The Impact of E- Government on Organizational Excellence in Iranian State-owned Banks

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Abstract

The present study was conducted to investigate the effect of E- Government on organizational excellence in Iranian state-owned banks. Data were collected through two questionnaires. This study was a survey and correlative. The researcher-made questionnaire of the e- government and the standard organizational excellence questionnaire belonged to peters and watermen were used. Through Cochran formula 120 employees of state-owned banks were selected. To measure questionnaires validity a group of experts' ideas were used and Reliability of the questionnaires using Cronbach's alpha method. The reliability of the organizational excellence questionnaire was 77% and the reliability of e-government questionnaire was 79%. Pearson's correlation and linear regression based on SPSS19 were used for data analysis. The results showed that there is a positive and significant relationship between the dimensions E- Government with organizational excellence. Also G2G had the most relationship with organizational excellence and G2E was the last. In addition, e-government and bias towards action were the most associated and loose-tight Control was the last.

Keywords: E- Government; Organizational Excellence; State-owned Banks

1. Introduction

One of the highly significant subjects of interest for economists and policy makers is the revolution of information technology and communication which is increasingly progressing with the aim of reshaping the material foundation of society (Turban, 2004). Many organisations have recognized the significance of information technology and its impact on the speed and accuracy of affairs, customers' satisfaction, support systems, managers' decision-making, and specifically, on the organisational effectiveness. Awareness of such effects has made many organisations to use information technology (Yardeli, 2005). Today in developing countries like Iran, one of the main problems of managing investment in the field of

information technology is the lack of control and assessment of programs, performances and results (Albedavi and Keramati, 2004).

Information Technology (IT) has caused a modern revolution and opened up many new possibilities. Nowadays, using IT and Information Systems (IS) is a necessity in every organization. IT impacts factors in organizations which are key to success including Knowledge Management (KM), learning culture, organizational excellence and organizational agility (Farahi and Tanha, 2010). E-government is part of the information technology that can improve the performance of the organization.

E-government involves using information technology and especially the Internet to improve the delivery of government services to citizens, businesses and other government agencies. E-government enables citizens to interact and receive services from the federal, state or local governments twenty four hours a day; seven days a week. E-governance is thus a wider concept than e-government, which is the use of ICTs in the dissemination of services of government.

Automation of internal operations reduces the cost and improves their response time while at the same time allows government processes to be more elaborate in order to increase their effectiveness.

Organizational excellence refers to ongoing efforts to establish an internal framework of standards and processes intended to engage and motivate employees to deliver products and services that fulfil customer requirements within business expectations.

Another perspective is to view organizational excellence as the successful integration of technology, infrastructure, and personnel. Organizational excellence is often the result of transitional and transformational activities.

Excellent organisations manage, improve, and make use of all their employees' potential abilities at the individual and group levels. They promote fairness and equality and engage their employees in different activities. They pay attention to their employees, communicate with them and encourage them in a way to motivate and develop a sense of commitment in them (Sarrafizadeh, 2009). According to the previous studies, several factors lead to organizational excellence. For example in Etemadi's research (2003) new methods of self-assessment, in Sadeghi and Nouri's research (2006) information and communication, in Zegardi and Esmaili's research (2008) information technology, in TaleiGongLou's research (2010) organisational commitment and human resources and in Raisi and others (2009) process improvement are proved to be influential factors in achieving organisational excellence.

E- Government as sub system of IT can helps to organizational excellence very well. Given the importance of e- government and its influence on organisational excellence, the present research seeks to investigate the relationship between the application of e- government and organisational excellence.

