

Impact of Actual usage of Smart Government on the Net Benefits (Knowledge Acquisition, Communication Quality, Competence, Productivity, Decision Quality)

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Abstract

In the quest to improve performance, attention has been directed at new technologies through creativity and innovation (Khandwalla & Mehta, 2004). It must be emphasized that the dire need for better public services has led to several quality frameworks in various global regions. Abu Dhabi Investment Authority is the focus of this paper, where an innovative approach is applied to assess the impact of smart government services usage on specific net benefits. The data was collected from 355 employees of Abu Dhabi Investment Authority and analyzed using structural equation modeling (SEM) via SmartPLS 3.0. The results proved that there is a significant impact of smart government usage on net benefits in terms of knowledge acquisition, communication, competence, productivity, and decision quality. The proposed model explained 47% of the variance in knowledge acquisition as the highest and 18% of the variance in competence as the lowest.

Keywords; *Inspirational System quality; information quality; service quality; smart government usage*

I. INTRODUCTION

Owing to its higher technological advancement and widespread usage amongst the users, one cannot ignore the relevance of the Information and Communication Technology (ICT) (i.e., e-Government) system. Several countries have either started using the e-Governance system as an effective platform that can offer or even streamline a majority of the government services, with a higher reach (A. H. Aldholay, Isaac, Abdullah, & Ramayah, 2018; A. Aldholay, Isaac, Abdullah, Abdulsalam, & Al-Shibami, 2018). ICT presents a broader and better connection between the people and governmental departments (Abidin and Romle 2007). These services help people to access and understand the different governmental services.

Furthermore, e-Governance streamlines the services, eliminates the bureaucracies and helps in overcoming the barriers that prevent easy access, like the physical limitations preventing the people from visiting the departments, etc. ICT has helped in significantly improving public services (Azemi et al., 2016; Al-Obthani & Ameen, 2019; Alghawi, Ameen, & Bhaumik, 2019; Alshamsi, Ameen, Isaac, Khalifa, & Bhemic, 2019; Alshamsi, Ameen, Nusari, Abuelhassan, & Bhemic, 2019).

Many governments in the developed countries have implemented the ICT services in their public sectors (Karunasena et al., 2011) and embraced the developments in ICT and mobile services. This improved the efficiency and cost-effectiveness of government services. Furthermore, they offered

convenient government services with higher accountability, transparency and public access (Azemi et al., 2016). This helped in generating novel and innovative processes wherein the public interacted with the governmental officials and influenced the manner in which the public services were offered (B. A. Al-Gamrh & Al-Dhamari, 2016; B. Al-Gamrh, Ku Ismail, & Al-Dhamari, 2018; Safipour Afshar, Pourheidari, Al-Gamrh, & Afshar Jahanshahi, 2019). ICT presents a new platform that creates novel business opportunities, allows collaboration and information sharing amongst the various stakeholders (Azemi et al., 2016; Al-Obthani & Ameen, 2019a; Albreiki, Ameen, & Bhaumik, 2019; Albreiki, Ameen, & Bhaumik, 2019). The e-Governance satisfies all the public needs and fosters trust between the public, civil servants and the government (Parasuraman et al., 1985; Ancarani 2005; Ramseook-Munhurrin and Lukea-Bhiwajee 2010).

Like other developing countries, the UAE government has heavily invested in the development of its IT infrastructure for effectively delivering government services to their stakeholders. This drive was initiated in 2001, when the Ministry of Finance, UAE, introduced the e-Dirham service for collecting the governmental service fees (Azemi et al., 2016; Hatimtai and Hassan 2018). The success of this process led to the implementation of other similar e-services which helped in the development of the e-government policies and strategies. Thereafter, the UAE government started improving the design of its e-services so that they could embrace and keep up with the technological advancements (Ameen & Ahmad, 2011, 2012, 2013a, 2013b, 2017). Thus, ICT encourages and aligns with the e-transformation of the governmental agencies and focuses on offering higher quality e-services which are delivered using innovative means. E-Readiness is one such initiative which helped in the advancement of the federal agencies with regards to their

organizational structure, ICT, HR competency and capability (Al-Khourri 2014).

