

e- Governance in India: Organizational Innovation and Sustainable Development Goals

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ABSTRACT

The advancement in Information Communication Technology has pushed reforms in administration and institutions of governance across country. The governments all over the world are in continuous quest of developing newer ways to deliver public services more efficiently and effectively, so is our national government working on. It is envisaged that the cost of rendering services per head will decrease through the information technology-based governance system and thereby creating equitable provisions of public services and anticipating better planning across administrative area. The present research will present the impact of e-governance system practices on organization innovation and achievement of sustainable development goals, which is the prime focus of COP 21.

Key Words

Sustainable Development, Organizational Innovation & Competence, Stakeholders, Empowerment, Opportunities.

INTRODUCTION

The information communication technology has been viewed as a tool for changing the world values and creating more knowledgably valued society through better governance practices. As the governance refers to the exercise of political, economic and administrative authority in the management of country's affairs, including citizens articulation of their interests and exercise of their legal rights and obligations for achievement of personal development and in greater sphere development of nation. Therefore, e-governance can be better understood as being the performance of the government institutions via the electronic medium in order to facilitate efficient, agile and more transparent process of disseminating information to the public, and other related agencies and necessitating government administrative activities. The concept of e-governance is wider than e- government, since it can bring differential change in the way citizens interact and relate to governments and vice-versa. The e-governance system can bring forth newer concept of citizenship and thereof defining needs and responsibilities in common realm. According to (*UNESCO,2005*) the objective of e-governance is to engage, enable and empower the citizens. It is overseen that technology-based governance is seen as best way for bringing in efficiency, speed, transparency, participatory and accountability when disseminating information to the public while at the same time performing government activities. The conceptual framework for e-governance for achievement of sustainable development is based on the assessments, definitions and various dimensions of sustainable development categorizing it into problem domain and solution domain. The sustainable development is used to attain poverty alleviation, environmental policy integration, intra and inter-generational equity, public participation in decision making and other measures to overcome hindrances to growth. In the present research the sustainable development comprises of four dimensions i.e. social, economic, institutional and environmental. The electronic governance for sustainable development comprises of three primary domains i.e. governance, information communication technology and sustainability. It is analyzed that governance is the challenge and information communication technology is the solution. In the case of e-governance for sustainable development, the sustainable development is the challenge and e-governance is the solution to address internal inconsistencies and confluences. The electronic governance is playing a vital role in delivering services to the stakeholders and brings in more efficiency and accountability within the system of delivering information and quick services to citizens, business enterprises and institutions, (*Charag and Mufeed,2013*).

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The recent advancements in communication technologies and the internet have provided tremendous opportunities to transform the relationships between governments and citizens in a new way, thus contributing to the optimization of processes and achievement of good governance goals. It is envisaged that the use of information communication technology can increase the broad involvement of citizens in the process of governance at all levels by providing the possibility of online discussion group and by enhancing the rapid development and effectiveness of pressure group. In addition, the transaction cost can be lowered and government services can become more accessible (UNESCO, 2005). According to (Danfulani, 2013), e-governance came as a result of revolution in information and communication technology (ICT) which finds expression in digital technologies like personal computer, the internet, mobile telephony, and different electronic applications. The confluence of these varied technologies eased the flow of information, its accessibility and delivery. Thus, creating numerous advantages as the citizens were connected with government, government became more efficient and robust, cost of government operations and transactions were scaled down, and therefore transparency was increased. According to (Akbar, 2004) e-governance is improving the lives of billions of people worldwide and is integrating government services in a way never seen before.

As on today the leading e-governance issues for the state and local officials are more complex and more deeply embedded in social and organizational context than ever before. The networks continue to connect vast data and information from an increasing number of sources, with impacts on social, political and economic dimensions of governance. However, security has taken on renewed importance associated with increasing dependence on massive databases and networks and the related need to protect individual, organizations, systems, and infrastructure from frauds, hacks, errors and attacks. At the same time, concern for service delivery, effective management, IT investments, and public access all continues to receive leadership attention (Dawes, 2008). The e-governance has consequently emerged as a most accepted and reckoned methodology involving use of information technology tools with an objective to improve transparency, providing information on speedy basis to stakeholders, enhancing efficiency of administrative units and holistically improving overall public services such as transportation, power, health, water, security and civic services (Radhakrishnan, 2006). The local governance units is the most closest governmental institution to the citizens and is assigned to perform fundamental functions capable of ensuring sustainable development at basic level, by creating platform for providing socially inclusive services and thereof promoting involvement of citizens in decision making process.

