

MOTIVATION EMPLOYEES IN THE CONDITIONS OF ESTABLISHING E-GOVERNMENT IN PUBLIC ADMINISTRATION

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Abstract

Knowing the right motivation of employees is one of the basic assumptions of the successful functioning of the organization. The introduction of e-government into the public administration institutions changes the requirements for staff and their management, which requires examining the forms of motivation. The aim of the study presented is to analyse the opinions of the employees on the incentives employed by the employer and at the same time analyse the possibilities of motivating employees in relation to the introduction of the E-government.

Keyword

E-government, employee, motivation, public administration

JEL classification: L0. L6. L8

Introduction

The aim of the E-government is to promote transparency, information and electronic communication of all citizens, as it informs the eGov.sk portal, which has been working since 2008, but is not currently updated. The services of the E-government are intended to serve municipalities, cities and municipalities to enable them to comply with legal obligations relating to the electronic service, disclosure, public procurement or communication with citizens. eGovernment is divided according to communication to public administration to the citizen, public administration and business, public administration and its staff, between public administrations and citizens on public administration. The essence of this electronics is thus to save time spent by jogging after offices, reducing bureaucracy and enhancing the use of technology. Examples are the European countries that lead the global development of e-government, such as Belarus, Greece, Liechtenstein, Malta, Monaco, Poland, Portugal and the Russian Federation, and the same position have a high and medium level index E-Government of Asia and America, as well as many African countries, who continue to seek to

improve their position within the e-government. Progress in the development of e-government in America and Asia is slow but visible. Two-thirds of the countries in Asia (31 out of 47) and nearly half of the countries in America (15 out of 35) have an e-Government index (EGDI 0.55) over average of the world average.

Only four countries from 54 in Africa have higher scores than the world average EGDI 0.55, while 14 countries have a very low score of EGDI under the 0.25. These countries are also low-income and are likely to face constraints in allocating the necessary resources for the development of e-government. Twenty-two high-middle income countries and 39 lower middle income countries have EGDI scores below the EGDI global diameter and 10 countries in the lower middle income group have a score above the EGDI global average. On the other hand, lower income countries remain lagging behind due to the relatively low level of development of all index components. For the first time in 2018, the main contributor to the EDGI score in all income groups is the development of online services, suggesting that steady progress has been made on a global scale to improve the provision of e-government and public services Online. More and more countries

provide online services aimed at the most vulnerable groups. From a regional point of view, Europe continues to be the leader in providing online services for all vulnerable groups that achieve almost general coverage across the region or more than 80% of all European countries.

Canada has been the world's leader in e-Government maturity for the last five years. The global average for government website usage by citizens is about 30%. In Canada, this statistic is over 51%. The vast majority of Canadians visit government websites to obtain information, rather than interacting or transacting with the government. It seems that the rate of adoption of e-Government has globally fallen below expectations although some countries are doing better than others. Clearly, a better understanding of why and how citizens use government websites, and their general dispositions towards e-Government is an important research issue. This paper initiates discussion of this issue by proposing a conceptual model of e-Government adoption that places users as the focal point for e-Government adoption strategy. (Kumar, et al, 2007)

The revolution in information and communication technologies (ICT) has been changing not only the daily lives of people but also the interactions between governments and citizens. The digital government or electronic government (e-government) has started as a new form of public organization that supports and redefines the existing and new information, communication and transaction-related interactions with stakeholders (e.g., citizens and businesses) through ICT, especially through the Internet and Web technologies, with the purpose of improving government performance and processes. (Soon Ae Chun et al., 2010)

Advances in E-government oriented technologies and services are taking place with a considerable speed around the world. E-government efforts aim to benefit from the use of most innovative forms of information technologies, particularly web-based Internet applications, in improving governments' fundamental functions. These functions are now spreading the use of mobile and wireless technologies and creating a new direction: mobile government (m-government). (Ibrahim Kushchu, 2003)

E-government denotes the strategic, co-ordinated use of information and communication technologies (ICT) in public administration and political decision-making. The benefits it is expected to deliver are greater efficiency of the institutions concerned, improvements in public services, and political participation and transparency. But fast results can only be expected where a sound institutional base and good technical and infrastructural facilities already exist. In the foreseeable future, the introduction of e-government will mainly be confined to the industrialised and more advanced developing countries. However, potential uses are also opening up for the poorer countries. In many cases, the obstacles to reform are not so much financial and infrastructural difficulties as political blockades. Development cooperation can use e-government as a means of supporting partner countries in devising and implementing political and administrative reforms and in improving market-oriented frameworks. Beyond the immediate benefits of the new technologies, e-government should be taken as an instrument to promote good governance and to strengthen reform-oriented actors in politics and civil society. (Haldenwang, 2004)