This study aims at investigating the outcome of actual usage of smart government services users, in terms of net benefits including (knowledge acquisition, communication, competence, productivity, and decision quality) among employees in Abu Dhabi Investment Authority in the United Arab Emirates.

II. LITERATURE REVIEW

2.1 Net Benefits (NB)

In the field of IS, several terminologies can be used for describing the dependent variables in the study, like the net benefit, organisational impact, individual impact, performance impact, etc. Thus, they were described as the effect of the IS on the group, individual, organisation, society, industry, etc., which was measured based on the perceived usefulness, organisational performance and its effect on the work activities (Petter and McLean 2009). In their study, Montesdioca and Maçada (2015) described it as the perceived result of the IS application. Norzaidi et al. (2007) defined the performance effect as the level to which the system usage improved the work quality, completed the tasks within a short time duration, helped in controlling all the work-related activities, improved the job performance, eliminated errors, and increased the job effectiveness (Al-Ali, Ameen, Issac, Nusari, & Ibrahim Alrajawi, 2018; Alkhatari, Asma S; Abuelhassan, Abuelhassan E; Khalifa, Gamal S A; Nusari, Mohammed; Ameen, 2018; Al-Ali et al., 2018; Al Junaii, Ameen, & Bhaumik, 2019; Alkatheeri et al., 2020; Alneyadi, Al-shibami, Ameen, & Bhaumik, 2019; Alneyadi, Al-Shibami, Ameen, & Bhaumik, 2019; Ameen & Ahmad, 2011; Ameen, Almari, & Isaac, 2018, 2019).

Net benefit is the ultimate measurement of the use of an information system, as being a core construct in the Delone & Mclean information system success

model (DeLone & McLean, 2016), it has widely been the focus of many studies in this field. In a recent study, Aparicio et al. (2017) investigated factors that influence the individual impact of using e-learning systems, whereas Isaac et al. (2017) tried to explore the antecedents to performance impact when using the internet in the public sector in Yemen. Furthermore, a study by Almarashdeh (2016) in Saudi Arabia examined the net benefit of using learning management systems, besides (Kim et al., 2015) choose to see whether the personal performance of 217 officers in South Korea will be affected when they use mobile customer relationship system or not.

2.2 Actual Usage of smart government (USE)

The actual usage of e-governance was described as the manner and degree to which all users used the capabilities of the information system, as the frequency and amount of usage, nature, appropriateness, extent and purpose of the usage (DeLone and McLean 2016). Kim et al. (2007) stated that this parameter reflected the frequency of the usage of the technology along with the usage time. Thus, actual usage was defined as consumption of the IS along with the output which was based on the actual or the self-reported usage (Petter and McLean 2009). Kim et al. (2015) investigated Mobile Customer Relationship Management (M-CRM) in South Korea. They concluded that the usage could significantly affect personal performance. The above arguments and other supporting results led to the following hypothesis:

H1: Actual usage of smart governments significantly affect knowledge acquisition.

H2: Actual usage of smart governments significantly affect communication quality.

H3: Actual usage of smart governments significantly affect competence.

H4: Actual usage of smart governments significantly affect productivity.

H5: Actual usage of smart governments significantly affect decision quality.

III. RESEARCH METHOD

3.1 Overview of the Proposed Conceptual Framework

The proposed factors were classified into two dimensions: actual usage of smart government services and net benefits. The net benefits comprises a set of factors: knowledge acquisition, communication, competence, productivity, and decision quality. Smart government artifacts are presented to the citizens as appealing. These relationships are derived from DeLone & McLean (2003), and is studied among employees in Abu Dhabi Investment Authority in the United Arab Emirates. The proposed model has five hypotheses to be tested.

