

**IMPACT OF TRAINING IN ICT CAPACITY
BUILDING ON E-GOVERNMENT SERVICE
DELIVERY IMPROVEMENT.**

AN EXPLORATORY CASE STUDY



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MASTER OF BUSINESS ADMINISTRATION

IN

E-GOVERNANCE

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DEPARTMENT OF COMPUTER SCIENCE & ENGINEERING

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IMPACT OF TRAINING IN ICT CAPACITY BUILDING ON E-GOVERNMENT SERVICE DELIVERY IMPROVEMENT

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DEPARTMENT OF COMPUTER SCIENCE & ENGINEERING

UNIVERSITY OF MORATUWA

DECEMBER 2011

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ABSTRACT

In this exploratory study the relationship between human resource training and organizational performance in a complex public organization of the Divisional Secretariat which is considered as ‘One Stop Shop’ for many government services to the citizen in Sri Lanka was explored.

Drawing from a wide range of theoretical literature and also based on my observations as an ex Divisional Secretary, the study was focused on the complexities involved in reconciling organizational performance and employee motivation/ satisfaction through training for improved e-service delivery at the local level.

Using the theoretical insights of different theories and models related to the topic, the main findings of this study indicate that there are good potentials in human resource at the Divisional Secretariat to achieve e-Government objectives if it is suitably and adequately tapped and developed. Also, contrary to the existing literature on negative perception and attitude of political authorities and organizational managers as well as the staff at the public office regarding e-Service delivery, the research findings suggest that their attitude and readiness to embrace e-service delivery and strategic training and capacity building would resolve the existing issues at the Divisional Secretariat.

The recommendations/ suggestions made at the end of this research document are expected to be implemented by policy makers and organizational leaders to make the required shift of existing service delivery paradigm to expected e-Service delivery paradigm.

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ABBREVIATIONS

BMD – Birth Marriages Death

CIO - Chief Innovation Officer

CPI – Continuous Process Improvement

DMT – Department of Motor Traffic

DS – Divisional Secretariat

e-DS – Electronic Divisional Secretariat

e-HRM – Electronic Human Resource Management

GA – Government Agent

GN – Grama Niladhari (Village Officer)

GPR – Government Process Reengineering

HRD – Human Resource Development

ICT – Information and Communication Technology

ICTA – Information and Communication Technology Agency

LGN – Lanka Government Network

LiX – Lanka Information Exchange

OECD – Organization for Economic Corporation and Development

PPP – Public Private Partnership

SDCM – Service Delivery Capacity Model

SLIDA – Sri Lanka Institute of Development Administration

SMART – Specific, Measurable, Attainable, Realistic and Time-bound

SOA – Service Oriented Architecture



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