hindrances to its implementation (Malodia et al. 2021).

### **Exchange of information**

Many public entities and organizations require information, experience and knowledge in information technology. It is essential to disseminate knowledge extensively across the public sector. This comprises creating joint technical solutions among public institutions and producing higher quality and more efficient services for citizens and businesses by adopting standardized information protocols. In conclusion, if the government embraces the idea of incorporating information technologies into good governance reforms, the objective of reform becomes a priority, the necessary information should be thoroughly understood, and information technologies should be employed to accomplish these requirements and objectives (Đurašković & Viduka..., 2021).

Achieving these aforementioned basic steps and tasks will not come easily, as it requires crystallizing an integrated strategic development plan through a series of successive stages. In this context, some of the researchers specialized in this

field point to identifying five basic factors for achieving an actual electronic government (Das & Das, 2022):

- Providing databases for technological information systems designed for this purpose.
- the appropriate use of information technology systems specially designed for this purpose
- Adequate funding.
- The strategic frameworks for achieving this purpose.
- Availability of an integrated legal system for e-government.

**The second part: applying the e-government system to the reality of public administration.**

In this part, we will discuss the impact of applying the e-government system on the reality of public administration in the country. There is no doubt that the application of this system will inevitably lead to the existence of electronic administration as part of the electronic government. Therefore, becoming familiar with the requirements for achieving electronic management is essential.

**Provide information**

This stage is about creating a website for editorial and informational purposes; although modest in terms of functions offered to users, this first stage avoids certain obstacles and removes geographical and temporal restrictions for obtaining information. However, what is more crucial than providing this information - as mentioned previously - is the requirement to stay current with the development of mechanisms for accessing this information quickly and efficiently to attain the highest possible benefit from obtaining information. For clarification, the “Your Rights” sections on (the service-public Fr) website are updated. [French Administration Portal developed by the French Authentication Agency] by the central departments of the various ministries, allowing direct user access to the source of information without effort or financial cost and ensuring the relevance and modernity of the acquired information(Bokayev et al., 2021).

While it is unfortunate to note that many Arabic sites that provide specialized information frequently target the financial aspect of the public, but some of them are created for this purpose, individuals from these sites do not see the desired benefit from them except for a small group of people. This explains the absence of an integrated e-government system in most Arab countries (Glyptis et al.2020).

### **Interaction**

In order to reach the interaction stage, the website must provide electronic tools for personal communication with the user (e-mail messages in particular) and include some telephone services. Despite these contributions at this stage of e-governance development, the non-physical interaction should frequently be complemented by an exchange through other forms of communication. Therefore, relying solely on the internet is not sufficient to guarantee comprehensive mutual comprehension, as users often view responses to emails as short or inadequate (Zhang & Kimathi, 2022).

### **Business transactions.**

At this point, the benefit of remote completion of procedures on the website appears, by removing the geographical and time restrictions of the user because he can now complete the procedures online. In addition to the use of pre-populated smart forms that offer alternative forms to the user. Remote procedures are also the only solution that allows to reconcile the requirements of personal treatment (which requires detailed knowledge of each personal case) while simplifying the procedures to be performed. Therefore, this stage of electronic management development enables the offering of new services that cannot be provided without utilizing information and communication technology (Abu-Shanab 2020; Slavovna, 2023; Lindgren et al., 2021).

### **Integration and merger.**

The last stage in the development of e-management is called the "integration stage" and is represented in the establishment of an organization capable of providing flexible, personalized and high-quality services to users by increasing the number of remote procedures. This stage also constitutes a qualitative leap in the provision of public service, which is then implemented in a the "network" For example, a website today predicts how it will change the lives of users at this stage: *mon.service-public.fr*. It allows users to access a range of online administrative services by simply linking the required online services to their unique account *on. Service-public.fr* (Yu et al., 2021).

