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Research Article

Capacity Building for Enabling E Governance in Selected Government Departments of Kerala

[1*] S Beena, [2*] Dr Amutha T
[1*] *Research Scholar , Dept of Business Administration ,Avinashilingam Institute of Home Science and Higher Education for Women, Coimbatore.*
[2*] *Assistant Professor , Dept of Business Administration, Avinashilingam Institute of Home Science and Higher Education for Women, Coimbatore.*
Corresponding Authors Mail : sbeenaresearch@gmail.com

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ABSTRACT

This study investigates the capacity building efforts required for enabling successful e-Governance implementation in government departments in Kerala, India. The research explores the relationships between various factors such as skills, attitude, HR policies, training systems, and departmental differences with capacity building for e-Governance. A mixed-methods approach involving opinion surveys, empirical research methods, and statistical analysis was employed.

The findings reveal significant positive correlations between skills, attitude, HR policies, and training systems with capacity building for e-Governance. Furthermore, departmental differences were observed, indicating varying levels of influence on capacity building. The study underscores the importance of tailored approaches for different departments, continuous monitoring and evaluation, collaboration, and leadership engagement in capacity building efforts.

Based on these findings, recommendations are provided for enhancing skills, fostering positive attitudes, improving HR policies, strengthening training systems, and promoting collaboration among departments. The study concludes that effective capacity building is essential for enabling successful e-Governance implementation, leading to improved service delivery and governance in Kerala.

Keywords: Capacity building for e-Governance, e governance

INTRODUCTION

The excerpt highlights the challenges and initiatives related to improving public service delivery in India, with a particular focus on Kerala's efforts in implementing e-Governance projects. It discusses the need for better management and delivery systems in government institutions, especially with the increasing demand for improved services from citizens.

The government of Kerala has recognized the importance of Information and Communication Technology (ICT) in achieving equitable development and has implemented several citizen-friendly e-Governance projects since the late 1990s. However, despite these efforts, the success rate of e-Government projects in Kerala and across India has been relatively low, mainly due to deficiencies in managerial and technical capabilities within government organizations. To address this challenge, initiatives such as the Capacity Building Scheme under Digital India aim to provide training and support to government officials involved in conceptualizing, leading, designing, and implementing e-Governance projects. The focus is on enhancing the managerial and technical skills of government servants to effectively manage change and engage with vendors and solution providers in the e-Governance sector. Overall, the excerpt emphasizes the importance of capacity building in enabling successful e-Governance initiatives and highlights the need for a paradigm shift towards citizen-centric governance.The National e-Governance Plan (NeGP) a prestigious project of Government of India which is to change the outlook of governance system in India has identified capacity building of Government staff at all levels as one of the top priority which needs to be taken

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up at the National level. To achieve the goals of NeGP, this needs to be solved immediately. Other gaps related to Human capital are (DIT 2002):

STATEMENT OF THE PROBLEMS

The identified problems in the capacity building for e-Governance implementation include the lack of accurate information on human resource requirements, inadequate personnel and institutional systems, absence of proper policies for sourcing from the private sector, and insufficient expertise within state training institutions to lead training programs for policymakers.

The Government of India recognizes capacity building of government staff at all levels as a top priority for successful e-Governance implementation. However, there has been a historical neglect of human resource development, with a significant portion of government expenditure on e-Governance focused on technology rather than capacity building.

It's increasingly acknowledged that capacity building of stakeholders involved in e-Governance is as crucial as technological aspects, as the program's sustainability relies on well-equipped service providers. Therefore, there's a need for systematic capacity building programs to enhance the knowledge, skills, and attitudes of government personnel.

E-Governance projects demand extensive knowledge and skills beyond software development, including policy framing, financial management, program management, and change management. However, capacity building in these areas is often neglected, leading to the underperformance of e-Governance initiatives. This study aims to develop a capacity building model by understanding the critical needs from the perspective of implementing officers. It seeks to identify enabling factors for capacity building and classify them into behavioral and facilitating areas. By comprehensively addressing these factors, the study aims to design a training module specifically tailored to bridge the capacity building gaps in e-Governance implementation.

OBJECTIVES OF THE STUDY

The objectives of the study include examining the factors influencing capacity building for e-Governance, assessing differences among stakeholders, and designing a capacity building training module for senior government officers.

