

e- Governance for Public Sector Organizations: Methods, Issues And Challenges

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Abstract- *Knowledge Management at government level aims to improve the internal processes and formulate sound policies and procedures for efficient public service delivery and increased productivity. KM plays vital role in connecting governments and people through e-governance. Ultimate objective of KM in the public sector is to maximize productivity and enhance public service delivery. Public administration institutions create and work with immense amount of information every day, big part of this knowledge is embedded in the bureaucracy and civil servants, so the need to manage the knowledge in an effective way is an important task for public administration. Careful management of information and knowledge, i.e. the creation, sharing and application of knowledge, in an effective way is crucial. This paper aims to study the status of existing KM for e-governance for public sector organization.*

Keywords- Knowledge Management, e- governance, Public Service Organizations, Knowledge Sharing.

I. INTRODUCTION

Governance in India has been dominated by three vital aspects including secrecy, seniority and corruption. These are the evident challenges which is inhibiting the vision of e-governance across India and needs to be looked upon if at all nation wants to service its citizen effectively and efficiently. The National Task Force has also made several recommendations and has been checking for e- readiness which the fundamental strategic challenge in India. For e-readiness a check for readiness in terms of data system infrastructure, legal infrastructure, Institutional infrastructure and technological infrastructure are evident. Table 1 represents the status of e-governance development.

For well organized knowledge in an organization KM requires appropriate blend of organizational, social and administrative initiatives along with the usage of appropriate technology. Through the implementation of KM practices, local governments could be in a position to deliver the best possible services, function effectively and operate in an environment characterized by transparency and accountability.

It is also clear that web-based e-government has become a key force in today's government operations.

Effective knowledge management (KM) enhances managements, improves governance efficiency, speeds deployment, increases and creates citizen satisfaction. KM is perhaps 95% focused on people, processes, and culture, rather than on technology.

A) Public Service Organizations (PSO) in India:

The Indian state comprises 35 provinces, more than 550 districts, 6000 blocks, and around 6 million villages. To manage all this, there is a federal government at the center, 35 provincial governments to govern each of the provinces, and local self-governments at the district, block, and village levels. The federal government at the Centre comprises ministries, which are logical groupings of departments with similar or related business mandates. The departments can be termed the strategic business units (SBUs) of the ministries as they are self-sufficient units with a defined business mandate of their own. Each department of the federal government has a corresponding department or directorate in the provincial government, provided of course that the business mandate is within the purview of the provincial government.

B) Objectives of e- Governance at Pune Municipal Corporation (PMC):

- Improve the quality of Citizen Service Delivery mechanism and offer cost effective services with optimal effectiveness and transparency.
- To create concurrent database and to allow data sharing across various departments / ULBs/ Governments, thus bringing out effective convergence process and thereby improve efficiency in day to day functioning.
- Facilitate the decision making process at top management by availability of the right information – anytime, anywhere.
- Help different departments to efficiently monitor revenue collection and improve resource mobilization.
- Use of technology to implement citizen centric initiatives and enhance governance through improved access to accurate information for responsive management.

C) The Need of Knowledge Management for E-Governance in India:

Although, Indian Government has lagged behind a bit in realizing the importance of knowledge management, but with the tremendous investment in KM in the private sector leading to substantial benefits, Indian governments too have started to appreciate the benefits of KM. The need for the Government to adopt KM practices are factors like existence of a vast knowledge pool, shrinking Government budgets and the need to promote knowledge sharing within and across government organizations leading to achievement of better governance.

The need of the study begins here with the dire need to improve the quality of citizen service delivery system and offering these services with transparency. Somehow researcher felt that for smooth functioning and transparency in e- governance activities it is vital to allow data sharing across different departments, thus bringing about the efficiency in administrative functions.

Few questions reoccurred again & again in the mind, if sharing of knowledge within & between government employees becomes a routine practice, can we make the citizen happy by providing better and efficient e- governance services? Do organizational barriers prevent the transfer & acceptance of critical knowledge from one government department to another? Is KM practices helping efficient work of e- governance in the country starting from the bottom of the pyramid and is this the first step towards better governance?

Thus the theoretical background ends here with the wholesome knowledge about Knowledge Management, e- Governance, municipal Corporations and the various attributes of Knowledge Management in e- Governance in Public Service organization with respect to Municipal Corporation.

There is lots of research on private industries to see the vitality of KM in their organization, but there is little research to find out the importance of KM in e-governance delivery in a public service organization or the local municipal corporations. This research aims to empirically study the relationship between KM and effectiveness of e-governance in Pune Municipal Corporation's (PMC) various departments.

II. REVIEW OF LITERATURE

Studies Related To Knowledge Management in Public Service Organizations Wiig (2002) had identified, the value of KM for PSO is as follows:

- Since the public services are having silos of information connectivity for such information across the varied levels of government and across the borders will improve the

overall performance and exploit on a broader, more integrated and more easily accessible knowledge base.

- Improving accountability and lessening risks by making informed decisions and resolving issues faster, supported by access to integrated, transparent information across all organizational boundaries and simultaneously the citizens.
- Delivering improved and more cost effective services by enhancing partnership with and responsiveness to the citizen.