In recent years, the French government has modernized the various departments electronically through the optimal use of the information technology approach by gradually moving from the traditional management system to the electronic one. It is changing to develop an online administration mainly by integrating this department with many devices and programs. The department now provides better services to users at a lower cost, characterized by diversity, speed and ease of use (Victoria & Elena, 2021).

**Part three: The technological and technical development of public administration performance**

The effectiveness of new technology in improving and enhancing efficiency can be clearly seen in the developed countries of the world. In many instances, these countries have been used as a model by which to compare levels of efficiency in public administration with other countries. Weber's comparison of traditional administration with rational legal administration serves as a useful marker in the comparison of efficiency levels between different countries. The stark differences in efficiency provide a rather unequal distribution of resources and goods in different countries. The structural and procedural changes involved in installing new technology are often quite simple, although the initial implementation cost is often quite high. Essentially, new technology lowers the cost of input in providing the same level of output in public administration. This will result in technology paying for itself over time and continuing to produce further savings (Pappel et al.2022).

Efficiency is the ability to do something or produce something without wasting materials, time, or energy. Given that efficiency is still a key feature sought by a society in any activity that it undertakes, we can say that there is greater importance now than ever before to seek efficient methods in public administration. The technological advancements of any era determine the quality and quantity of the output in any sphere of work. Public administration is a strategic factor in economic and social development. It is a powerful force in the process of change, and its effectiveness results in progress for the welfare of a society as a whole. Although public administration has historically relied on manual effective and efficient methods of public administration, output are greatly influenced by the level of technological development (Mærøe et al.2021).

In public administration, the most significant effect of the current trend toward the use of computers and communication technology has been to increase the efficiency of service provision to citizens. It also has the potential to significantly change the nature of many public organizations and the public sectors that they serve. We begin by considering the implications of increased intensity of use of technology in public administration for efficiency and productivity. In general, efficiency is a measure of how much resource input is required to produce a given level of output. Productivity is a more general concept that combines the level of output with the level of input to measure how efficiently resources have been used to produce the output. This may include the use of technology to substitute capital and knowledge for human labor. It is important to note that improvements in efficiency and productivity in public organizations are not ends in themselves but are always a means to an end. The government that is



in office and the administrative leaders throughout the public sector will continually face questions about what sort of outputs and outcomes they should produce and with what level and mix of resources. Assuming public sector wants to produce a given and increased level of output and outcomes, increasing efficiency and productivity will enable this to be achieved with lesser resource or free resources that can be used to produce greater levels of service. Technology has had and will continue to have, a profound effect on increasing efficiency and productivity through improvements in rationality and restructuring (Roztocki et al., 2021).

The decision-making process is the most important activity conducted by managers and executive personnel. Its most conspicuous manifestation takes place in policy formulation and resource allocation. This is a tough and challenging activity involving mental activity, the consideration of different alternatives, and deliberation upon the consequences of each of these alternatives. Whether we like it or not, decision-making is an inevitable activity of administrators and therefore one of the most important. Historically, public administrations have been charged with sluggishness and inertia in decision-making. It is said that a committee will be convened to decide the color of the ink to be used in the printer. Although this may be a slight exaggeration, slow decision-making is the result of information overload and inability to process it. With less complicated information, decision-making would be automatic. As technological advancements provide us with means to simplify complex information, the decision-making process, better defined as a choice process, can be accomplished without the burden of information overload (Khold & Sari, 2022).

Typically, decision-making can be thought to occur during the identification of a problem. This problem is then defined and translated into a diagnosable condition or a diagnosis. This diagnosis leads to an estimation of the severity of the diagnosed condition, which then leads to causal knowledge and a prognosis of the condition. At the end of the information gathering state, the decision-makers are now able to develop some alternatives or strategies to solve the decision. Coming from these alternatives is the comparison with the future consequences if the current course of action is not altered. Finally, that alternative with the best prospects becomes the decision (Sharova et al., 2023).

