

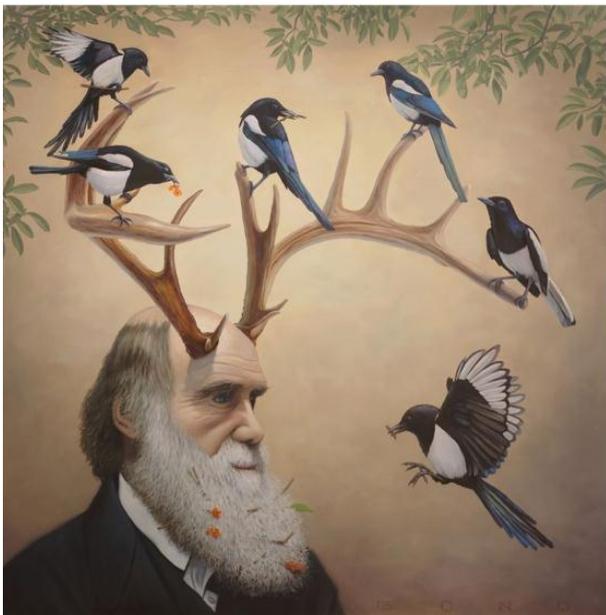
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E-Management Capability for Future Government Organizations in UAE

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Abstract

E-management embarks utilization on Information Technology (IT) to augment the management of government organization by modernized organization processes and revamp the flow of information within a government organization. E-management is the activities of an organization processes on the internet that embrace a diversity of functions and services. The broadening of e-management in recent decades has given rise to a new government organization's requirements in the UAE. The key intention of this research was to confer e-management capability is important for future government organizations in the UAE. The major research question was whether e-management capability influences future government organizations in the UAE. This study intends to yield key drivers of e-management capability that influence future government organizations in the UAE. Yet, e-management emphasizes on value creation through integrating IT with traditional processes. The research key results pivot on developing the conceptual model of key drivers of e-management capability that influence future government organizations in the UAE.

Keywords: E-Management, Government Organization, Information Technology, Key Drivers, Value Creation.

Capacidad de gestión electrónica para futuras organizaciones gubernamentales en los EAU

Resumen

La gestión electrónica se embarca en la utilización de la tecnología de la información (TI) para aumentar la gestión de la organización gubernamental mediante procesos organizativos modernizados y renovar el flujo de información dentro de una organización gubernamental. La gestión electrónica es las actividades de los procesos de una organización en Internet que abarcan una diversidad de funciones y servicios. La ampliación de la gestión electrónica en las últimas décadas ha dado lugar a los requisitos de una nueva organización gubernamental en los EAU. La intención clave de esta investigación fue conferir capacidad de gestión electrónica es importante para las futuras organizaciones gubernamentales en los EAU. La principal pregunta de investigación fue si la capacidad de gestión electrónica influye en las futuras organizaciones gubernamentales en los EAU. Este estudio pretende generar impulsores clave de la capacidad de gestión electrónica que influyen en las futuras organizaciones gubernamentales en los EAU. Sin embargo, la gestión electrónica hace hincapié en la creación de valor mediante la integración de TI con los procesos tradicionales. Los resultados clave de la investigación se centran en el desarrollo del modelo conceptual de los impulsores clave de la capacidad de gestión electrónica que influyen en las futuras organizaciones gubernamentales en los EAU. Palabras clave: gestión electrónica, organización gubernamental, tecnología de la información, impulsores clave, creación de valor.

INTRODUCTION

E-management ensures a proposition that transpires as the prompt evolution about the Internet in government organization's environment (Alexander, Kumar, & Walker, 2018). E-management ensures the key factor to ease and obtains efficient decision making in a government organization. E-management is an essential practice for government organizations to acquire core competence and competitive advantage (Dawson, 2014). Therefore, consistent with the development and widespread usage of Information Technology (IT), countries around the world, including UAE has adopted e-management to facilitate government organizations to its future outcomes (Jaradt, 2018). In UAE, e-management is moving headlong towards the digital world of management structure to make successful de-

cisions and organize the process for a competitive government organization's environment (Alameeri, Ajmal, Hussain, & Helo, 2018).