Nirmala and Shrestha (2004) They defined knowledge for government which includes in three categories which includes organizational memory which contains the collection of best practices, process documents, heuristics, rule books, office orders, fundamental rules, memorandum etc which gives an idea of how the office operates. This knowledge is termed as explicit knowledge. Next category includes the intellectual capital which is an intangible asset of an organization in terms of best practices, competencies, learning's, culture that promote innovation, adaptation, survival in corporate and agility. This type of knowledge can be found in day to day working in the organization across the departments and inter departments. KM can map, record, market and grow these intellectual capital and knowledge assets. The third category comprises of personal knowledge which is one's own urge of learning, organizing, connecting and producing knowledge which is termed as tacit knowledge. KM can capture tacit knowledge through blogging, branding, expert advice, personal information management.

A) Models of Knowledge Management given by various authors:

- The Krogh and Roos (1995) KM model takes an Organization Epistemology approach and emphasizes that knowledge resides both in minds of individuals and in relations they form with other individual.
- The Nonaka and Takeuchi (1995) KM model focuses on knowledge spirals that explain the transformation of tacit knowledge into explicit knowledge and then back again as the basis for individual, group, and organization innovation and learning.
- The Choo and Bontis (2002) sense-making approach of KM focuses on how information elements are fed into organizational actions through sense making, knowledge creating, and decision making.
- The Wiig (2002) model is based on the principle that in order for knowledge to be useful and valuable, it must be organized through a form of semantic network that is connected, congruent and complete, and that has perspective and purpose.

Though experts have yet to agree on a generic framework for knowledge management in the public sector, they have agreed that it is made up of three fundamental elements - people, processes and technology. Recognizing the right processes or techniques to identify, capture, create, share and store knowledge is an extremely important aspect of knowledge management, as is employing the correct technological infrastructure, creating virtual knowledge platforms, increasing collaboration capabilities and providing better access to knowledge resources (Cong 2006).

However, unlike in the private sector, the people are perhaps the most valuable assets to public sector organizations as they have the ability to create the appropriate organizational culture that would build trust and over time encourage knowledge sharing. As the success of these initiatives depends on their motivation and willingness to exchange knowledge, people have the power to act either as barriers or enablers to managing knowledge (Colesca 2005).

Survey of literature reveals that there is a very meager research done in this field and lots of potential is there for research to be done in this area. The role played by the KM in e- governance activities had to get examined at grass root level. Evaluation of the existing KM practices for e governance is the need of the hour. The need is also to test a model of KM for e governance for a single public service organization and also for area wise, last but not the least also for the nation .

III. RECOMMENDATIONS

Based on the extrinsic review of literature following recommendations are there:

- For organization structure which includes rules, policies, procedures, and processes, hierarchy of reporting, incentive system and department border that organize the task each element has to be given stress on and each of the criteria has to be individually dealt with for optimum usage and collaboration of knowledge.
- For technology it is recommended that as PMC is already having and is in plan to have robust technology for Knowledge Management which includes intranet portal, database management system, video conferencing and many more it is recommendable to have following technologies to enhance their KM for e- Governance:
 - Groupware- to facilitate information sharing through e- mail, online discussions, databases and related tools.
 - Information Retrieval Engines: Customized search engines are an absolute necessity and are the integral part of KM.

- Push Technologies: Delivering of appropriate Knowledge to the individual based on specific criteria.
- Collaboration: Expert Modeling and decision making and analysis that leads to more collaboration, information expertise and insight sharing among knowledge workers.
- Knowledge Mapping: Navigation system for electronic knowledge resources, which provide a learning environment.

- Knowledge Process Capabilities: It is recommended that the processes involved for KM in e- governance needs to be robust and well designed. The processes include the access to knowledge from external organization and to make it easier for use. An integrated system throughout the different public service organizations should be interlinked so as to make the access of the knowledge easier for the e- governance employees through the database, BBS, BLOG, search engines, networking forum.
- Knowledge Function Capabilities: Knowledge function capabilities including knowledge utilization, capture, sharing, and creation of knowledge in e- governance are imperative for a public service organization and communication efficient through certain mechanism.

IV. CONCLUSIONS AND FUTURE SCOPE

The discipline of KM for e- governance is driven in part by new applications which require new capabilities not currently being supplied by today's technology. The study have been carried for the public service organization including the Pune Municipal Corporation, including more number of municipal corporations across India , the research can be carried forward which, can give better insight of the whole scenario. Future research may cover testing with the balance score card' all the four perspectives including financial performance data such as ROI (Return on Investment), ROE (Return on Equity), net revenue, or other financial indicators as well as customer perspective where citizen can be taken as dependent variable for knowledge management performance. The applications areas of Knowledge Management for e- governance vary from defense, bio-informatics to the government businesses. Study can be undertaken to explore these application areas too. The proposed model in this study needs to be validated for the future research.

The limitations of the study are that the proposed model is based on the study of a public service organization that is Pune Municipal Corporation. Also the number of respondents is limited. The geographical region selected for

the study is Pune region; the study can be carried out in other areas also. The proposed model in the study suggests only three criteria with number of sub criteria for the smooth functioning of KM for e- governance, which needs to be further refined by taking an exhaustive list of the criteria affecting the evaluation. This study was limited to measuring attitudes of respondents who was contacted personally, or reached through e-mail, and who were willing to respond to the survey about knowledge management for e- governance in a PSO.

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