

## CHAPTER 1

### INTRODUCTION

#### 1.1 Background of the Study

E-government is the use of information technology for promoting a more efficient and effective government service that allows excellent public access to information and makes the government more accountable. The use of E-government services enables the use of different information equipment, which will allow enterprises and the public sector to receive related services at different places and times (Carter & Belanger, 2005). Various countries around the world have adopted the modernization theory of implementing e-government that is a transformation approach. The recent technological developments; the technological revolution, in the twentieth century and their significant acceleration in the twenty-first century brought radical changes in communities through the use of these developments; electronic media, communications, the Internet and electronic linkage, and the human element, that altogether represent the concept of electronic government (Dawes, 2009; Hussein, 2008; Wirtz & Daiser, 2017). In simple terms, e-government has the responsibility of providing citizens with public service and essential information using several or different information and technology (Burns & Robins, 2005). The e-government aims at delivering improved public services with increased flexibility, efficiency and opportunity for interactions among citizens.

Hence, this entails taking advantage of using e-government technologies to serve governmental organizations in their work performance (Kareem & Haseeni, 2015; Farhoom and Drury, 2001; Porter, 1990). It also leads organizations into being more transparent by learning the grounds of facilitating procedures and lowering the costs of services along with the speeding up of responses (Chen & Grants, 2001). The development has rapidly been seen in the introduction of E-government services. Information technology has been used to improve the performance of employees in different government sectors. Due to advancements in technology, the organization has been introducing computerized systems that are suitable for their organizations and departments to improve and better the delivery of service. Improvement in the use of technology and the frequent utilization in work set up increases the use of information technology among employees to improve tasks and performance (Choudrie & Dwivedi, 2005). Developed countries adopted e-government and used it since it achieved positive results in all public and private fields, in which it used e-government and its facilities to improve its services, to increase the effectiveness of its performance, and to achieve faster, easier and more accurate performance (Alexander, 2000).

Our directional focus, for now, is job performance, the dependent variable of the study, whereas e-governance is the independent variable that is studied in this research. Information technology is the concept of E-government services as a method that the government can use to help the citizens within a limited time and is cost-effective. An E-government service provides services everywhere through a well-designed and connected system where the public receives services, they are seeking regardless of their geographical location within any time they prefer.

Darwazeh and Khraisat (2016) conducted research to find the effect of e-governance on one of the public organizations of Amman, Jordan and they concluded with the effects of e-governance on the staff performance of the Amman Municipality of Jordan. After applying the regression model on the application of e-governance on the job performance of the personnel, Darwazeh and Khraisat found that the effect of e-governance on the performance of the personnel is medium. This indicates that applying the model of e-governance allowed the public organization to be more accurate, quick and effective with its work. This change in the working model of the public administration at Jordan reduced routine tasks which led to an increase in efficiency of the personnel. The change also led to the least improvement in job loyalty of the personnel as humans are in constant need of assurance that technology cannot replace them and that they are the most expressive property of any organization; whether public or private (Darwazeh & Khraisat, 2016).

Devaraj and Kohli (2003) pointed out that the existence of Information technology itself does not affect performance. Still, instead, it is the actual usage of these technologies; resources, that leads to an impact on organizational performance. The implementation of new innovative technology such as an E-government must achieve some harmony among personnel within the organization (Khan & Vijayashree, 2015). During the application of the technology, it is essential for the user, including the employees needs to notice a significant contribution to the success of the system. The employees determine the performance and success of the system when it is rolled out (Al-Khouri, 2013; Al-Jamal & Abu-Shanab, 2015).

## 1.2 E-Government in Jordan

The Jordanian government has invested heavily in e-government initiatives for the last (20) years to transform the traditional service delivery into a more effective and efficient service to deliver high quality customer-centric and performance-driven services to e-government stakeholders. The Jordanian government is trying to develop performance through using e-government services, although there are some obstacles such as the employees' ages that affect the achievement of this goal (United Nations, 2012). The government has concentrated on developing performance to increase competitiveness and economic growth. However, to date, this goal has not been achieved.

The Jordanian civil status and passport department is one of the governmental departments that have implemented e-government services, but there is still a problem in achieving an increase in job performance (United Nations, 2012; Shannak, 2013). It is one of the most critical departments since it touches people's lives: it presents services for the whole population, including the high percentage of refugees crossing the borders from different countries, and offers services and information to other governmental departments like the income tax department.

### 1.3 Problem Statement

Employee performance is one of the primary focuses of every organization, irrespective of the sector they belong to. But the world is in continuous motion and the insertion of technology in different sectors hinders job performance from being constant. Changes in every organization are essential in terms of personnel or technology as it pushes the output and productivity to another level and gives the organization a chance to grow. Thus, like any other change, the introduction of e-governance can affect the job performances of the employees from the public sector in several ways. Al-Jamal and Abu-Shanab (2015) identified the effect of age on the adoption of the use of e-government, where age affects the ability to adapt to using technology and modern developments in the organization, where the objective of technology is to facilitate transactions of individuals to an extent degree and their results showed that the lower the age is the higher willingness to use technology. On the contrary, researchers like Mashaqbeh (2012) and Ng & Feldman (2008) say otherwise by concluding that age is a significant factor that determines whether an employee is welcoming towards vital changes within an organization or not. This research studies the impact of e-government services on job performance and uses the age factor as a moderating effect on the civil status and passport department in Jordan.