Literature overview

Author of Mukamurenzi, S. and Kol. (2019) argues that the implementation of e-government throughout the world is constantly increasing. In the context of developed countries as well as in some developing countries, research is provided in the framework of the evaluation of e-government services as well as on the performance of e-government. The contribution examines the features of the e-government services in Rwanda. Research focused on the views of service providers and applied a qualitative study based on interviews with employees in a public institution. They identified 28 factors for the quality of e-government services, which have been divided into the following groups, namely accessibility, information, quality of data, information security, ease of use and costs. This research contributes in particular to improving the quality of e-government services, particularly in Rwanda, but may also be of relevance to other least developed countries. Shuib, L. and Kol.

(2019) Examine factors that affect how citizens receive e-government applications in Malaysia and also analyse their satisfaction. The data was collected through the Liker questionnaire from 801 respondents.

According to Sundberg, L. (2019), the electronic report (e-Government) examines the use of information and communication technologies in the public sector. It argues that it can be considered more efficient and reliable because it uses modern technology and even that employees are motivated by the introduction of the system.

According to Valentina Ndou (2004) the potential for eGovernment in developing countries, however, remains largely unexploited, even though. ICT is believed to offer considerable potential for the sustainable development of eGovernment. Different human, organizational and technological factors, issues and problems pertain in these countries, requiring focused studies and appropriate approaches. ICT, in general, is referred to as an "enabler", but on the other hand it should also be regarded as a challenge and a peril in itself. The organizations, public or private, which ignore the potential value and use of ICT may suffer pivotal competitive disadvantages. Nevertheless, some eGovernment initiatives have flourished in developing EJISDC (2004) 18, 1, 1-24 The Electronic Journal on Information Systems in Developing Countries, <http://www.ejisdc.org> 2 countries too, e.g. Brazil, India, Chile, etc. What the experience in these countries shows, is that governments in the developing world can effectively exploit and appropriate the benefits of ICT, but eGovernment success entails the accommodation of certain unique conditions, needs and obstacles. The adaptive challenges of eGovernment go far beyond technology, they call for organizational structures and skills, new forms of leadership, transformation of public-private partnerships.

According to Zhiyuan Fang (2002) e-government is defined as a way for governments to use the most innovative information and communication technologies, particularly web-based Internet applications, to provide citizens and businesses with more convenient access to

government information and services, to improve the quality of the services and to provide greater opportunities to participate in democratic institutions and processes. E-government presents a tremendous impetus to move forward in the 21st century with higher quality, cost-effective, government services and a better relationship between citizens and government.

Means and Schneider (2000) define e-government as the relationships between governments, their customers (businesses, other governments, and citizens), and their suppliers (again, businesses, other governments, and citizens) by the use of electronic means.

Brown and Brudney (2001) define e-government as the use of technology, especially Web-based applications to enhance access to and efficiently deliver government information and services. They categorize e-government efforts into three broad categories of Government-to-Government (G2G), Government-to-Citizen (G2C), and Government-to-Business (G2B).

Eric W. Welch et al (2005) in his article investigated the level of satisfaction of the citizens with the electronic public management. In the first place, have reviewed the literature and were as such a technology can change not only the views of employees as well as citizens. Then you set the hypotheses about whether citizens have experience with an electronic public administration. The findings indicated that private citizens are satisfied with the use of e-government and the provision of information, but on the other hand, are dissatisfied with website e-government.

Sabani, A. and et al (2019) in its contribution, assessed the performance of e-government from the citizens' perspective in Indonesia. The study showed that the overall output of e-government is unsatisfactory. Such unsatisfactory performance is mainly due to the low level of availability, the non-standard quality of information, the unreliability of e-government services, etc. In terms of practice, this research in Indonesia provides proposals to improve the performance of e-government.

Author of Almukhlifi, et al (2019) argues that the benefits of e-government have attracted

many countries around the world in the context of the introduction of an e-government, although there is insufficient study to verify the measurement model to evaluate the adoption of an e-government in Developing countries from the perspective of citizens.

Goal and Methodology

The aim of the study presented is to analyse the opinions of the employees on the incentives employed by the employer and at the same time analyse the possibilities of motivating employees in relation to the introduction of the e-government in public administration.

For a research sample, we have chosen the staff of the public administration. We wonder whether, when introducing the digitisation of public administration, the employer applies the possibilities of motivating employees and whether it affects the opinions and behaviour of the employees.