**The second section: the impact of technological and technological development on public administration.**

Electronic management is characterized by a number of important features and benefits, the most important of which are:

**First: Citizen-centered service**

Perhaps the most important principle in e-governance is to provide a people-centered service. This principle, which was borrowed from the e-government system and preceded the Internet, has led to the emergence of its full potential with the World Wide Web. According to this principle, public services must be designed to meet the needs of citizens or to help them to fulfill their civic obligations (Matsieli and Sooryamoorthy2021).

This focus on the citizen or the customer also confirms the ultimate goal, which is to provide the service and the procedures that the administration follows to achieve these goals. The service provided by the administration is better with the simplification of the steps and procedures used to provide the service. Here lies the benefit of the electronic administration in the continuous improvement of the performance of services and the satisfaction of public needs. The most prominent of these services is "self-service", which is an integral part of the service improvement model for individual citizens in general, as individuals can carry out a large number of administrative tasks that are usually performed by service providers. In the context of online services, these tasks can be performed 24 hours a day and seven days a week (Jennifer et al.;Horobeț et al.2023). However, experience has shown that not all public services can be delivered exclusively via the Internet, and therefore not all members of the public are willing or able to do so. This has led to a new desire to provide an integrated service, bringing together the different communication "channels" between management and the public, namely people, telephone, post and counters in addition to the Internet (Jennifer et al.;Horobeț et al.2023).

**Second: Information as a general resource for electronic administration**

The second feature of electronic administration in the context of e-government is the emergence of information as a significant resource for government, which requires appropriate legislation, policies and institutions. At the same time, activities such as managing records and documentation have always been essential to management. Information resources for management have become as important as financial and human resources, which are traditionally privileged by the public administration. This information as a general resource for the electronic administration can acquire a special value, whether in terms of its quantity or in the ability of the administration to oblige individuals and companies to provide reliable information related to them. Therefore, respecting privacy and protecting personal and commercially sensitive information has become an important public policy issue that deals with E-government, such as those related to personal security and intellectual property (Mikalef et al., 2020).

The new information system is interdisciplinary, combining disparate elements such as archivists and librarians, publishers and distributors, engineers and computer scientists. Electronic administration's vital information management component is classified as "management intelligence" to ensure adequate accountability. Hence, governments are concerned about the quality of the information they have – such as its accuracy and availability to the taxpayers who paid for it – and they are responsible for ensuring that members of the public have access to the information they need to fulfil their rights and obligations (Baiyere et al.2020).

This raises the issue of dissemination of information and freedom of information or access to information, the collection of sensitive personal and business information creates mutual obligations between those who provide such information: the individual's obligation to the administration is to provide correct and truthful information, and the management's obligation is to maintain the privacy of this information. (Mikalef & Gupta, 2021).

### **Third: acquiring new skills and relationships for electronic management**

The third feature of electronic management is the role that technology plays in determining the (Flehsig et al.2022).Although experiences have shown that the technical nature is fraught with many technical problems for management and e-government, a common and mutual relationship has been born within the administration between decision-makers, program managers and technical specialists. A joint responsibility has been born between them, and this necessarily means the existence of new administrative tasks that differ from the traditional functions of public administration, relying on information technologies to meet their unique needs or the general needs of individuals, and are characterized by continuous development with the development of the technological revolution. Another characteristic of e-government is the relationship between government and the private sector. Unlike other areas of public administration, governments are not independent when it comes to adopting and using electronic technologies. Therefore, they have necessarily developed a series of cooperative relationships with the private sector (Mikalef et al., 2021).

Suppose public administrations can develop and carry out significant technological capabilities within their corridors. In that case, they can generally respond to the rapidly changing external environment by obtaining electronic technologies and considering their use. Departments rely heavily on outside consultants or outside firms, sometimes more significant than the departments themselves, for strategic advice and assistance in implementing new systems and programs as technology-based services. The administration manages its plans to

implement and operate the latest systems. In other cases, it engages the private sector through public-private agreements and partnerships (Obrenovic et al., 2020).