The e-governance at grassroot level facilitates better performance, brings out transparency in the functioning and execution of government businesses. It is against this backdrop that the present research will examine the e-governance as a fundamental developmental strategy, through which objectives of sustainable development can be attained in India. Most of the advanced countries including United Kingdom (UK), Australia, Canada, New Zealand, and United States of America (USA) have adopted series of measures under a new model based on market principles. Though these appear to be different terms yet they convey the same message i.e. replace the traditional bureaucratic model with a new model. Therefore having faith in market principles: cut costs; reduce budgets; improve public managements, simplify rules and procedures; check corruption; inject transparency; and strengthen market forces by minimizing the role of the state. To make the new system more effective and ensure efficacy, the use of information technology in the governance process is emphasized. No doubt, India has introduced these global trends/ measures in 1990, but no sincere exercise has been undertaken in the corresponding 15 years to examine the effects of these reformative measures, especially the role of the information technology, in the governance process. The present paper is an attempt to fill this gap in the existing literature.

The term governance needs to be understood before we move on to e-government and e-governance. Governance is not the exclusive preserve of the government. It extends to civil society and the private sector. It covers every institution and organization from family to the state. It involves exercise of political, economic and administrative authority to manage the affairs and the manner in which power is exercised in the management of a country's economic and social resources for development. It can be better understood as, the complex mechanisms, processes, relationships and institutions through which citizens and groups articulate their interests, exercise their rights and obligations and mediate their differences. The two terms e-government and e-governance are independent of each other, but are at times used alternatively, thereby the major distinction between e-government and e-governance is missed out. e-government is understood as the use of Information and Communication Technology (ICT) to promote more efficient and cost-effective government, facilitate more

convenient government services and allow greater public access to information, and make government more accountable to citizens, whereas governance is a wider term which covers the state's institutional arrangements, decision making processes, implementation capacity and the relationship between government officials and the public. The governments all over the world are in continuous quest of developing newer ways to deliver public services more efficiently and effectively, (*Charag and Mufeed,2013*).e- Governance is the use of ICT by the government, civil society and political institutions to engage citizens through dialogue and feedback to promote their greater participation in the process of governance of these institutions. Thus, e-government can be viewed as a subset of e-governance, and its focus is largely on improving administrative efficiency and reducing administrative corruption (*Bhatnagar Subhash,2004*).

REVIEW OF LITERATURE

The e-governance is about the new way in which public sector organizations might have to transform themselves. It is evaluated that the new information technology mandates will create change within government organizations, agencies and departments increasingly and thereof develop newer platform for transactions with the citizen. The precursory measures being developed are mainly about how government will deliver services to the citizen, not how to bring the citizen into the democratic or decision-making process. As presently governments deliver more services online, it is expected there will be a drastic shift in the willingness of citizens to use the various tools of e-democracy. This stream of thought contends the proposition that ideal development of e-governance will inevitably lead to e-democracy. The accumulation of belief that most of online population busy usingICTs like the Internet in all aspects of their lives, will most of expect government itself to be more and more online, and it will have greater expectations from government such as on account of speed and access to information services, interactivity and security of information. But simply because government engages in online activities with the citizen does not necessarily mean that mechanisms for e-democracy will follow as in more absolute version it is the content of services and knowledge interfaces that will decide the future of e-democracy in a country. The distinctive review of literature on promises of electronic governance is given here under:

Danfulani(2013), advocates that e-governance came as a result of revolution in information and communication technology (ICT) which finds expression in digital technologies like personal computers, the internet, mobile telephony and different electronic applications. A confluence of these technologies eased the flow of information, its accessibility and delivery.

Rahman (2011), foresees that national governments are trying to realize potential of digital technologies by finding ways to implement novel technology in spearheading its utilization to achieve the best services for their citizens. They range from awareness raising campaign, knowledge acquisition, social networking to strategic planning, development and implementation.

Maswood(2009), opines that e-governance may be understood as the performance of governance through issues of e-governance, the electronic medium in order to facilitate an efficient, speedy and transparent process of disseminating information to the public, and other agencies, and for performing government administration activities. It is the use of modern information and Communication technologies, such as internet, local area networks, mobiles etc., by governments to improve effectiveness, efficiency and service delivery to promote easy access to the government services to the public. e-Governance is a network of organizations to include government, nonprofit, and private-sector entities.In e-governance there are no distinct boundaries.