LITERATURE REVIEW

Previous literature in related fields, such as working capital management in various industries, has provided valuable insights into factors influencing organizational performance. However, there's a gap in comprehensive studies specifically addressing capacity building for e-Governance initiatives, particularly in both behavioral and facilitating environments.

The literature review encompasses several studies focusing on working capital management (WCM) and its impact on the financial performance of companies in different contexts.

Kamal Naser's (2013) study explores factors influencing WCM in non-financial companies listed on the Abu Dhabi Securities Exchange. The research identifies industry type, sales growth, operating cash flows, return on equity, leverage, and size as significant factors affecting WCM effectiveness. Results indicate that sales growth, size, and corporate leverage influence the effectiveness of WCM.

Khalaf Taani (2012) investigates the impact of WCM policy and financial leverage on the financial performance of Jordanian companies. The study employs Pearson's rank correlation test, ANOVA F-test, and multiple regression analysis on industrial sector firms in Jordan. Findings suggest that firm size, WCM policy, and financial leverage have a significant relation to net income, although WCM policy does not significantly affect return on equity and return on assets.

Mohammad Morshedur Rahman (2011) examines the profitability and WCM position of the textile industry, exploring the correlation between them. Utilizing ratio analysis, correlation matrix, and regression analysis, the study reveals a positive impact of WCM on profitability, highlighting the importance of effective WCM practices.

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Padachi DK and Carole Howorth (2011) investigate WCM practices of small to medium-sized manufacturing firms in Mauritius. Their study reveals heterogeneity in WCM routines among Mauritian SMEs, with factors such as education level and field of study influencing financial knowledge and WCM approach. The findings emphasize the need for financial education among SME owners to enhance WCM practices.

Paul Muoki Nzioki et al. (2013) analyze the effects of WCM on the profitability of manufacturing firms listed on the Nairobi Securities Exchange. Their study suggests a positive correlation between gross operating profit and average collection period and average payment period, while the cash conversion cycle shows a negative correlation.

Petros (2010) investigates the effect of WCM on firm financial performance in the Cyprus Stock Exchange. The study highlights associations between the cash conversion cycle and its components and firm profitability, underscoring the importance of efficient WCM in enhancing financial performance.

Overall, these studies contribute valuable insights into the factors influencing WCM and its implications for firm profitability across different industries and geographical contexts.

METHODOLOGY

The methodology employed in this study adopts an empirical research approach, utilizing opinion surveys to test the feasibility of proposed solutions with empirical evidence. Tentative sub-components related to e-Governance capacity building were identified based on existing research studies and discussions with field experts, both within and outside the government.

These sub-components were grouped under independent variables, including knowledge, skills, attitude, HR policy, training system, and internal department system. The dependent variable under study is capacity building for enabling e-Governance implementation, comprising 158 items altogether.

The population for this study consists of all Gazetted Officers from four major government departments: Commercial Taxes, Motor Vehicles, Agriculture, and Scheduled Caste Development Departments. These departments represent various functions of the government and have attained Level IV of the Evolution Stage of e-Governance. The sample size was statistically determined to be 574,representing over 10% of the population.

Data collection involved both primary and secondary sources. Primary data was collected using an interview schedule with a seven-point rating scale, distributed among officials of the four departments. Secondary data sources included journals, books, study reports, government publications, department records, and websites.

The collected data was tabulated, classified, and validated. Statistical tools such as proportion, arithmetic mean, standard deviation, coefficient of variation, ANOVA, post-hoc tests, independent sample t-test, multiple correlation, and multiple regression were utilized for analysis using Statistical Package for Social Sciences (SPSS).

The analysis focused on item-wise examination of the 158 sub-components across the seven variables, employing multiple regression analysis to develop predictor equations for the capacity building model. Hypothesis testing was conducted using ANOVA, post-hoc tests, independent sample t-test, and multiple correlation.

The scope of the study encompasses the identification of independent variables for predicting capacity building factors for e-Governance implementation in government departments. The study aims to inform policymakers and planners for formulation of suitable policies and guidelines, enhance service delivery mechanisms, and aid academic/training institutions in designing effective capacity building programs. However, the study is limited to the supply side and focuses on four e-Governance projects within different government departments in Kerala.

