

CHAPTER 5

CONCLUSION AND RECOMMENDATION

5.0 INTRODUCTION

“In the information age we are living in, the Malaysian society must be information rich. It can be no accident that there is today no wealthy, developed country that is information-poor, and no information-rich country that is poor and underdeveloped” (Mahathir Mohamad, 1998).

The fast-growing area of “e-Government” includes within its scope; national level visioning and strategic planning, infrastructure development, management of technology, process redesign, electronic services delivery and change management. In short, e-Government is potentially the largest organizational transformation project of many economies.

This chapter presents discussion of the research findings and recommendations for practice and future research.

5.1 DISCUSSION

In this research, several important findings had been identified. This gives a clear view about the use of e-Government in PSD; in promoting ICT. At the same time, it answered the research questions. The research also identified several problems that hinder the use of e-Government effectively and efficiently in the organization.

The factors that influenced the use of e-Government in promoting ICT are appropriate time, efficiency and productivity, government's order, individual and organization characteristics. These factors are given in order according to the highest mean score of each factor. The factors are; to make PSD effective and efficient in delivering services, challenge of transforming to information age and high technology, to face the global competitive advantage where ICT is very much needed, in order to achieve Vision 2020 and government demand for ICT usage. All of the factors had a mean score of at least 4, which is still high in a scale of 5. It explains that appropriate time, efficiency and productivity are important that makes the organization adopting the usage of e-Government. These factors are important as it has already explained in the previous chapter, on the objective and vision of e-Government.

Besides the factors, the study also looks at barriers in adopting e-Government. The barriers comprise external factor, individual and organizational characteristics. This external factor is on the barrier that the system is still in the process of learning or "stepping stone", which it needs to be developed.

For most of the individual characteristic is lack of their own initiative (employees) to upgrade ICT knowledge. And the organization characteristic is still lack of expertise provided by the organization. That is because the individuals (employees) initiative to learn and adapt ICT in the workplace especially, is still less and needs to be upgraded in such a way to have more K-workers in the organization.

With regard to the implementation of e-Government in PSD, there are three factors of effectiveness, which are individual characteristics, organization characteristics and efficiency and productivity. The individual factor, organization factor and efficiency and productivity give a score of 4.46, 4.44 and 4.40 respectively. Overall, the differences mean score between the factors are a small value of 4.40 to 4.46. Therefore, after the implementation of e-Government in the organization; the effectiveness is that the individuals or employees are willing to accept and make a change in their work, increase job efficiency and adopt ICT for different kind of situations.

Whereas the effectiveness of the organization, PSD had increased its service quality, increase communication level between organization members, make organization 'lively' and increase effectiveness in decision making.

As for efficiency and productivity, the effectiveness of the e-Government system is increase efficiency and productivity in the organization by increasing quality of delivering services, increase efficiency of accessing information, increase information delivered efficiently and increase communication efficiency; anytime, anywhere and to anybody.

For PSD employees, the effectiveness will mean dramatic improvements in services. They will have greater access to more convenient, responsive, high quality and potentially less expensive government services. Information can be paperless exchanged with government and will become much easier and extend beyond normal working hours.

E-Government will bring with it improved information flow and communication between the components of government through the adoption and well planned implementation action plan. With e-Government, information will be transmitted more smoothly across ministries and agencies through a database and systems interlinked by a secure, high-speed network. Hence, the quality of decision-making and services will improve dramatically.

For that reasons, the use of e-Government in PSD is effective in this first phase; but will never know what happen in the next phase. Since this is a new project, it is too early to tell whether the use of e-Government is effective or ineffective as a whole.

The studies on the problems that arise in the post implementation of e-Government in PSD, the problems are organization factor, individual factor and external factor. As for organization factor, the statement “most of the document still need to be store in usual form”; this is the main problem because most of the respondents agree with the statement. This explains that not all work can be computerized; there is some work that needs to be done manually. But the respondents disagree that e-Government increase the use of paper in the organization and ICT is a waste of time, because they totally agree or accept e-Government system in their organization. It is just that these small problems that cannot be left behind for several employees.