For the research method we chose a questionnaire survey, which we sent to the institution of public administration between employees, and for the statistical method we chose the Chi-Kvadrat test. Based on the questionnaire survey and subsequent evaluation using the Chi-Quadrant test method, we will determine the basic positive and negative aspects of motivation. We assume that the introduction of the e-government system has a positive impact on the motivation of employees.

Formula Chi-Quadrant for the calculation of values:

$$\chi^2 = \sum_{i=1}^n \frac{(e-t)^2}{t} \quad (1)$$

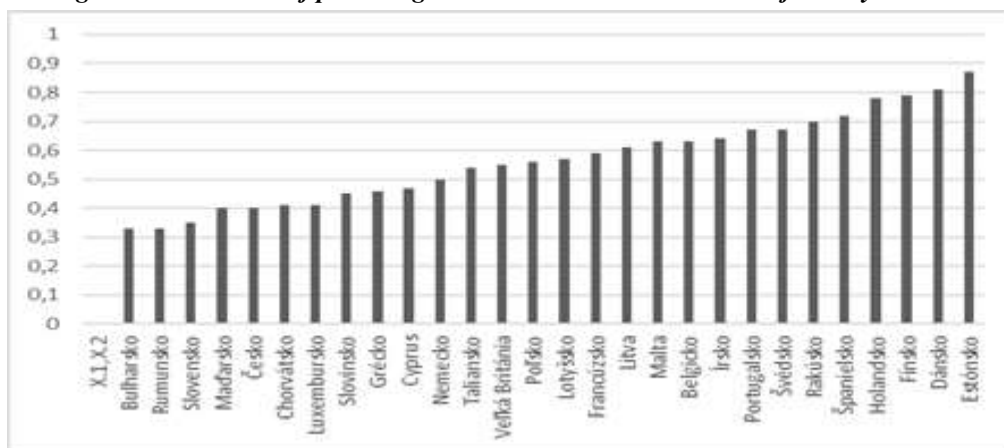
where: n= total number of Phenotypal classes,
 e = experimental frequency of I-that class,,
 t = theoretical frequency I-that class,

Findings

The introduction of this new system has its advantages and disadvantages. More effective processes can be considered in all areas in the form of online communication, where there is interaction between public administrations and citizens, business and administration. E.g. Some countries have already broken their e-government programmes in 90. Years. For example, Estonia is a leader in e-government in Europe and in the world. Very widespread e-government services are also found in the UK and Singapore. Uneven public access to the Internet, the risk of personal data leakage or the attack of hackers can be considered a disadvantage.

In 2015, research was conducted in Brussels on the evaluation of public digital services in EU countries. The countries were ranked on a scale of 0 to 1, where the highest score represents the best rating. According to the graphical representation in the public digital services (e-Government) assessment, the EU's 28 countries were located at 26. Site. The change was not in the year 2018, where Slovakia ended up on 29 in the UN test. Site. (ekonomika.sme.sk, 05.12.2019)

Figure 1. Evaluation of public digital services in the EU countries for the year 2015



Source: European Commission (2019).

Research issues in the issue of staff motivation in the conditions for the introduction of e-government.

After the questionnaire survey, we then set out five research questions to be answered by the employees of the public institution. We entered the replies of the respondents (male and female) in the tables and we calculated the values through the Chi-Kvadrat formula.

VO1: Does the E-Government technology have a positive impact on your motivation?

VO2: How does a citizen implement an e-government consider it rather an advantage or disadvantage?

Option: As an employee working in a public administration institution do you consider introducing an e-government rather than an advantage or disadvantage?

VO4: Makes it easier and more efficient for you to deploy this system to your work?

VO5: When you work with this system, is it also shown in your higher classification, surcharge, or rewards?

Table 1 The response that the introduction of e-government has a positive impact on employee

	Man	Woman	Together
certainly positive	10	4	14
rather positive	25	5	30
I dont know	13	1	14
rather negative	33	8	41
Certainly negative	81	20	101
Together	162	38	200

Source: own survey (2019)

Table 2 Calculated and expected values through the use of the Chi-Kvadrat formula

Calculated values	Expected values	
0,07	11,34	2,66
0,15	24,3	5,7
0,07	11,34	2,66
0,205	33,21	7,79
0,505	81,81	19,19

Source: author calculations (2019)

Table 2 shows an overview of staff responses to research question 1 whether the introduction of e-government has a positive impact on their motivation. In a tabular representation, we can see that the introduction

of such a system has a negative impact on the motivation of employees. Subsequently, we calculated the Chi-Test from the current values and the expected values, which means that the level of significance 95% is $P = 0.686665672$.