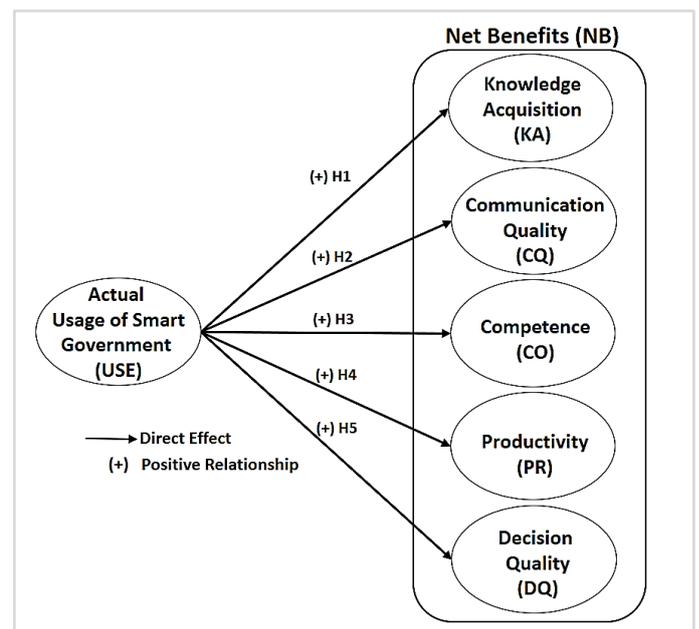


Figure 2: The conceptual framework

3.2. Development of Instrument and Data collection

In this investigation, the specialists constructed up the ballot device which made from 23 inquiries. Factors had been anticipated utilising a Likert Scale which recommended within the past investigations (Isaac, Aldholay, Abdullah, and Ramayah, 2019;

Isaac, Abdullah, Ramayah, and Mutahar, 2018). This facts became accrued through conveying the self-guided survey 'face to face' to the representatives inside the Abu Dhabi Investment Authority, UAE, within the period between March 2018 and February 2019. Out of the 500 polls that were conveyed, 355 reactions supposedly changed into appropriate for research. This instance length become ok as expressed through Krejcie and Morgan (1970) and Tabachnick and Fidell (2012).

version (i.E., dependability and legitimacy); and (b) Assessing the auxiliary model (i.E., guessed dating analysis).The number one functions at the back of picking SEM as a factual method for this examination is that SEM gives a concurrent investigation which activates increasingly genuine critiques (Isaac, Abdullah, Aldholay, and Ameen, 2019; Isaac, Abdullah, Ramayah, and Mutahar, 2017; Mutahar, Daud, Thurasamy, Isaac, and Abdulsalam, 2018).

IV. INFORMATION ANALYSIS AND RESULTS

The scientists utilized the SmartPLSthree.Zero programming for looking at their model, with the help of the Partial Least Squares (PLS) Variance-Based Structural Equation Model (VB-SEM) (Ringle et al., 2015). They utilized a 2-set up explanatory manner (Anderson and Gerbing 1988; Hair et al., 2017) for (an) Assessing the estimation

4.1 Measurement Model Assessment

The aftereffects of the records investigation confirmed that the numerous parameters just like the Composite Reliability (CR),Cronbach's alpha, Average Variance Extended (AVE) alongside the issue loadings have been higher than the proposed qualities (Kline 2010; Hair et al., 2010) as portrayed in Table 1.