Awoleye et al. (2008), propounds that the revolutionary power of information communication technology (ICT) has therefore redirected the way people do things, most especially government business. Governments, all over the world are adopting ICT tools to achieve the goals of increased effectiveness, transparency and accountability to their people. The use of these tools in governance is what is called electronic governance or e-governance.

Dawes (2008), suggests that e-governance comprises the use of information and communication technologies (ICTs) to support public services, government administration, democratic processes, and relationships among citizens, civil society, the private sector and the state.

Human Resources and Development Canada (2007), reveals that the government engages in online activities with the citizen does not necessarily mean that mechanisms for e-democracy will follow. Many public servants see a number of administrative difficulties in doing even simple online consultations, and say that they are not ready for citizen participation and hence hinder the government – citizen interaction.

Hui (2006) & Ndou (2004), suggests that ICT infrastructure includes basic access infrastructure which consists of, among other factors, telephone lines, personal computers, internet accessibility and penetration in rural areas, the speed available for the public to access the internet and the cost of the services provided in comparison to Citizens' income. This problem of lack of infrastructure can be clearly demonstrated by comparing the situation of ICT infrastructure between developed and developing countries.

Sier (2005), asserts that according to the application of information and communication technology for improving governance by enhancing government's role in service delivery, public administration, and promotion of participatory democracy has been gaining momentum in many parts of the world and has evolved newer frontiers of development.

UNESCO (2005), speculates that advantages for the government involve that the government may provide better service in terms of time, making governance more efficient and more effective. In addition, the transaction costs can be lowered and government services become more accessible and more responsive.

Darwish (2004), reveals that another benefit of e-government is to provide government services around the citizens' locations, meaning that citizens can access government services either by using their home computers or they can find service centres around their living areas such as shopping malls and libraries. E – Government is claimed to have tangible benefits on the economy in terms of cutting government costs. In Egypt, for instance, it has been estimated that e-government could increase government productivity to the extent of saving 900,000 working hours.

Huijboom and Hoogwout (2004), emphasized that the importance of taking external factors into account in the development of e-government projects. From the government viewpoint (the viewpoint taken by most researchers), e-government success factors may be partitioned into internal (government-related) and external (for instance, society and the technology environment). The factors of success are mostly intrinsic, whereas causes of failures are extrinsic in nature and same applies to case of e-governance, however exceptions are always there.

Croom & Johnston (2003), demonstrate that findings from an e-service research indicate that internal customer satisfaction is vital to the success of e-procurement operation and is a significant determinant of the cost and benefits to be gained from its adoption.

Heeks (2003), predicts that in developing countries, based on a survey done on 40 e-government projects, 35% of projects were considered as being total failures due to termination of the project, such as the electronic voter registration in Uganda and a land licensing and planning system for Beira city in Mozambique. 50% are considered being partial failures, where they only achieve part of their goals, such as the Cameroon's tax website. The successes and failures of electronic governance are mostly presumed to be because of poor infrastructural setup; however the failures arise when box type approach is conceived by policy makers.

Heeks (2003), agrees with the previous researchers on the importance of management for the success of e-government. However, he provides two further approaches for overcoming e-government failure. The first approach is to reduce the gap between current organizational realities (information, technology, processes, staff skills and management) and the future realities that will be necessary for e-government success. In his second approach defines lack of e-readiness for e-governance as a strategic challenge that might cause project failure. This includes the lack of adequate citizen data, and of legal and institutional infrastructure.

Liikanen (2003), pursued that the potential benefits of implementing e-government projects in developing countries are remarkable at all levels. Governments can use e-government application as a step for reforming the whole public sector process, procedures and features, which means that the process of each service has to be revised and changed to adapt to the new shape of service delivery and clientele.

UNDESA (2003), suggests that there are also seen to be indirect benefits of e-government, such as reducing the complexity of bureaucracy, simplifying the process of providing services and increasing transparency and accountability of the government to the public. The situation shift renders more space for public opinion and outcasts shadowing of information and knowledge.

Zhu Wymer et al. (2002), perceived that while there has also been models developed linking consumer-perceived quality with e-service to the SERVQUAL, investigation in prime areas such as the rationale behind why consumers accept or reject technology have also been researched. This broad area of e-service research indicates the importance that e-service is gaining momentum in its application.