E-management can be classified into three (3) processes, which is (1) work processes that emphasis on activities that transform inputs into outputs, (2) behavioral processes focus on shared patterns of behavior and ways of interacting and (3) change processes emphasis on sequences of events over time. Whereas, e-management is fundamentally changing the way government organizations operate (Alexander et al., 2018; Maguire & McLoughlin, 2019). Yet, it improves the management of government organization by streamlining government organization processes and improving the flow of information within the government organization. In UAE, government organizations have a clear and coherent digital strategy through a digital transformation where 14% at an early stage, 51% at developing stage, and 86% at the maturing stage in the year 2019 (ElYacoubi, 2020). We need e-management in government organizations to transform into the digital era that integrated with processes, skills, and cultures with a technologically advanced management perspective.

Consequently, e-management has been continuously seeking ways to ensure the widespread and sustainable usage of e-management services among government organizations (Afifi, 2019). The UAE is transforming government organizations through the power of digital technologies that have a major impact on performance through e-management. Therefore, we need to systematically determine the effect of e-management toward government organizations within the UAE. We have analyzed and review the impact of e-management towards government organizations that indicates 34% challenging, 27% highly challenging, 25% somewhat challenging, 10% not challenging and 4% do not know from the UAE government organization's perspective. Moreover, we have identified 96% of e-management capability influence future government organizations in UAE, as shown in Figure 1.

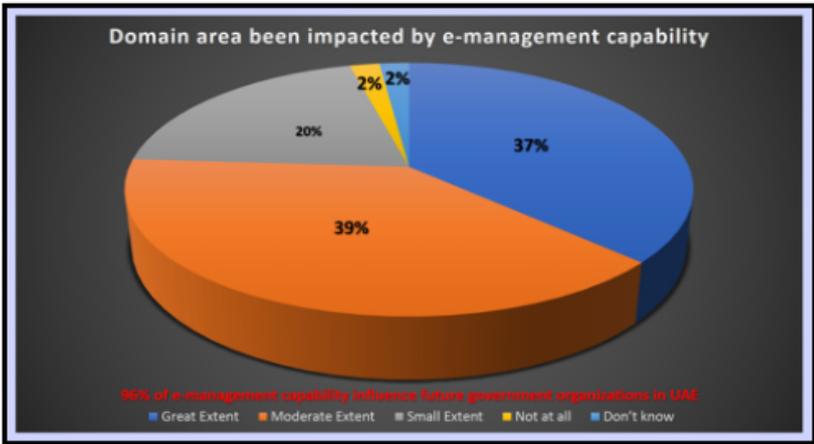


Figure 1: E-management capability influences future government organizations in the UAE.

Based on Figure 1, e-management capability influence future government organizations in UAE shows that 37% great extent for the decision that is executed by technique, 39% moderate extent for specialized skills that been high value, 20% small extent for commoditized within tools for the functional operation, 2% not at all for operation leads to deliver the skills and 2% don't know for having soft skills on organization outcomes. We can classify that e-management capability importance in government organization for improving the services through immediate impact, provide insight on the performance, applying experience on the digital promise, map the future planning and change the way organization operates for better performance as shown in Figure 2.

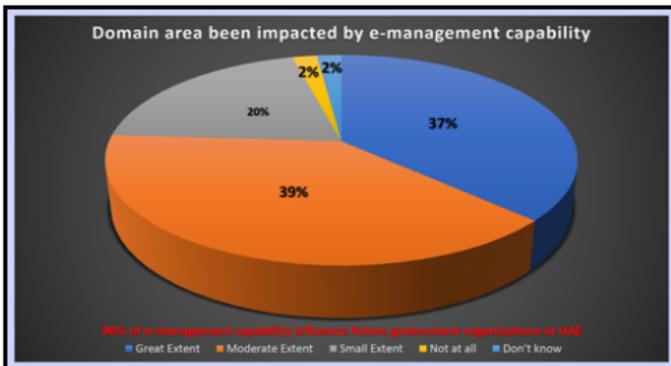


Figure 1: E-management capability influences future government organizations in the UAE.