Table 1: Measurement model assessmen

Constructs	Item	Loading (> 0.7)	M	SD	α (> 0.7)	CR (> 0.7)	AVE (> 0.5)
Actual Usage of smart government (USE)	USE1	0.953	3.848	0.964	0.938	0.960	0.890
	USE2	0.950					
	USE3	0.926					
Knowledge Acquisition (KA)	KA1	0.902	3.570	1.026	0.908	0.935	0.783
	KA2	0.914					
	KA3	0.844					
	KA4	0.878					
Communication Quality (CQ)	CQ1	0.882	3.687	0.989	0.900	0.930	0.770
	CQ2	0.899					
	CQ3	0.878					
	CQ4	0.849					
Competence (CO)	CO1	0.847	3.979	0.837	0.912	0.938	0.792
	CO2	0.897					
	CO3	0.922					
	CO4	0.894					
Productivity (PR)	PR1	0.916	3.632	0.910	0.884	0.928	0.812
	PR2	0.914					
	PR3	0.873					
	PR4	Deleted					
Decision Quality (DQ)	DQ1	0.926	3.958	0.816	0.917	0.947	0.857
	DQ2	0.941					
	DQ3	0.911					
	DQ4	Deleted					

Key: USE: actual usage of smart government, KA: knowledge acquisition, CQ: communication quality, CO: competence, PR: productivity, DQ: decision quality.

The discriminant legitimacy alludes to how a good deal the various articles separate most of the thoughts and measure the builds. The analysts utilized the Fornell-Larcker issue for analyzing the discriminant esteem inside the estimation version and the effects had been brought in Table 2. The results verified that the square foundation of the AVE at the diagonals (displayed in robust) was higher than the connection going on among the develops (evaluating line and phase esteems), which showed a better connection between the numerous ideas and their markers contrasted with exceptional thoughts proposed within the version (Fornell and Larcker 1981; Chin 1998). Hair et al. (2017) depicted this as suitable discriminant legitimacy. It changed into observed that the exogenous builds established a relationship of <zero.85 (Awang 2014). Along these lines, the discriminant legitimacy of the great number of builds changed into agreeable.

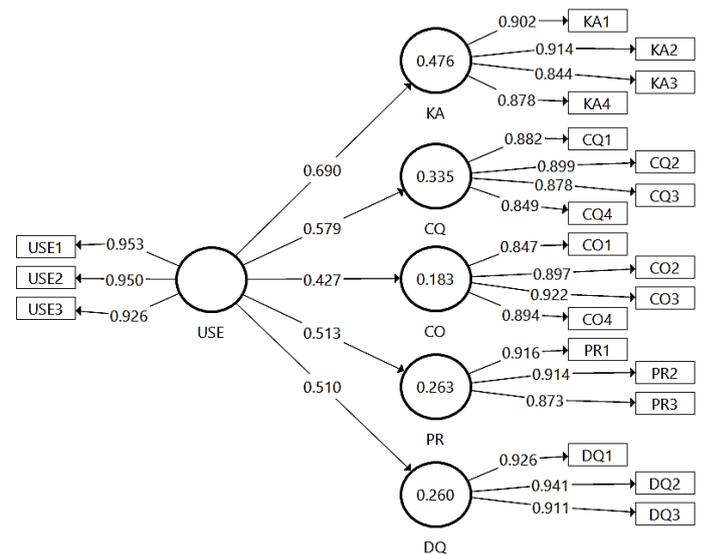
Table 2: Fornell-Larcker criterion

	CO	CQ	DQ	KA	PR	USE
CO	0.890					
CQ	0.419	0.877				
DQ	0.729	0.485	0.926			
KA	0.363	0.722	0.440	0.885		
PR	0.386	0.740	0.434	0.634	0.901	
USE	0.427	0.579	0.510	0.690	0.513	0.943

Key: USE: actual usage of smart government, KA: knowledge acquisition, CQ: communication quality, CO: competence, PR: productivity, DQ: decision quality.

4.2 Structural Model Assessment

The researchers tested the structural model after computing the beta (β), R^2 , and corresponding t -values using a bootstrapping process using a resample size of 5,000 (Hair et al., 2017).



Key: USE: actual usage of smart government, KA: knowledge acquisition, CQ: communication quality, CO: competence, PR: productivity, DQ: decision quality.