RESULT AND DISCUSSION

Null Hypothesis (Ho): There is no association between skills and Capacity building for enabling e-Governance

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Correlations			
		'Skills	Capacity building for enabling e-Governance
Skills	Pearson Correlation	1	.774**
	Sig. (2-tailed)		.000
	N	574	574
Capacity building for enabling e-Governance	Pearson Correlation	.774**	1
	Sig. (2-tailed)	.000	
	N	574	574
**. Correlation is significant at the 0.01 level (2-tailed).			

Based on the correlation analysis provided, there is a strong positive correlation between skills and capacity building for enabling e-Governance. The Pearson correlation coefficient between skills and capacity building for enabling e-Governance is 0.774, which indicates a very strong positive relationship between the two variables. Additionally, the significance level (p-value) for this correlation is below 0.01, suggesting that the correlation is statistically significant. Therefore, based on the provided data, we reject the null hypothesis (Ho) that there is no association between skills and capacity building for enabling e-Governance. Instead, we accept the alternative hypothesis (Ha) that there is a significant positive association between skills and capacity building for enabling e-Governance. In interpretation, this means that individuals with higher levels of skills are more likely to contribute to capacity building efforts aimed at enabling e-Governance within the government departments studied. This finding underscores the importance of investing in skills development initiatives to enhance the capacity for successful e-Governance implementation.

Null Hypothesis (Ho): : Independent variable, 'Attitude' and the dependent variable 'Capacity building for enabling e-Governance'is significantly correlated.

Table 1

Correlation between attitude and capacity building for enabling e governance

Correlations			
		Attitude'	Capacity building for enabling e-Governance
Attitude'	Pearson Correlation	1	.814**
	Sig. (2-tailed)		.000
	N	574	574
Capacity building for enabling e-Governance	Pearson Correlation	.814**	1
	Sig. (2-tailed)	.000	
	N	574	574

Based on the correlation analysis provided, there is a strong positive correlation between attitude and capacity building for enabling e-Governance. The Pearson correlation coefficient between attitude and capacity building for enabling e-Governance is 0.814, indicating a very strong positive relationship between the two variables. Additionally, the significance level (p-value) for this correlation is below 0.01, suggesting that the correlation is statistically significant. Therefore, based on the provided data, we reject the null hypothesis (Ho) that there is no

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significant correlation between attitude and capacity building for enabling e-Governance. Instead, we accept the alternative hypothesis (Ha) that there is a significant positive correlation between attitude and capacity building for enabling e-Governance.

In interpretation, this means that individuals with positive attitudes are more likely to contribute to capacity building efforts aimed at enabling e-Governance within the government departments studied. This finding underscores the importance of fostering positive attitudes among personnel to enhance the capacity for successful e-Governance implementation.

Null Hypothesis (Ho): : Independent variable, 'HR Policy' and the dependent variable 'Capacity building for enabling e-Governance's significantly correlated.

Table 2 Correlation between 'HR Policy' and capacity building for enabling e governance

Correlations			
		'HR Policy'	Capacity building for enabling e-Governance
Attitude'	Pearson Correlation	1	.878**
	Sig. (2-tailed)		.000
	N	574	574
Capacity building for enabling e-Governance	Pearson Correlation	.878**	1
	Sig. (2-tailed)	.000	
	N	574	574

Based on the correlation analysis provided, there is a strong positive correlation between HR policy and capacity building for enabling e-Governance.

The Pearson correlation coefficient between HR policy and capacity building for enabling e-Governance is 0.878, indicating a very strong positive relationship between the two variables. Additionally, the significance level (p-value) for this correlation is below 0.01, suggesting that the correlation is statistically significant.

Therefore, based on the provided data, we reject the null hypothesis (Ho) that there is no significant correlation between HR policy and capacity building for enabling e-Governance. Instead, we accept the alternative hypothesis (Ha) that there is a significant positive correlation between HR policy and capacity building for enabling e-Governance.

In interpretation, this means that a well-defined and effective HR policy is more likely to contribute to capacity building efforts aimed at enabling e-Governance within the government departments studied. This finding underscores the importance of having appropriate HR policies in place to enhance the capacity for successful e-Governance implementation.

Null Hypothesis (Ho): : The independent variable, 'Training system' and the dependent variable 'Capacity building for enabling e-Governance'is significantly correlated .