Bhatnagar and Vyas (2001), envisage that in India, the government installs Kiosks in local rural areas provide e-government services for Citizens. However, because of the lack of leased lines and the dependence on telephone lines only at these areas, many reliability problems have occurred which decreases the use of these Kiosks and however decrease reliability of e-governance system in progress.

Holmes (2001), ascertains that the stream of thought contends development of e-governance and will inevitably lead to e-democracy. The belief is that an online population, using ICTs, especially the Internet in all aspects of their lives, will expect government itself to be more and more online, and will have greater expectations from government such as speed of access to information and services, interactivity, and security of information.

Norris and Alcock (2001), argues that administrative difficulties in rendering services through e-governance is a political problem, and there will not be significant shifts to new forms of democracy or participation by the citizenry because of ICT. It is suggested that the new ICTs will serve only to strengthen existing democratic institutions, though not dramatically change legislative bodies, however the influence on the administrative units of governance is under purview and necessarily require systematic effort to optimize results and achievements.

Papantoniou (2001) Oberer (2002) et al, agree that the importance of change management as a success factor for e-government and adds that the changes in organizational conditions should include administrative measures for adapting to the new e-government process. This is because e-government projects require new technology, so organizations need to be able to change their business processes to adjust to it.

Margolis and Resnick (2000), suggests that as others argue, social and economic biases will continue on the internet and will further marginalize those who have little interest in or knowledge of public affairs. The authors also insist that initial expectations for such a democratic revival were short-lived and simply produced “politics as usual”. The adhering to developing prospective dimension for marginalized and securing their interests through involvement and participation which will incorporate feature of development from basic level.

Charag and Mufeed (2013),opine that information and Communication Technology (ICT) together with internet is making it possible to share vast amount of knowledge and information and is driving all round socio-economic changes and growth.

NEED FOR PRESENT RESEARCH

The wide spread involvement of e-Government around the world has recently attracted the attention of academic researchers. Understanding e-Government development and exploring variables that affect e-Government development have become an important research topic. The electronic governance has evolved into a better functioning e-Government where each service is delivered through an information super highway,the e-Governance has stringent role in the development of cross platform mode of interaction and transaction of information,(*Charag and Mufeed, 2013*). Researchers following e-Government development indicated that “e-Government has become an evolving and important research area in the Information Systems (IS) field. The nations across the world are changing and trying to be more responsive and cohesive in delivering services to their citizens, business enterprises and stakeholder, (*Charag and Mufeed, 2013*). The idea of governments around the world declaring themselves as suppliers of services adopting a citizen-centered strategy in order to achieve social and economic development goals has recently caught the attention of numerous e-Government researchers. Many of those researchers suggest that governments, in general, assume that people demand e-Government services. In addition, governments tend to supply people with what governments think is important

while neglecting people's actual needs. This however is creating a mismatch between the demand and the supply of e-Government.

RESEARCH OBJECTIVES

In light of the domain for research identified, following objectives have been set for the present study:

- To make comparative study of best practices in the sample study states and to evaluate the practices, factors, trends and conditions those are most likely to shape the future of e – governance in India,
- To study impact of e-governance practices on development of organizational innovativeness framework and,
- To analyze role of e – governance system practices on the achievement of sustainable development goals.

RESEARCH METHODOLOGY

The research methodology opted for the present study reveals definite focused methodology with purview of evaluating the services delivery mechanism structured by Central & State Government Departments in different states of India. The research will have characteristics of exploratory as new phenomenon is to be studied and descriptive as the processes, models and information sharing platforms already created are described, analyzed and evaluated. The research variables for study were organization innovativeness and sustainable development derivatives. The development of sustainability within the urban and rural areas and the transparency brought by services delivered through ICT i.e. human free interface was analysed and the definitive characteristics of development achieved from the ICT based service and information sharing processes was studied. As it is clear from various reports and policy papers of Govt. of India of the total 28 States and seven union territories in India, some of the leading examples of e-governance include Andhra Pradesh, Gujarat, Karnataka, Kerala, Madhya Pradesh, Maharashtra, New Delhi and Tamil Nadu. The research structure will focus on sample population spread across 5 State of India. The states being: Karnataka, Andhra Pradesh, Maharashtra, Gujarat & Jammu Kashmir. The electronic governance in India has started with the ICT revolution started by Shri. Rajiv Gandhi in early 90's and Government of India has developed a brief policy documents namely e-Governance Plan to implement e - Governance first in priority sectors and therefore expanding the scope by incorporating more functionality in the system and involving more processes and procedures. The policies are evolving and there is need to study processes to create systems that work in a lucid and transparent manner. The research will predominantly focus on Government Sector related developments in e-Governance and positive initiatives launched by private players. Keeping note of the research purpose and objectives drafted research focus will adhere to the electronic governance field and will study management component of the same. However, ICT and information systems created for information flow and IT infrastructure demand will also be studied. Also, the modalities and possibilities existing in other identified sectors where process improvement and efficiency enhancement can be done using ICT and electronic governance system. The methodology to be adopted will comprise eight steps depicted in figure, having following modules 1. defining the assessment framework, 2) identifying the contributing domains, 3) defining the scope of data collection, 4) selecting relevant papers and sources, 5) documenting selected papers, 6) coding selected papers, 7) analyzing selected papers and 8) defining the state of research. Step 1 concerns the research assessment framework, Steps 2 to 4 concern data collection, Steps 5 to 7 concern data analysis, and Step 8 concerns the synthesis of findings.