Figure 3: PLS algorithm results

"Fig. 3 and Table 3 presented the results of the hypothesis tests and structural model assessment. It was noted that the actual use of the smart government practices positively affected the communication quality, knowledge acquisition, productivity, competence and decision quality. Thus, H1, H2, H3, H4 and H5 were accepted with ($\beta = 0.690, t = 24.983, p < 0.001$), ($\beta = 0.579, t = 13.206, p < 0.001$), ($\beta = 0.427, t = 7.654, p < 0.001$), ($\beta = 0.513, t = 10.541, p < 0.001$) and ($\beta = 0.510, t = 9.827, p < 0.001$), respectively. This usage of smart government could explain 48% of the variance in the knowledge acquisition, 34% variance in the communication quality, 18% variance in the competence, 26% variance in the productivity and

26 % variance in the decision quality. Furthermore, the R^2 values showed an acceptable explanatory power, which indicated that it was a substantial model (Cohen 1988; Chin 1998)."

Table 3: Result of Direct Effect Hypotheses

Hypot	Relatio	Std	Std	t-	p-	Decis	R^2
hesis	nship	Be	Err	val	val	ion	
		ta	or	ue	ue		
H1	USE→ KA	0.6 90	0.0 28	24. 983	0.0 00	Supp orted	0. 48
H2	USE→ CQ	0.5 79	0.0 44	13. 206	0.0 00	Supp orted	0. 34
H3	USE→ CO	0.4 27	0.0 56	7.6 54	0.0 00	Supp orted	0. 18
H4	USE→ PR	0.5 13	0.0 49	10. 541	0.0 00	Supp orted	0. 26
H5	USE→ DQ	0.5 10	0.0 52	9.8 27	0.0 00	Supp orted	0. 26

Key: USE: actual usage of smart government, KA: knowledge acquisition, CQ: communication quality, CO: competence, PR: productivity, DQ: decision quality.

V. DISCUSSION

The study found that actual use of smart government services positively affects net benefits among employees in Abu Dhabi Investment Authority in the United Arab Emirates. This impact is supported by previous studies (Osama Isaac, Abdullah, Ramayah, & Mutahar, 2017c; Ramirez-Correa, Rondan-Cataluna, Arenas-Gaitan, & Alfaro-Perez, 2017; Stefanovic, Marjanovic, Delic, Culibrk, & Lalic, 2016), and is explained by the idea that when employees utilize smart government more frequently and for extended amount of time, this will

lead to many benefits in five perspectives: knowledge acquisition, whereby the more usage of smart government services by employees the more they acquire new knowledge, new skills, come up with innovative ideas, recall information. As for communication, the more usage of smart government services the more improved is the communication between employees, between employees and clients, employees' discussions, delivery of service. Further, in terms of competency, the more frequent is the use of smart government services, the more increased is the competence, errors are reviewed and eliminated, general knowledge is shared, and future targets are realized.

With regard to productivity, it denotes that the more smart government usage the more quick and easy it is to complete and accomplish tasks, increase productivity, and enhance work effectiveness. Finally, it the influence of smart government services usage on decision quality, the more usage the more it helps to identify problems, make higher quality and more effective decisions.

VI. IMPLICATIONS

The exploration recommended here has guidelines for the progressed comprehension of the results of the usage of recent upgrades in UAE's open section. The consequences must be of pinnacle charge for Abu Dhabi investment Authority as well as to the Abu Dhabi network government experts just as analysts. The gift studies is of noteworthy for experts as it outlines the significance of inventiveness and development.

The United Arab Emirates has a protracted haul technique which predicted to accumulate a sturdy and effective corporation of its open establishments to deliver enduring blessings for each one of its residents and increase acknowledgment round the arena. The ramifications of this exam may also need to provide noteworthy benefits to administrative sheets and association creators at the ones

institutions at the maximum proficient approach to make use of recent improvements such that improve the presentation of its personnel(A. Aldholay, Abdullah, Isaac, and Mutahar, 2019; A. H. Aldholay, Abdullah, Ramayah, Isaac, and Mutahar, 2018;Alkatheeri et al., 2020; Haddad et al., 2020). Diverse right all the way down to earth guidelines have been determined, as an example, expertise the significant benefits consequently to savvy taxpayer supported organizations use. Altogether, the ramifications of utilising the proposed model supply a comprehension of the connections of key consequences to innovation sending, which activates improving overall performance and viability.