2. Organisational Excellence

Excellence means a set of common beliefs and values such as honesty, fairness to stakeholders, reliability, management commitment, selfless efforts for improvement and etc, excellence means evolution (Eminence). The dictionary meaning of excellence is "the quality of being outstanding or extremely good" (Kim, 2008). Organizational excellence is "the deliberate and logical introduction, establishment and strengthening of change in order to increase organizational effectiveness" (Lotanze, 2000). Organizational excellence is a holistic approach to improve organizational performance (Haringtone, 2005). In the literature, the term quality has a different concept and is viewed as excellence, a value appropriate to be used, compliance with features and requirements, meeting customers'

expectations and some other higher concepts. At first, the term National Quality award was used instead of the term organisational excellence, but later it was renamed to organisational excellence.

The Deming Prize was the first global business excellence model that was introduced in 1951 by the Association of Japanese Scientists and Engineers. The next Quality Award (CAE) was introduced by the Quality Institute of Canada in 1985. The next one was s Baldrige Malcolm quality award which was introduced by the National Institute of Standards and Technology of America in 1987. Then the Australia Quality Award was introduced in 1988 (Fundamental, 2010). The International Business Development Institute introduced ISO 9000 as an international standard for assessing quality management standard in 1987. In 1991, the European Quality Award was developed based on EFQM model. At the same time with European countries, several Asian countries established quality awards in 1990. Most of them used Deming and quality models as reference. For example, India in 1994, Singapore and Japan in 1995, the Philippines in 1997, Fiji in 1998, and Thailand in 2001 designed qualitative models. Malcolm Baldrige excellence models from America, EFQM model from Europe, and Deming Award from Japan were globally recognized and were also announced as the key models for other models and awards (Searle, M. 2005).

In addition to the variety of such models, Peters and Waterman (1982) in an extensive research project, selected 500 companies in 59 different industries in order to investigate organisational change and new management. All these companies had two common features: first, they were among the best in the industry of their own kind. Second, they used new management techniques. The findings of their research were published in a book titled In Search of Excellence: Lessons from Successful American Companies. Peters and Waterman (1982) found out eight characteristics of successful companies. These features are considered as influential elements in the organisational excellence and are summarized as follows:

2.1. Bias towards Action

Because of lacking the information of latest technology, SMEs will be facing problems to make decisions and to develop some new technology. As a new technology is in its infancy, and the products cannot have a leading place in designing, and moreover, if relevant technology is not so well developed then its time taking adventures to develop new technology. Innovations will most probably a failure, due to the limited scale itself, the week influence competence, and being lack of resources. The yields of that technology innovation cannot be the mainstream products; instead, they will be the sacrifice of it. For avoiding the disadvantages of technology innovation, SMEs should have not only shun opportunities to invest limited resources into high risky technology., but also, they are required to take advantage of profession association, different technical documents and technology information organizations or empathic leaning and new technology exhibitions. So that we can have a good knowledge of the trend of development of relevant techniques and minimize uncertainties of technology innovation.

2.2 Continued Contact with Customers

Peters and Waterman considered the feature of close to customers as one of the highly significant features of successful companies. One of the best advices of such companies is to work in accordance with the customers' needs and requirements. Many successful corporations learn success secrets from their customers. Such companies are unique in improving the quality of products, serving the customers and reliability and they are completely in the service of their customers. In other words it can be argued that - this feature is a kind of forming company's efforts and in fact, finding a way to better serve the customers.

2.3 Operational Autonomy and entrepreneurship

Innovative companies foster many of the leaders and innovators within their organization, encourage employees for innovation by giving them enough freedom for their activities, and support worthy experiments by encouraging risk taking. Implementing innovative programs is a distinguishing feature of successful companies. Such companies develop autonomy in all the levels of their organization by creating a spirit of risk taking. These companies pave the way for innovation by decentralization of tasks, ease of communication, and lack of obstacles in speaking.

2.4 Productivity Improvement Via people

Peters and Waterman argue that successful companies consider their typical employees as the main source of raising the quality and productivity of work and consider workers as the source of new ideas. Such companies believe that if the workers be treated based on development, they will appropriately respond to it by their behaviour.