DATA ANALYSIS

The present study was designed to examine impact of e-governance system practices on organization innovativeness and achievement of sustainable development in India. The research respondents are stakeholders using various e-governance services and interact with at various ICT based platforms with the government for deriving benefits. The data collected through questionnaire were analyzed descriptively to determine the distributional characteristic of the variables and to establish a profile of the study participants. Subsequently, the survey items were used to construct a model of technological integration through e-governance and sustainable development by using the structural equation modeling routines and estimation procedures. The Table 1.1 depicts the statistics for the variable organization innovation and sustainable development which is a dependent

variable and comprises of four items i.e. organizational development, efficiency and innovativeness, sustainable practices and citizen engagement. The overall mean score for the variable is 3.21 and the overall standard deviation is 1.21. The brief statistics of the variable are given here under:

		Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
		Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
ECO1	Organizational Development	5	3.19	1.157	-.033	.120	-.826	.239
ECO2	Efficiency And Innovativeness	5	3.26	1.155	-.048	.120	-.875	.239
ECO3	Citizen Engagement	5	3.24	1.067	-.043	.120	-.684	.239
ECO4	Sustainable Practices	5	3.20	1.055	.007	.120	-.611	.239

The Table 1.2 reveals the statistics of Cronbach’s Alpha for the dependent variable Organization Innovativeness & Sustainable Development comprising of four items. The four items studied are organizational development, efficiency and innovativeness, sustainable practices and citizen engagement. The values Cronbach’s for the variable Organization Innovativeness & Sustainable Development $\alpha = .934$, which is excellent. The value of α solidifies the assumption that the items of the construct measure the same parameters at different intervals and across different respondents and therefore depict reliability of the scale. The value of Cronbach’s Alpha based on standardized items is .935, which reveals that after standardization of responses across items the value is still higher and acceptable. It also confirms that the results are free from redundancies across the responses. The brief statistics are given here under:

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.934	.935	4

The Table 1.3 reveals the inter-item correlation matrix for the variable social comprising of four items. It is revealed from the statistics that the average correlation is above 0.72 for the inter items, whereas the highest correlation is between the ECO1 & ECO2 i.e. .802, which measures organizational development, efficiency and innovativeness. The brief statistics is given here under:

	ECO1	ECO2	ECO3	ECO4
ECO1	1.000	.802	.766	.784
ECO2	.802	1.000	.800	.801
ECO3	.766	.800	1.000	.735
ECO4	.784	.801	.735	1.000

The Table 1.4 depicts the statistics for inter item covariance between the items of the Organization Innovativeness & Sustainable Development variable, which is the dependent variable and comprise of four items. The highest value of covariance 1.338. The brief statistics is given here under:

	ECO1	ECO2	ECO3	ECO4
ECO1	1.338	1.071	.945	.957
ECO2	1.071	1.334	.986	.976
ECO3	.945	.986	1.139	.828
ECO4	.957	.976	.828	1.113

The Table 1.5 reveals item mean, item variance, inter item covariance and inter item correlations. The highest value for the item mean is 3.211, highest value of inter item variances across social variable is 1.479. The brief statistics is given here under:

Table 1.5 Summary Item Statistics Organization Innovativeness & Sustainable Development

	Mean	Min	Max	Range	Max / Min	Variance	N
Item Means	3.223	3.193	3.256	.063	1.020	.001	4
Item Variances	1.231	1.113	1.338	.225	1.202	.015	4
Inter-Item Covariances	.961	.828	1.071	.243	1.294	.006	4
Inter-Item Correlations	.781	.735	.802	.067	1.091	.001	4