One of the restrictions of this exam is that the facts assembled became cross-sectional instead of longitudinal in nature. The longitudinal approach also can enhance the comprehension of the affiliations and the causality among elements (Isaac, Abdullah, Ramayah, Mutahar, and Alrajawy, 2017; Isaac, Abdullah, Ramayah, and Mutahar Ahmed, 2017). Future research need to be directed to discover the relationship between factors by using manner of foremost numerous examinations as prescribed thru beyond investigations (Isaac,

Appendix

Appendix A

Instrument for variables

<i>Variable</i>	<i>Measure</i>	<i>Source</i>
Actual Usage of smart government (USE)	USE1: I regularly use the Smart Government system.	(Lin, 2007)(Nistor, Lerche, Weinberger, Ceobanu, & Heymann, 2014)
	USE2: I prefer communication through the Smart Government system usage.	
	USE3: I promote the use of the Smart Government system to my colleagues.	
Knowledge Acquisition (KA)	KA1: Smart Government system helps me acquire new knowledge	(Wu & Wang, 2006)
	KA2: Smart Government system helps me acquire new skills.	
	KA3: Smart Government system helps me to come up with innovative ideas.	
	KA4: Smart Government system helps me recall information.	

Abdullah, Ramayah, and Mutahar, 2017a; Isaac, Masoud, Samad, and Abdullah, 2016).

VII. CONCLUSION

Key ends are offered inside the quantity of the targets of the research. The number one intention attempted to research savvy authorities characteristic sway on the presentation of open institutions in UAE. The proposed model offers a advanced comprehension of Abu Dhabi funding Authority wonderful taxpayer driven organizations and their outcome as some distance as data acquiring, correspondence, capability, overall performance, and choice superb. The consequences from the enlightening exam tested that there is a fine direct effect of the outstanding taxpayer supported business organization use on net benefits. UAE authorities desires to provide extra interest to the first rate government attributes to enhance the nature of its open affiliation execution. The effects exposed that the proposed speculation is essential. The autonomous variable essentially make clear forty seven% of the fluctuation in records acquiring because the most elevated and 18% of the alternate in capability as the least.

<p>Communication Quality (CQ)</p>	<p>CQ1: The use of Smart Government system improves communication between employees. CQ2: The use of Smart Government system improves communication between the employees and the clients. CQ3: The use of Smart Government system improves employee's discussions. CQ4: The use of Smart Government system improves the delivery of service.</p>	<p>(Norzaidi et al., 2007)(Liu, Li, & Carlsson, 2010)</p>
<p>Competence (CO)</p>	<p>CO1: Smart Government system increase my competence. CO2: Smart Government system helps reviews and eliminate errors in my work tasks. CO3: Smart Government system helps to share my general knowledge CO4: Smart Government system helps me to realize my future target.</p>	<p>(Wu & Wang, 2006)</p>
<p>Productivity (PR)</p>	<p>PR1: Smart Government system helps me to accomplish my tasks more quickly. PR2: Smart Government system makes it easier to complete my tasks. PR3: Smart Government system increases my work productivity. PR4: Smart Government system enhances my work effectiveness.</p>	<p>(Ong & Lai, 2006)(Gbenga, E., Godspower, Solomon, & Janet, 2013)</p>
<p>Decision Quality (DQ)</p>	<p>DQ1: Smart Government system helps me identify problems. DQ2: Smart Government system helps me involve others in making decisions. DQ3: Smart Government system helps me make higher quality decisions. DQ4: Smart Government system helps me make more effective decisions.</p>	<p>(Osama Isaac, Abdullah, Ramayah, & Mutahar, 2017c)</p>

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