2.5 Stress on the Key Business Values

Another distinguishing feature of successful companies is their belief in the value system. Because companies, for their reliability and development in work, have to possess a set of true beliefs on which they establish their policies and efforts. So, the most important factor in the success of a firm is its commitment to these values and if an organization wants to accept the challenge of a world full of change, should be ready in the course of moving forward, to change everything except its values and beliefs.

2.6 Emphasis on doing what they know best (Sticking to the knitting)

In Peters and Waterman's belief, advantage means commitment to the core task. In their opinion, the most successful companies are those that increase their work scope based on a major skill. In other words, their policy is based on the improvement of work and they never engage themselves in diversity and enlargement. Generally, innovative companies try to enlarge themselves but this enlargement and diversity is always done in an empirical way.

2.7 Simple form, lean staff

The structure of the successful companies is highly simple and the number of senior officials in these companies is astonishingly low. Working conditions and structure in successful companies is such that all are aware of the work processes. These companies due to the small size of their units can easily cope with working conditions and as a result, they can simply manage their organisation with greater mental flexibility. Therefore there is a fundamental element for the survival of the structural form of a successful company and that element is: less lean staff, especially in the administrative units of the company and less organisational levels.

2.8 Loose-tight Control

According to Peters and Waterman (1982) successful companies are both centralized and decentralized in the same unit and, in many cases, employees in the forefront of production, research and development have great independence and autonomy, and by simultaneously managing their organization, they show greater interest in their beliefs and values. These companies are highly strict on one hand and on the other

hand they provide their employees with maximum autonomy, independence and innovation. They are highly committed to regular communications and quick feedback and never allow the values to be violated. In distinguishing companies a set of values and rules on discipline, paying attention to details - and doing special responsibilities can be the basis for working independence that regularly occurs in the company (Peters and Waterman, 1982).

3. E-Government

E-government is a generic term for web-based services from agencies of local, state and federal governments. In e-government, the government uses information technology and particularly the Internet to support government operations, engage citizens, and provide government services. The interaction may be in the form of obtaining information, filings, or making payments and a host of other activities via the World Wide Web (Sharma & Gupta, 2003, Sharma, 2004, Sharma 2006). E-government is defined by other sources as follows:

World Bank (www.worldbank.org) definition (AOEMA report): "E-Government refers to the use of information technologies by government agencies (such as Wide Area Networks, the Internet, and mobile computing) that have the ability to transform relations with citizens, businesses, and other arms of government. These technologies 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. The resulting benefits can be less corruption, increased transparency, greater convenience, revenue growth, and/or cost reductions. United Nations (www.unpan.org) definition (AOEMA report): "E-government is defined as utilizing the Internet and the world-wide-web for delivering government information and services to citizens."

Definition of the Working Group on E-government in the Developing World (www.pacificcouncil.org): E-government is the use of information and communication technologies (ICTs) to promote more efficient and effective government, facilitate more accessible government services, allow greater public access to information, and make government more accountable to citizens. E-government might involve delivering services via the Internet, telephone, community centers (self-service or facilitated by others), wireless devices or other communication systems."

E-government is in the early stages of development. Most governments have already taken or are taking initiatives, offering online government services. However, for the true potential of e-government to be realized, government needs to restructure and transform its long entrenched business processes. According to Gartner, e-government involves the use of ICTs to support government operations and provide government services (Fraga, 2002). However, e-government goes even further and aims to fundamentally transform the production processes in which public services are generated and delivered, thereby transforming the entire range of relationships of public bodies with citizens, businesses and other governments (Leitner, 2003).

E-government offers services to those within its authority to transact electronically with the government. These services differ according to users' needs, and this diversity has given rise to the development of different types of e-government. E-government functions can be classified into four main categories.