#### **Fourth: Administrative accountability and commitment models**

Traditional accountability models are based on the idea that leadership comes from above and is linked to the process of empowering subordinates and holding them accountable for results. One of the characteristics of the new electronic management is its reliance on this idea to encourage maximum independence for subordinates and hold them accountable in return for shortcomings in achieving the basic objectives, based on the idea that electronic management practices must adapt to their needs and strategic goals. In this regard, the electronic administration seeks to establish electronic forms prepared in advance for this purpose, in which the name of the responsible employee is specified, the shortcomings in the work assigned to him, the nature of the work that he should have done, the reasons for not doing it, and the specified period for doing the work.

On the other hand, electronic management must rely on duly signed "undertaking" forms designed and distributed to employees to ensure the legitimacy of legal accountability. Most major administrative institutions use this electronic form (Akour & Alenezi, 2022; Hai et al., 2021; Dwivedi et al.2020; He et al.2020).

#### **Conclusion**

A common challenge facing e-government is its sustainability, either because "electronics" will be replaced by new technologies or because it has managed to pervade all aspects of public administration. In view of these challenges and fears about the fate of e-government, we find that there is almost unanimity that the changes that have taken place so far in the concept of e-government and administration are not, in fact, a transitional phase, but rather a radical change.

E-government - with its advantages and disadvantages - is part of the accelerating globalization process, which concerns the public sector as well as the private sector and civil society as a whole, and is not confined to the scope of public administration and its relationship with the government or with individuals. This would close the gap and achieve balance between developed and developing countries, which in itself guarantees that e-government, will be on the agenda for the foreseeable future on a global level .

the main challenge facing e-government and e-administration lies in the lack of an integrated legal system that establishes the theoretical foundations and rules to address the consequences of information and communication technology on public administration in general. Accordingly, the study recommends the need to establish this unique legal system on an international level through concluding international agreements and specialized conferences in this field.

Finally, the government and the state must invest, train and coordinate the various ministries and public agencies. The provision of services via the Internet must also be relied upon as a complementary means and not as a substitute for the traditional means of providing services. On the other hand, governments should allocate funds to implement, maintain and update the system in order to develop a successful e-government strategy.

### **Recommendations**

Prepare comprehensive change management. Every successful e-government implementation is essentially a change management because it will change the working pattern and the service delivery of the public sector. The change management itself is a management to prepare and face the changes. Usually, changes will face resistance at an early stage. If the management is successful in overcoming the resistance, the next step is preparation for the changes by providing training to enhance competence, and sometimes it needs recruitment of new human resources. The last and most crucial thing is maintaining the sustainability of the changes. By preparing comprehensive change management, the changes that are expected to bring a better situation can be achieved as soon as possible.

Prioritizing e-government projects that have a significant impact on the community and have a higher probability of success. Successful experience in implementing an e-government project will build the trust and support of top-level leaders and the community to continue the next projects in the future. The direct interaction with the community while delivering the e-government service will help to obtain feedback and it can be used as a measurement of the success of the project.

Creating an e-government organization. A successful e-government implementation requires a special team or organization that handles all the works and planning regarding e-government. The team must involve individuals from various related departments and have wide authorities. This organization is a very dynamic organization; it must have the ability to adapt to changes in the environment and technology. Simulation and benchmarking with other e-government implementations from other countries can be a valuable lesson. This

organization is also a locus of clear e-government strategies' formulation in the short and long terms.

Considering the nature of e-government is the transformation of the public sector. It is not just automating or moving the paper-based works to the electronic form but changing the old way in delivering the service and providing information to the citizen into the new, more effective and efficient ways. The change entails a high risk and uncertainty. Typically, a failure in a project, even though it delivers an experience, will be labeled as a mistake. As a result, no one will consider the mistakes to be a valuable experience. Therefore, there is a resistance to change and risk aversion among the public servants. A top leadership commitment is required to resolve this situation. The leaders at the top level of the public sector need to make a breakthrough by creating a culture that has a lower resistance to change, risk-taking, and innovation. They have to make belief that the changes will bring a better condition to the public sector in the future.

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