Based on Figure 2, e-management capability importance in future government organizations in UAE has indicated 18% great extent for improving the services through the immediate impact that sort of positive impact, 35% moderate extent on providing insight on the performance through robust decision making, 23% small extent for applying experience on the digital promise on improving learning opportunities within the organization, 16% not at all for map the future planning that focuses on organization desire and 8% don't know for change the way organization operates for better performance through organization wisdom in UAE. We analyze that 76% of e-management capability important for a future government organization in the UAE. Hence, e-management transformed the government organization's processes and services that ensure the impact through improved management by providing basic operational information and effectively operates.

E-management is an application of digital technology to enhance government organization's competitiveness via continuous optimization of digital value creation and decision-making processes (Misuraca & Viscusi, 2014). However, key drivers of e-management capability need to be identified for future government organizations. We conceptualize the key drivers of e-management capability as infrastructure, integration, and training and development. Therefore, these key drivers of e-management capability will embark on future government organizations in the UAE. To enact and develop a conceptual model, we requisite to form a valuable question on developing a conceptual model imply the key drivers of e-management capability that influence future government organizations and what factors indicate future government organizations in UAE. Thus, this study intends to discuss key drivers of e-management capability that influence future government organizations in the UAE and conceptualized a model for the key drivers of e-management capability that influence future government organizations in the UAE.

LITERATURE REVIEW

A precisely designed of e-management capability for government organization structure is an insightful necessary for success in the 21st-century organization environment (Ahmad, & Papastathopoulos, 2019). The E-management capability provides a solid foundation for managing government organizations and nurture improvements (Insel, 2017). Moreover, the goal of e-management capability is to implement management successfully on precondition, foundation, operation, and services of future

government organizations. Therefore, e-management capability focuses on improved timeliness through drive management processes and push information life-cycle of the government organizations (Mohamad, Jayakrishnan, & Nawi, 2020; Petrillo, Felice, Cioffi, & Zomparelli, 2018).

We have characterized the e-management capability influences future government organizations through three (3) stages, which is (1) early-stage that mandating from management, (2) developing stage that embrace digital organization opportunities and (3) maturing stage that focus on strong digital organization culture that strives for performance, as shown in Table 1.

Table 1: Characterized The E-Management Capability Influences Future Government Organizations

Components	Early Stage	Developing Stage	Maturing Stage	References
Drive digital organization	Mandate on new ideas at all levels of the organization.	Expect for learning in new ways within the organization.	Cultivate in constructive ways for increasing organization learning.	(Mailasan Jayakrishnan, Mohamad, & Abdullah, 2019a; Petrillo et al., 2018)
Key drivers of e-management capability	Lacks awareness and skills within an organization that aimed at performance.	Digitally aware within an organization that aimed at improving experience and decision making.	Digitally sophisticated within an organization that aimed at the fundamental transformation of processes.	(Gulati & Soni, 2015; Mailasan Jayakrishnan, Mohamad, & Yusof, 2020)
Percentage of the government organization focus on e-management capability	14% lack of overall organization agility and strategy priorities.	51% gaining traction on organization agility and strategy priorities.	86% toward digital transformation on organization agility and strategy priorities.	(Eiyacoubi, 2020)

Based on Table 1, we characterized the e-management capability influences future government organization and identified the key drivers of e-management capability as (1) Infrastructure were improving the system for better understanding the organization practices (Schiavi, Behr, & Marcolin, 2019) and improving the accessibility for better organization practices and guidelines access (Electric, Welch, & That, 2019), (2) Training and Development where enhancing service efficiency and effectiveness for long term growth for organization development (Emeagwali, 2018) and

providing easy usage for realistic ideas and approaches for an organization performance (Vantrappen & Wirtz, 2018) and (3) Integration where increase competitiveness capability in government for competitive strategies on information competency and organization performance (Rockwell, 2019) and increase administrative efficiency for automated efficiency within an organization and strategize information needs (Cukier, 2019). Moreover, there is an intimate relationship between change elements and future government organizations. Understanding this relationship is dominant for researchers by the prospect of the theoretical framework for change elements and future government organizations. We have a prospect and adopted the Theory of Change Parameter for this study. Theory of Change Parameter is focused on expected outcomes that occur from previous experience and insight within an organization (Rosenau, 2018). Furthermore, it engaged in the change elements and future government organizations that emphasize broad and long-term outcomes for an organization's performance (Electric et al., 2019). We can justify the Theory of Change Parameter as a fundamental action for e-management capability influences future government organizations as indicated in Table 2.

