

**MODEL FOR E-GOVERNMENT INITIATIVE IN PUBLIC SECTOR IN
JORDAN**

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**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
2015**

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Abstrak

E-kerajaan telah menarik perhatian secara global sejak ia diperluaskan dalam perkhidmatan awam melalui penggunaan teknologi maklumat dan komunikasi (ICT). Ia memberi akses kepada maklumat, meningkatkan ketelusan dan kecekapan. Kebanyakan kerajaan berminat untuk melaksanakan inisiatif e-kerajaan yang jaya. Walau bagaimanapun, pelaksanaan e-kerajaan bukanlah satu tugas yang mudah kerana negara membangun tidak dapat melaksanakan model e-kerajaan sedia ada yang sebahagian besarnya dibangunkan dalam konteks negara maju. Terdapat bukti yang menunjukkan kebanyakan projek e-kerajaan di negara membangun seperti Jordan mengalami masalah selepas fasa peralaksanaan. Oleh yang demikian, objektif kajian ini adalah untuk membangunkan model pelaksanaan e-kerajaan bagi sektor awam di Jordan. Dalam kajian ini, data telah dikumpul melalui temubual tidak berstruktur. Tiga puluh orang responden yang terlibat dalam projek e-kerajaan seperti pengurus, pengurus besar dan pembuat keputusan dari peringkat lain telah dipilih daripada tiga kementerian di Jordan iaitu Kementerian Teknologi Maklumat dan Komunikasi, Kementerian Pendidikan dan Kementerian Buruh. Faktor kejayaan awalan untuk pelaksanaan e-kerajaan di Jordan telah dikenal pasti dan dianalisis secara kualitatif. Teknik *Delphi* juga digunakan untuk menentukan dan mengesahkan faktor kejayaan kritikal (CSFs). Sebuah model inisiatif e-kerajaan Ali, Syazwan & Ruzaini yang baru telah dibangunkan dalam kajian ini. Model ini mempunyai empat peringkat: (1) kemunculan dan penyebaran maklumat; (2) komunikasi dua hala; (3) integrasi dan (4) E-demokrasi. Dapatan kajian juga telah mengenalpasti tujuh CSF yang perlu diambil kira untuk melaksanakan model ini, iaitu sokongan pengurusan atasan, visi dan strategi, pembiayaan, infrastruktur teknologi maklumat (IT), keberkesanan penggunaan komputer, kesedaran dan penolakan terhadap perubahan. Kajian ini menyumbang kepada bidang pengetahuan dalam Teori Teknikal Social yang membawa kepada pembangunan model inisiatif e-kerajaan bagi sektor awam di Jordan. Data empirik dari kajian ini boleh memberi input kepada agensi kerajaan untuk merancang, mereka bentuk dan melaksanakan projek ICT pada masa hadapan di Jordan.

Kata Kunci: E-kerajaan, Model Inisiatif E-kerajaan, Faktor Kejayaan Kritikal, Teknik *Delphi*.

Abstract

E-government has become a global interest since it extended the public services through information communication technology (ICT) to allow access to information, improve transparency and efficiency. Many governments are interested to implement successful e-government initiatives. However, e-government implementation is not a simple task since the developing countries cannot directly adopt the implementation of e-government model which is mainly built in the context of developed countries. Previous studies have shown that many e-government projects in developing countries, like Jordan have encountered various problems after implementation phase. Hence, the objective of this study is to develop an e-government initiative model for the public sector in Jordan. In this study, unstructured interviews were conducted as a method for collecting the data. Thirty respondents involved in e-government projects such as managers, general managers and other levels of decision makers were selected from three Jordanian ministries namely the Ministry of Information and Communication Technology, Ministry of Education and Ministry of Labour. The initial success factors for e-government initiatives in Jordan were identified and analyzed qualitatively. Delphi technique was also used to determine and validate the critical success factors (CSFs). Ultimately, a novel Ali, Syazwan & Ruzaini's e-government initiatives model for has been developed in this research. The model has four stages: (1) Emerging and Information Dissemination; (2) Two-Way Communication; (3) Integration and (4) E-democracy. The findings also revealed seven CSFs that should be taken into account to implement the e-government model which include top management support, vision and strategy, funding, information technology (IT) infrastructure, user computer efficacy, awareness and resistance to change. This study contributes to the body of knowledge in Socio Technical Theory (STT) toward the development of e-government initiatives model for public sector in Jordan. The empirical data from the study may provide input for government agencies to plan, design and implement future ICT projects in Jordan.