3.1 Government-to-citizen (G2C)

The majority of government services come under this application, towards providing citizens and others with comprehensive electronic resources to respond to individuals' routine concerns and government

transactions. Government and citizens will continuously communicate when implementing e-government, thus supporting accountability, democracy and improvements to public services. The primary goal of E-Government, is to serve the citizen and facilitate citizen interaction with government by making public information more accessible through the use of websites, as well as reducing the time and cost to conduct a transaction (Ndou,2004). In applying the idea of G2C, customers have instant and convenient access to government information and services from everywhere anytime, via the use of multiple channels. In addition to making certain transactions, such as certifications, paying governmental fees, and applying for benefits, the ability of G2C initiatives to overcome possible time and geographic barriers may connect citizens who may not otherwise come into contact with one another and may in turn facilitate and increase citizen participation in government (Seifert, 2003).

3.2 Government-to-business (G2B)

Government to business, or G2B, is the second major type of e-government category. G2B can bring significant efficiencies to both governments and businesses. G2B include various services exchanged between government and the business sectors, including distribution of policies, memos, rules and regulations. Business services offered include obtaining current business information, new regulations, downloading application forms, lodging taxes , renewing licenses, registering businesses, obtaining permits, and many others. The services offered through G2B transactions also play a significant role in business development, specifically the development of small and medium enterprises (Pascual, 2003). Fang (2002) argued that G2B applications actively drive e-transaction initiatives such as e-procurement and the development of an electronic marketplace for government purchases; and carry out government procurement tenders through electronic means for exchange of information and goods. This system benefits government from business' online experiences in areas such as e-marketing strategies. The government-to-business G2Bis as useful as the G2C system, enhancing the efficiency and quality of communication and transactions with business also, it increase the equality and transparency of government contracting and projects (Moon, 2003).

3.3 Government-to-government (G2G)

This refers to the online communications between government organizations, departments and agencies based on a super-government database. Moreover, it refers to the relationship between government and its employees as outlined below. The efficiency and efficacy of processes are enhanced by the use of online communication and cooperation which allows for the sharing of databases and resources and the fusion of skills and capabilities. It renders information regarding compensation and benefit policies, training and learning opportunities, and civil rights laws in a readily accessible manner (Ndou, 2004). The vital aim of G2G development is to enhance and improve inter-government organizational processes by streamlining cooperation and coordination .On another G2G front, the use of information technologies by different governmental agencies to share or centralize information, or to automate and streamline intergovernmental business processes such as regulatory compliance, has produced numerous instances of time and cost savings and service enhancements (Gregory, 2007).

3.4 Government-to-employee (G2E)

Government to employee is the least sector of e-government in much e-government research. Some researchers consider it as an internal part of G2G sector and others deal with it as a separate sector of e-government (Riley, 2001).G2E refers to the relationship between government and its employees only.

The purpose of this relationship is to serve employees and offer some online services such as applying online for an annual leave, checking the balance of leave, and reviewing salary payment records, among other things (Seifert, 2003). It is a combination of information and services offered by government institutions to their employees to interact with each other and their management. G2E is a successful way to provide e-learning, bring employees together and to encourage knowledge sharing among them. It - gives employees the possibility of accessing relevant information regarding compensation and benefit policies, training and learning opportunities, and allowing them access to manage their benefits online with an easy and fast communication model. G2E also includes strategic and tactical mechanisms for encouraging the implementation of government goals and programs as well as human resource management, budgeting and dealing with citizens (Ndou, 2004).
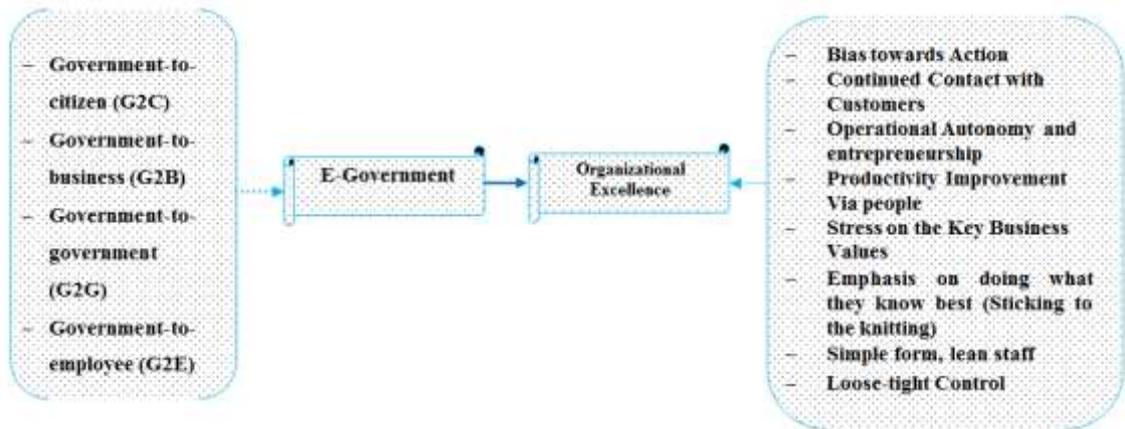