Table 2: Theory of Change Parameter for the Future Government Organization

Components	Classification	Indicators	References
A sequence of required events	An easy process for government organizations to indicate event goals and objectives.	<p>Infrastructure (Strategic and Structure)</p> <p>Government organizations effectively manage and communicate the strategic role.</p>	(Hayes, 2018; Rosenau, 2018)
Underlying assumption	Values in an action within the organization that consists of assumptions and value beliefs.	<p>Training and Development (People and Process)</p> <p>Focus on government organizations to be dynamic in their daily processes and competitive market.</p>	(Electric et al., 2019; Rosenau, 2018)
Intermediate Outcomes	Plan to achieve the objectives that are reasonable and measures the progress of the outcome.	<p>Integration (Products and Services)</p> <p>Combination of technology and competitive position for better functionality on achieving significant outcomes for long term positive performance flow within government organizations.</p>	(Douthwaite, B. and Hoffecker, 2017; H. Seyal, 2019; Sachs, 2015)
Long Term Outcomes	Continuous evaluation and monitoring of the plans ensure success for the government organizations.		

Based on Table 2, the theory of change parameter indicators for future government organization explain how the e-management capability influences future government organizations. The potential impact of e-management capability influences future government organizations by its intent and reach (Rosenau, 2018). Therefore, Theory of Change Parameter provides improvement that fosters performance and goals for organization needs (Prinsen, G. and Nijhof, 2015). We can conclude that the theoretical framework is mapped with the e-management capability influences future government organizations.

FRAMEWORK DEVELOPMENT

The rapid development of IT has witnessed the widespread usage of e-management in almost all sectors be it the private or public sectors (Feerrar, 2019). One of the prevalent usages of e-management is the government organization, in which every government across the world are adopting e-management as the means to disseminate information and perform daily management within its organization (Ylinen, M. and Pekkola, 2019). E-management capability at the early stage of government organization has more of an operational focus and increasing efficiency. Yet, it drives the transformation of government organization process that tackle workforce-management challenges and build the necessary strategy to benefit from e-management capability trends (H. Seyal, 2019).

E-management capability focus on the long-term competitive advantage of government organization towards leveraging and combining new value on the operational process. Moreover, we need to identify the roots of this e-management capability and the key drivers of e-management capability that influence future government organizations in UAE that move rapidly to new competitive forces within an organization. It requires implementing an organizational structure that can respond to e-management capability from anywhere and anytime through enabling the organization to perform better (Campos-Climent & Sanchis-Palacio, 2017).

The key drivers of e-management capability that influence future government organizations need to be capable of managing the information life-cycle and manage the right information at the right time for organization performance. Yet, it needs to be a focus on improving organization value, intelligent decision making, and better efficiency. For this reason, we have tabulated the key drivers of e-management capability that influence future government organizations, as shown in Table 3.

Table 3: The Key Drivers of E-Management Capability for Future Government Organizations.

No	E-Management Capability	Key Drivers	Indicators	References
1	<p>Infrastructure (Strategic & Structure)</p> <p>Determines the structural elements associated with organization strategies.</p>	<p>Improving the system</p> <p>An opportunity to focus on improving the effectiveness of the organization.</p> <p>Improving the accessibility</p> <p>Employing a varied and potentially productive of organization performance.</p>	<p>Strategic Analysis</p> <p>Information Efficiency.</p>	<p>(Al-Lamy et al., 2018; Al-Saffar, A., Awang, S., Tao, H., Omar, N., Al-Saiagh, W. and Al-bared, 2018; Bashir & Verma, 2019; Gökdeniz, Kartal, & Kömürçü, 2017; Hayes, 2018; M Jayakrishnan, Mohamad, & Yusof, 2019; Kerzner, 2018; Kumar, T.V. and Dahiya, 2017; Rosenau, 2018)</p>
2	<p>Training and Development (People & Process)</p> <p>Holds the information for a major practical way of an organization and developing growth advantages.</p>	<p>Enhancing service efficiency and effectiveness</p> <p>Focus on the attitudes and behavior influence of an organization that service orientated.</p> <p>Providing easy usage</p> <p>Focus on organization structure that meets the objective and guide towards improving the performance.</p>	<p>Actionable Insights</p> <p>Decision Making.</p>	<p>(Al-Hammadi, Al-Shami, Safihsidek, & Al-Hammadi, 2019; Alam, Nadjai, Maraveas, Tsarvdaridis, & Kahanji, 2019; Baesens, Bapna, Marsden, Vanthienen, & Zhao, 2016; Mailasan Jayakrishnan, Mohamad, & Abdullah, 2019b; Serenko & Bontis, 2017; Wilson & Klockner, 2019; Wiređja, Popovic, & Blackler, 2019)</p>
3	<p>Integration (Products & Services)</p> <p>Discovering ways to improve organization model that forecast integration</p>	<p>Increase competitiveness capability in government</p> <p>Specific effects of competitive capabilities and organization performance are</p>	<p>Visualize Decision Making</p> <p>Performance and data aggregation.</p>	<p>(Al-Shami et al., 2019; Bashir & Verma, 2019; Douthwaite, B. and Hoffecker, 2017; Electric et al., 2019; H. Seyal, 2019; Nehemia-Maletzky, Iyamu, & Shaanika, 2018; Rabbanikhah, 2016; Sachs, 2015; Sideri, Kitsiou, Filippopoulou, Kalloniatis, &</p>