Table 3. The response that employees as citizens introduce an e-government is considered an advantage or disadvantage

	Man	Woman	Together
certainly advantage	5	3	8
rather advantage	12	7	19
I dont know	18	10	28
rather disadvantage	25	20	45
certainly disadvantage	55	45	100
Together	115	85	200

Source: own survey (2019)

Table 4. Calculated and expected values through the use of the Chi-Kvadrat formula

Calculated values	Expected values	
0,04	4,6	3,4
0,095	10,925	8,075
0,14	16,1	11,9
0,225	25,875	19,125
0,5	57,5	42,5

Source: author calculations (2019)

Table 4 shows an overview of employees ' replies to the research question 2, whether employees as citizens of the introduction of e-government are considered to be an advantage or disadvantage. In a tabular representation, we can see that the introduction of this system by

employees as citizens is considered a disadvantage. Subsequently, we calculated the Chi-Test from the current values and the expected values, which means that the level of significance of 95% is $P = 0.880776$.

Table 5. The reaction that employees, as employed in public administration institutions, establish an e-government as an advantage or disadvantage

	Man	Woman	Together
certainly an advantage	6	5	11
rather an advantage	14	8	22
I dont know	20	15	35
rather disadvantage	44	8	52
certainly disadvantage	60	20	80
Together	144	56	200

Source: own survey (2019)

Table 6. Calculated and expected values through the use of the Chi-Kvadrat formula

Calculated values	Expected values	
0,055	7,92	3,08
0,11	15,84	6,16
0,175	25,2	9,8
0,26	37,44	14,56
0,4	57,6	22,4

Source: author calculations (2019)

Table 6 shows an overview of the employees' replies to the research question 3, whether employees as working in the public administration institutions are considered to be an advantage or disadvantage. In a tabular representation, we can see that the introduction of this system by employees as working in the

public Administration institution is considered to be a disadvantage. Subsequently, we calculated the Chi-Test from the current values and the expected values, which means that the level of significance of 95% is $P = 0.029897$.

Table 7. Responding to employees in the public administration institution the introduction of E-Government facilitates and streamies the work

	Man	Woman	Together
certainly yes	11	3	14
rather yes	5	2	7
I dont know	24	14	38
rather no	43	35	78
certainly no	49	14	63
Together	132	68	200

Source: own survey (2019)

Table 8. Calculated and expected values through the use of the Chi-Kvadrat formula

Calculating values	Expected values	
0,07	9,24	4,76
0,035	4,62	2,38
0,19	25,08	12,92
0,39	51,48	26,52
0,315	41,58	21,42

Source: author calculations (2019)

Table 8 shows an overview of staff responses to the research question 4, whether employees in the public administration institutions are facilitating and streamlining the work of e-government. In a tabular representation, we can see that the implementation of this system does

not make the job easier or more efficient. Subsequently, we calculated the Chi-Test from the current values and the expected values, which means that the level of significance of 95% is $P = 0.055886$.

Table 9. The reaction that you work with the e-government system is also shown in your higher classification, surcharge, or rewards

	Man	Woman	Together
Certainly yes	9	7	16
Rather yes	6	3	9
I dont know	13	13	26
Rather no	28	12	40
Certainly no	72	37	109
Together	128	72	200

Source: own survey (2019)

Table 10. Calculated and expected values through the use of the Chi-Kvadrat formula

Calculating values	Expected values	
0,08	10,24	5,76
0,045	5,76	3,24
0,13	16,64	9,36
0,2	25,6	14,4
0,545	69,76	39,24

Source: author calculations (2019)

Table 10 shows an overview of the employees ' replies to the research question 5 whether they are working with the e-government system, this is subsequently shown in their higher classification, surcharges and, where appropriate, rewards. In a tabular representation, we can see that it does not show up on their surcharges or rewards when working with this system. Subsequently, we calculated the Chi-Test from the current values and the expected values, which means that the level of significance 95% is $P = 0.4807$.

Conclusion

We analysed the views of employees on ways of motivating the public administration institution, as well as the possibility of motivating employees in relation to the introduction of the e-government. In the post, we focused on exploring the introduction of the digitisation of

public administration. We have set out five research questions that we have posed to employees. We assumed that the introduction of such a system has a positive impact on the motivation of employees, as well as facilitating and streamlining work. However, after further evaluation using the Chi-quadrant method, we found that such a system introduction has a negative impact on employees that their motivation, not only as citizens but also in the public institution, would be regarded as a disadvantage for not Does not make work more efficient and will not be shown to be in higher classification, surcharges or rewards when working with this system. In their view, the employer does not apply any means of motivation or motivation in relation to the introduction of the digitisation of public administration.

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