Figure 3: Conceptual model of research

4. Main hypothesis of research

- There is a significant relationship between e-government and organizational excellence.

4.1 Secondary hypothesis of research

- There is a significant relationship between government-to-citizen (G2C) and organizational excellence.
- There is a significant relationship between government-to-business (G2B) and organizational excellence.
- There is a significant relationship between government-to-government (G2G) and organizational excellence.
- .There is a significant relationship between government-to-employee (G2E) and organizational excellence.

5. Methodology

5.1 Research Method

This is an applied study in terms of purpose, descriptive in nature and survey in terms of method; it's also a cross-sectional study in terms of collecting data. Time zone of the research is the summer of 2018.

5.2 Statistical Population & sample

The statistical population in this study includes all formal and contractual employees of Marivan governmental banks that have been reported to have 175 employees from which a number of 120 people were selected by Cochran formula. Table 1 shows the population size and sample. Classification sampling method was used to select people.

Table 1: The population size and sample.

Sample size	Size of population	Name of Banks	Row
28	40	Meli bank	1
14	20	Melat bank	2
13	19	Tejarat bank	3
12	18	Saderat bank	4
16	23	Keshavarzi bank	5
10	14	Refahe bank	6
6	8	Maskan bank	7
3	5	Ghavamin bank	8
12	18	Sepah bank	9
3	5	Post bank	10
3	5	Ansar bank	11
Total: 120 people	Total: 175 people	Total: 11 banks	12

5.3 Study Instruments

Data required for this study was collected in two ways: 1. Library method: The method has used books, thesis, articles and databases for collecting data related to the study literature and history, 2.Field method: In this method, using the questionnaires and distributing it among the statistical sample, required data was collected.

E- Government questionnaire contains Four sub-domains and was covered by (16) questions: G2C (4Q), G2B (4Q), G2E (4Q) and G2G (4Q) (made- researcher questionnaire). Questionnaire has the five-point Likert scale was used (very low to very high). Also Peters and Waterman's standard questionnaire which was designed in 1984 was used to measure the organisational excellence of the statistical population of research. This questionnaire covers all the eight dimensions of organisational excellence and includes Likert's five scales (very low, slightly low, neutral, moderate, high, and extremely high).

5.4 Study Validity

Face Validity for the questionnaire was obtained from a group of experts' idea and some of the questions were modified or deleted. Moreover, Cronbach's alpha was used to measure the reliability of the questionnaires. The reliability of the organizational excellence questionnaire was 77% and the reliability of e-government questionnaire was 79%. .Since these numbers are more than 0/70 so the questionnaires are also reliable.

6. Findings

To test the normal or abnormal data, we used K-S -test. Results showed, all variables are normal because variables significant level are more than 5%, for this reason, we use Pearson's correlation test.