performance of an organization.	strategized.		Gritzalis, 2019)
	<p>Increase administrative efficiency</p> <p>Focus on long term economic development that has an optimistic effect on organization performance and improved strategic management.</p>		

Based on Table 3, the key drivers of e-management capability for future government organizations at each stage of their development have been mapped. Key drivers of e-management capability focus on infrastructure (strategic and structure), training and development (people and process), and integration (products and services) will influence future government organizations through strategic analysis, actionable insights, and visual decision making within UAE. Therefore, we have designed and developed a conceptual model on key drivers of e-management capability that influence future government organizations, as indicated in Figure 3.

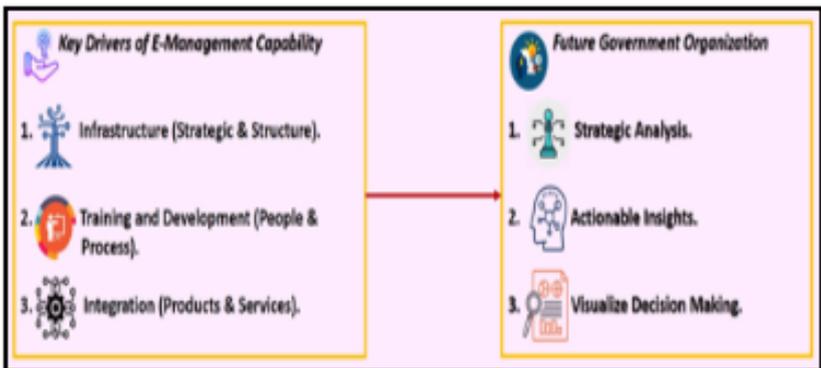


Figure 3: Conceptual Model on Key Drivers of E-Management Capability that Influences Future Government Organizations.

Based on Figure 3, the conceptual model on key drivers of e-management capability that influences future government organizations that indicate the independent variable on infrastructure (strategic and structure), training and development (people and process), and integration (products and ser-

vices) within UAE. Therefore, we have expounded our dependent variable for future government organizations as strategic analysis, actionable insights, and visual decision making. This initial conceptual model can be utilized by more agencies or countries to adopt related key drivers of e-management capability that influence future government organizations.

CONCLUSION

The concepts and usage of e-management arose with the widespread use of IT in the mid-1990s. The spread of IT in all life facilities has led to the inevitable evolution of services provided by the government organization from the traditional way to the emergence of e-management. Yet, developing key drivers e-management capability model is important in the mid-twentieth century that focus on future government organization that enables immense of information to be compressed for organization performance. We need to ensure that all IT initiatives support organizational goals and embody benefits through organizational efficiency, innovation, and strategic outcomes. Key drivers of e-management capability that influence future government organizations will impact organizational characteristics and outcomes. Therefore, this research ponders on developing a conceptual model on key drivers of e-management capability that influences future government organizations, which strategize the guidance on information efficiency, decision making, and performance and data aggregation for future government organizations.

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