Individual factor recognized that the employees prefer using manually compared with IT (electronically). This creates a main problem to the organization. As for the employees, some work still needs to be done manually, as explained in the previous paragraph.

The relationship between external, organization and individual factor is that the e-Government system had not been developed completely, because it is operated by module. Therefore, it creates problem to the individual (employees) and the organization. As a result, individual tends to use manually compared using electronically and most of the document still need to be stored in the usual form.

As a conclusion, there are barriers that need to be considered and corrected by the organization. This is to confirm that the use of e-Government in PSD will be achieved successfully.

Overall, research findings found that evaluation towards effectiveness after the implementation of e-Government show a positive result. This shows that respondents agree with the use of e-Government to be more efficient and effective to increase productivity in Public Service Department and all other public sectors as a whole. This concludes that e-Government system is accepted by the employees in PSD, because of their concern for the need of ICT in public sectors. In this phase, e-Government system is effective and makes the organization work better.

5.2 RECOMMENDATION

This part will try to achieve the last part of research objective, which is to discuss ways of resolving these problems and enhancing the use of ICT in PSD. A finding from the factors that problems arise is the strong foundation to find ways to solve the problems. The action taken is proposed to increase the effective and efficient use of e-Government. The recommendations are as follows:

- a) The organization should assist employees to ensure that they can apply usage of e-Government effectively. Such as preparing individual reaction program and preparing the basic needs for the e-Government system application.
- b) Exist a learning culture that promotes lifelong organization learning. This is due to that the public sector has to become a knowledge centre. The culture will result in making a positive environment where the employees will compete each other to increase knowledge. This will contribute to increase employees' performance and hence, increasing job efficiency and productivity. To make it successful, the culture must be structured and systematic in every level.
- c) Since this paradigm shift has occurred, a transformation to information age; the employees' mindset should also be shifted to a readiness for innovation and change. Every level of employees should be "brain-wash" so that they are totally willing to accept e-Government system in the organization.
- d) Ensure that the organization provide sufficient expertise in the field of ICT but not to hand over responsibility for e-Government to the IT experts. ICT is capable of providing

a powerful channel for public services with important implications for the relationship between government and citizens. IT experts cannot be allowed to control e-Government implementation because they tend to see ICT driving the changes, whereas ICT should be an enabler of modern government.

e) Exist better communication network between employees, supervisor, businesses, customers, and government. This will give positive impact to the use of e-Government where if problems occur, it will be solve together. Besides that, there are always new ideas that will be given by any parties to fix the current situation.

f) The top management must understand, know-how to operate and willing to learn the system in order to advice the employees on the important of e-Government in promoting ICT in the organization. This upper management (CIO) enforcement is significant to ensure the successful of e-Government implementation.

Future Research

Findings from the research, view the use of e-Government in promoting ICT for PSD. Situation in other Department or public organization might be different. This is due to the e-Government systems used in the organization. Different organization might be using different system in their organization in order to cope up with the services offered by the organizations. Therefore, it is recommended that this research is extended to the whole public organization in Malaysia so that a clear visual on e-Government usage in public sector. A broad research result will give overall view and also assist the organization

involved to take on necessary action to ensure the use of e-Government occurs effectively.

In addition, research can be conducted to identify and determine other variables that influence the use of e-Government in the organization. Interactive relationship between these factors must be identified in other specific research.

Research about this field should also be carried out in other sectors to seek a clear view on the usage of e-Government. It will also contribute to methods and e-Government design that is more effective and applicable.

In general, it is clear that the continuous research in this field is very important to adopt e-Government in promoting ICT in Malaysia.

The future success of e-Government is dependent on a few key areas. Firstly, the ability to achieve personalization to the user needs and preferences would be likely to attract more citizens and businesses to come onboard. The ability for different government agencies to cross deliver their services would enhance the experience of citizens and businesses with government agencies. At the end of the day, the future success of e-Government is dependent on continuous value-adding to the provision of public goods and services, and in reducing the distance between government and the people through the innovative use of technology.