This study links the application of e-government services to job performance based on the age variable in the Civil Status and Passport Department in Jordan, which is considered one of the most critical organizations in the country, where the study finds job performance as the feeding back of reflections on the application of e-government. This is because performance is one of the outcomes that reflect the success of an organization (Huzam, 2004), where the success of employees means the success of the organization. This success is embodied in their ability to understand

new technical work methods and new tasks, including the challenges involved in such change, where this is significant to achieving high-class performance and creating new relationships that operate on a team spirit basis (Martin, 1989; Berry, Berry & Foster, 1998).

#### **1.4 Research Questions**

This study attempted to answer the following questions:

1. What is the level of using e-government services in the Jordanian CSPD?
2. What is the effect of using e-government services on job performance in the Jordanian CSPD?
3. What is the differences in job performance based on the age factor in the Jordanian CSPD?
4. What is the moderating effect of age in the relationship between using e-government services and job performance in the Jordanian CSPD?

#### **1.5 Objectives of the Study**

The objectives of this study were as follows:

1. To identify the level of using e-government services in the Jordanian CSPD.
2. To identify the effect of using e-government services on job performance in the Jordanian's civil status and passport department.

3. To identify the differences in job performance based on the age factor in the Jordanian CSPD.
4. To identify the moderating effect of age in the relationship between using e-government services and job performance.

### **1.6 Significance of the Study**

In the 20th century, governmental organizations paid little attention to service quality or responsiveness to clients (Wisniewski, 2010). The governments have been rigid and slow in structure; thus, government institutions have decided to digitalize their amenities to give effective and efficient services for its citizens. E-government has been introduced in services in Jordan which has led to challenges that the e-government has been facing. One of the challenges that the implementation of the e-government has caused is that the adoption of innovation in the government and its employees due to factors such as age difference in the workplace that also causes procrastinating behavior towards responding to change. For the e-system to be effective, the government employees have to be fully involved and accept the change that the system comes with. Public employees are important stakeholders of the implementation and success of the e-government. However, due to the different ages in government institutions, change becomes a challenging issue such that the environment makes the adoption of innovation slow and more difficult. The government of Jordan has invested a huge amount of capital to introduce e-governance in their public offices for the past two decades. The government believes that e-governance can transform the traditional service that they previously provided,

into service much higher in terms of quality, efficiency, and performance. The primary purpose of introducing e-governance into the system was to enhance the performance of the offices with the help of technology. But, the age of public employees is hindering this purpose (United Nations, 2012). The government believes that e-governance will eventually lead to an enhancement of performance, competitiveness and will gradually help economic growth as well. But due to the obstacle mentioned above, the goal has not been achieved to date. The difference in age also affects one's pace of learning and understanding of the system and therefore the study is determined to find out if age difference affects employees' performance and implementation of e-governments.

### **1.7 Scope of The Study**

Information technology use in the government is responsible for the improvement of job performance. This study is going to examine the transformational impact of “e-government on the Jordanian civil status and passport department” by evaluating case study data to determine whether such evidence exists. The Jordanian civil status and passport department and civil status and its reforms described.

Jordan is one of the countries with the least possible literature on its public offices. Secondly, being inspired by Mashaqbeh's study of 2012 on the topic of “The Effect of Use of E-Government on Improvement of Performance of the Civil Status and Passports Department in Jordan”, we felt like exploring e-governance in a state like that of Jordan and its impact on the performance of the staff of public offices to fill the gaps in the country's literature of public sector. Since Jordan has been working

on implementing e-governance, this research will also lead to the exploration of the change and its impacts in other developing countries like Jordan. When Mashaqbeh discussed the overall effects of e-governance on the CSPD of Jordan, we are discovering age, specifically, as the moderator in the relationship between e-governance and job performance of Jordanian CSPD. So this can be counted as an extension or a gap filled in Mashaqbeh's research.

The impact assessment of e-government services on the job performance of the civil status and passport department employees' in Jordan examined in terms of whether personal efficacy and effectiveness lead to the efficient delivery of services by employees in the e-government scenario.

### **1.8 Structure of the Study**

The structure of the present study was constructed to examine the moderating effect of age in the relationship between e-government services and job performance on civil status and passport department in Jordan.

The first chapter has provided a brief overview of the present research. It began with the background of the research topic, which is followed by the research problems and the research questions and discusses the significance as well as the scope of the current research. There are up to 3 hypotheses and 4 objectives where our study objectives will determine if our hypothesis about the interdependency of the variables (job performance and e-governance) and our moderator.

In Chapter 2, in-depth information about e-government and employees' performance was provided, including past and current literature reviews. The chapter proceeds to the theoretical framework and hypotheses generated in this research. It also contains the operational definitions related to the topic and research at the end of the chapter.

The third chapter presents the research design and methodology. This chapter discusses issues such as research approach, population and sampling, question instrumentation, administration of questionnaire, data gathering, and pilot study.

The fourth chapter presents the findings of the study, which includes the profile of respondents, data screening and cleaning, exploratory factor analysis, confirmatory factor analysis, and structural equation model. The structural model and hypotheses testing were also in this chapter.

The fifth chapter provides the summary, conclusion, implications, and limitations of the present study. This chapter then highlights the managerial implications of the study. It also provides recommendations for future research.

## **1.9 Concept and Operational Definitions**

### **1.9.1 E-Governance**

E-Governance (or “Electronic Governance”) is defined to be “is the integration of Information and Communication Technology (ICT) in all the processes, with the

aim of enhancing government ability to address the needs of the general public”  
(Business Jargons, n.d.).

### **1.9.2 E-Government**

E-Government (also known as “Electronic Government”) is defined by Jeong (2007) as “utilization of Information Technology (IT), Information and Communication Technologies (ICT s), and other web-based telecommunication technologies to improve and/or enhance on the efficiency and effectiveness of service delivery in the public sector.”