The Table 1.6 reveals the statistics of values for the variable Organization Innovativeness & Sustainable Development, if in case one item is deleted. The scale mean for the item deleted is highest for ECO1, which is 9.70. Therefore, the item contributes highest share to the mean and is most important. Similarly, the values of variance in case item is deleted is highest for ECO4 i.e. 9.816, for corrected item total correlation is highest for ECO2, for square multiple correlations it is highest for EC2O. For reliability of scale the Cronbach's alpha if item is deleted is highest for ECO3. The brief statistics are given here under:

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
ECO1	9.70	9.165	.849	.722	.913
ECO2	9.64	9.051	.873	.763	.905
ECO3	9.65	9.793	.826	.690	.920
ECO4	9.69	9.816	.835	.704	.918

The Table 1.7 reveals the statistics for the variable Organization Innovativeness & Sustainable Development, depicting the sum total mean of 12.89 for the four items and sum total variance of 16.451 with sum total standard deviation of 4.056 for the four items. The statistics are significant across the items for the variable. The brief statistics are given here under:

Mean	Variance	Std. Deviation	N of Items
12.89	16.451	4.056	4

The Table 1.8 depicts the ANOVA statistics for the dependent variable Organization Innovativeness & Sustainable Development comprising of four items i.e. business opportunities, efficiency, development and cost saving. The purpose is to analyze the differences between group means and their associated procedures. In the ANOVA setting, the observed variance in a particular variable is partitioned into components attributable to different sources of variation. The F value for the interaction variable is 10.551 which is significant at three degree of freedom. The brief statistics are given here under:

	Sum of Squares	df	Mean Square	F	Sig	
Between People	1698.527	413	4.113			
Within People	Between Items	1.258	3	.419	10.551	.000
	Residual	334.992	1239	.270		
	Total	336.250	1242	.271		
Total	2034.777	1655	1.229			
Grand Mean = 3.22						

The Table 1.9 represent regression weights and the average amount of change in the dependent variable for a single raw score unit increase in the predictor variable (controlling for the other predictors in the model). Unstandardized regression coefficients allows to compare the intensity of one effect across different groups. The CR denotes 'Critical Ratio', which is equivalent to the regression weight divided by the standard error of this weight. The distribution of this ratio resembles a z distribution. As a consequence: CR values that exceed 2 are regarded as significant at the level of 0.05. CR values that do not exceed 2 are not regarded as significant. As from the Table 1.9 the Regression Weights are more than the cut of value hence are significant. The highest value of unstandardized regression weight for social latent variable is highest between GOVT--->ECO.

Predictor Constructs		Predicted Constructs	Path Coefficient	P Value

ECO	<---	GOVT	.479	***
ECO	<---	TECH	.425	.011
ECO	<---	INTR	.308	.027
ECO	<---	SOCE	.427	.009
ECO	<---	CUST	.307	.032

CONCLUSION

The electronic governance is playing a vital role in delivering services to the stakeholders and bringing in more efficiency and accountability within the system of delivering information and quick services to citizen, business enterprises and institutions. The statistics reveal that the government through strategy, government transformation, service delivery along with technology through contributory factors like ICT infrastructure, ICT for service delivery and new technologies contribute towards creating interactive platform full of multimode interfaces, comprehensive delivery channels for fulfilling needs for services to empower customer, business institutions and other stakeholders. Therefore by and large creating engine for development through creation of sustained service delivery ecosystem, strengthening human capital and embedding social values in more cohesive pattern within the social fabric of society through equal distribution of benefits and generating social equality through democratic institutions. The constructs of this study are mainly domain dependent variables and, as such, it is important to construct validity that representative items be included during the conceptualization stage of a research design. Based on the confirmatory procedures of SEM, several items were removed from the final model. As disused in the limitations of the study, it would be prudent to analyze these constructs with additional statistical procedures in order to refine the content and construct integrity of the variables. The results propose that electronic governance has potential impact over economic sustainability as the procedural costs and redtapism is evaded and the system is made more responsive, transparent and accountable for delivering equal benefits among stakeholders, both in rural and urban India. It is evident from the statistics that the research survey conducted across state of Jammu & Kashmir, Andhra Pradesh and New Delhi the information technology has geared up governance system and have made government more reactive to interactive in addressing citizen needs, improving quality of life, creating informed citizens and professing citizen engagements.

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