Pearson correlation coefficient was used to test the hypotheses of the study. According to significant level of less than 5% we conclude that there is a positive correlation and direct relationship between using of E-government and organizational excellence. So, all hypotheses are accepted. Table 2 shows hypothesis results.

Table 2: Pearson correlation between the variables of E- government and organizational excellence

The relationship between variables	factors		organizational excellence	Results
first hypothesis	G2C	Pearson Correlation	.357**	Accepted
		Sig. (2-tailed)	.000	
		N	120	
second hypothesis	G2B	Pearson Correlation	.399**	Accepted
		Sig. (2-tailed)	.000	
		N	120	
third hypothesis	G2G	Pearson Correlation	.546**	Accepted
		Sig. (2-tailed)	.000	
		N	120	
fourth hypothesis	G2E	Pearson Correlation	.287**	Accepted
		Sig. (2-tailed)	.000	
		N	120	
Main hypothesis	e-government	Pearson Correlation	.544**	Accepted
		Sig. (2-tailed)	.000	
		N	120	

- Government-to-citizen (G2C)
- Government-to-business (G2B)
- Government-to-government (G2G)
- Government-to-employee (G2E)

In addition, correlation coefficient of all dimensions of E- government and organizational excellence is given in table 2. Results show that there are a positive and direct correlation among dimensions of E-government and organizational excellence because significance of all variables are zero and smaller than 5% alpha error level.

Table 3: Pearson correlation among the dimensions of E- government organizational excellence

variables		1	2	3	4	5	6	7	8
e-government	Pearson Correlation	.539**	.466**	.269**	.407**	.401**	.340**	.195**	.187**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.001	.001
	N	120	120	120	120	120	120	120	120

1. Bias towards Action
2. Continued Contact with Customers

3. Operational Autonomy and entrepreneurship
4. Productivity Improvement Via people
5. Stress on the Key Business Values
6. Emphasis on doing what they know best (Sticking to the knitting)
7. Simple form, lean staff
8. Loose-tight Control

But judgments about the contribution of each dimension of e-government on organizational excellence beta values should be used, because the beta values can compare and determine the relative contribution of each variable. As it is shown in Table 4 G2G Coefficient with a value of .334 had the most influence on organizational excellence,G2B (.128) is in next step respectively. It is worth mentioning that G2E and G2E with significance level more than 5% shows that they have a smaller share to predict the dependent variable. In addition R Square with 0.357 and significance level 0.000 shows that 0.357 of variance is significantly explained by predicting variable. In addition, R-value with 0.598 shows the effective role of independent variable in predicting the regression equation. Table 6 shows liner.

Table 4: liner Regression among the dimensions of E- government and organizational excellence

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.137	.281		7.607	.000
	G2C	.072	.041	.102	1.758	.080
	G2B	.128	.042	.178	3.061	.002
	G2G	.334	.042	.428	7.967	.000
	G2E	.032	.029	.057	1.107	.269
Y= organizational excellence		Y=.2.137 +.072(G2C)+.128(G2B)+.334(G2G)+.032(G2E)				
R Square		Adjusted R Square	Sig	R	Std. Error of the Estimate	
.357		.349	.000	.598	.62807	

Conclusions

The result of the research showed that there is a positive and direct relationship between e- government and organizational excellence in governmental banks in Iran. It was found that government-to-government (G2G) has the most connection with organizational excellence, and government-to-business (G2B), government-to-citizen (G2C) and government-to-employee (G2E) are in the next order. Also results showed that e- government has the most connection with bias towards action, continued contact with customers, productivity improvement via people, stress on the key business values, emphasis on doing what they know best (sticking to the knitting), operational autonomy and entrepreneurship, simple form, lean staff and loose-tight control respectively. Also liner regression among the dimensions of e-government and organizational excellence showed that G2G and G2B play a decisive role in organizational excellence.

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