Keywords: E-government, E-government Initiatives Model, Critical Success Factors (CSF), Delphi Technique.

Acknowledgement



My deepest thanks to Almighty Allah for giving me the opportunity to complete my PhD thesis. I am grateful to the Almighty Allah. May peace and blessing of Allah be upon His beloved Prophet Muhammad (SAW), his family, and his companions.

In this occasion I would like to express my gratitude to a number of people whose admission, permission, and assistance contribute to finish my long story with PhD.

My deepest and warmest gratitude to my supervisor Assoc. Prof. Dr. Wan Rozaini bt Sheik Osman for her assistance and patience in ensuring that the study reached completion. I am grateful for her understanding, advice, encouragement, and for making me confident in my work with timely feedback. I read the Fatihah for my second supervisor's soul Assoc. Prof. Dr. Mohd Syazwan Abdullah (God bless his soul and makes the resting place of paradise). I am grateful for his continuous guidance, fruitful feedback, moral support, and sharing of all his research experiences throughout these challenging years. I pray for him from the bottom of my heart to be in Heaven Insha'Allah.

I like to express my great appreciation to Assoc. Prof. Abdul Bashah Mat Ali, Dr. Farzana Kabir Ahmad, Dr. Rosli Bin Mohammed, Dr. Mohd. Khairie Ahmad and Dr. Kamarul Faizal Hashim for the useful comments and suggestions to improve my thesis.

On a more personal level, I would also like to express my gratitude to my parents who were the real teachers who educated and encouraged me. I pray for them from the bottom of my heart to give them Baraka in their life. I will never forget the help of my two brothers who were very cooperative and helpful to me, Bssam and Essam, as well as my sisters. My gratitude also goes to all my colleagues in the PhD journey,

among them are Feras, Moath, Mejhem and Omar Tarawneh, Wa'el Naimat, Dr. Mohammad Noor Al-Adwan, Ibrahim shamayleh and many others, specifically for the discussions and sometimes the heated arguments on the better ways to perform my research.

Thank You All Very Much

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List of Abbreviations

CSFs	Critical Success Factors
MoICT	Ministry of Information and Communication Technology
IT	Information Technology
E-government	Electronic government
CS	Computer systems
MIS	Management Information Systems
QSR	Qualitative Solutions & Research
G2G	Government-to-Government
G2B	Government-to-Business
G2C	Government-to-Citizen
G2E	Government-to-Employee
ICT	Information and Communication Technology
IS	Information Systems
STT	Social Technology Theory
ICDL	International Computer Driving License
SPSS	Statistical Package for Social Sciences
CPD	Continuing Professional Development
UK	United Kingdom
USA	United States of America
PMO	Program Management Office
PKI	Public Key Infrastructure
SGN	Secure Government Network
GNB	Government National Backbone
UN	United Nation
ASPA	American Society for Public Administration
NGO	Non-Governmental Organizations

CHAPTER ONE

INTRODUCTION

This chapter describes the broad overview and explains the purpose of the study. This chapter is divided into several sections which begin with an overview of the research background, problem statement, research questions and research objectives. In addition, the explanation on the research scope, research strategy, research contributions and the overall thesis organization has been provided, which assist in understanding the research groundwork.

1.1 Background

The rapid developments in ICT have a profound impact on organizations, governments and society. It also has promoted emerging fields such as e-commerce, e-learning, e-health and e-government as a way to disseminate information to public. E-government is one of interesting ICT applications which has been identified to be an important field of research (Alshehri & Drew, 2010). E-government can be defined as the use of ICT, especially Internet-based applications, phones, and other digital means to deliver e-government services (Basu, 2004; Rahman, 2007).

The World Bank (2011) on the other hand has defined e-government as:

“The use of information technologies (such as Wide Area Networks, the Internet, and mobile computing) by government agencies has 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”.

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