Table 3 Correlation between 'Training system' and capacity building for enabling e governance

Correlations			
		'Training system	Capacity building for enabling e-Governance
'Training system'	Pearson Correlation	1	.877**
	Sig. (2-tailed)		.000

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	N	574	574
Capacity building for enabling e-Governance	Pearson Correlation	.877**	1
	Sig. (2-tailed)	.000	
	N	574	574

Based on the correlation analysis provided, there is a strong positive correlation between the training system and capacity building for enabling e-Governance.

The Pearson correlation coefficient between the training system and capacity building for enabling e-Governance is 0.877, indicating a very strong positive relationship between the two variables. Additionally, the significance level (p-value) for this correlation is below 0.01, suggesting that the correlation is statistically significant.

Therefore, based on the provided data, we reject the null hypothesis (Ho) that there is no significant correlation between the training system and capacity building for enabling e-Governance. Instead, we accept the alternative hypothesis (Ha) that there is a significant positive correlation between the training system and capacity building for enabling e-Governance.

In interpretation, this means that an effective training system is more likely to contribute to capacity building efforts aimed at enabling e-Governance within the government departments studied. This finding emphasizes the importance of investing in training and development programs to enhance the capacity for successful e-Governance implementation.

Null Hypothesis (Ho):: There is no significant difference in the response on Capacity building enablers expressed by respondents of Departments viz - Commercial Taxes Department, Motor Vehicle Department, Schedule Caste Department and Agriculture Department for enabling e-Governance.

Table 4

Model summary of Capacity building enablers expressed by respondents of Departments viz - Commercial Taxes Department, Motor Vehicle Department, Schedule Caste Department and Agriculture Department for enabling e-Governance.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.354[a]	.126	.116	.93187

Table 5 Analysis of Variance (ANOVA) on all categories of departments Capacity Building for Enabling e-Governance

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	70.752	6	11.792	13.579	.000[b]
	Residual	492.375	567	.868		
	Total	563.127	573			

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Table 6

Coefficientsa on all categories of departments Capacity Building for Enabling e-Governance

Coefficients[a]					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	T	Sig.
(Constant)	1.728	.317		5.445	.000
Commercial tax	-.229	.077	-.206	-2.969	.003
Motor vehicle	.295	.081	.244	3.623	.000
Scheduled castes	.428	.058	.310	7.355	.000
Agriculture	-.028	.070	-.025	-.403	.687

Based on the provided ANOVA results and coefficients, it appears that there is a significant difference in the responses on capacity building enablers expressed by respondents from different departments (Commercial Taxes, Motor Vehicle, Scheduled Caste, and Agriculture) for enabling e-Governance.

The ANOVA test indicates that the regression model is significant ($F(6, 567) = 13.579$, $p < 0.001$), suggesting that the department variable (Commercial Taxes, Motor Vehicle, Scheduled Caste, and Agriculture) significantly predicts capacity building for enabling e-Governance.

Looking at the coefficients, it appears that respondents from the Motor Vehicle Department have the highest positive influence on capacity building for enabling e-Governance, followed by the Scheduled Caste Department. Conversely, respondents from the Commercial Taxes Department have a negative influence, albeit statistically significant. However, the Agriculture Department's coefficient is not statistically significant.

Therefore, based on the provided data, we reject the null hypothesis (Ho) that there is no significant difference in the response on capacity building enablers expressed by respondents of different departments for enabling e-Governance. Instead, we accept the alternative hypothesis that there is a significant difference in these responses, with some departments having a stronger influence on capacity building for enabling e-Governance than others.

SUGGESTIONS AND CONCLUSION

Based on the findings of the study regarding the correlation between various factors and capacity building for enabling e-Governance, as well as the differences in responses among different departments, several suggestions and conclusions can be drawn:

Enhancing Skills, Attitude, and HR Policies: Since skills, attitude, and HR policies have shown significant positive correlations with capacity building for e-Governance, it is essential for government departments to focus on enhancing these aspects. This can be achieved through targeted training programs, fostering a positive work culture, and revising HR policies to align with the goals of e-Governance.

Improving Training Systems: The strong positive correlation between the training system and capacity building emphasizes the importance of investing in robust training systems. Governments should allocate resources towards developing comprehensive training programs that address the specific needs of personnel involved in e-Governance initiatives.

Tailored Approaches for Different Departments: The differences in responses among departments suggest that a one-size-fits-all approach may not be effective. Instead, tailored strategies need to be developed for each department based on their unique requirements and challenges. Departments with a stronger positive influence on capacity building should serve as models for others to emulate.

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Continuous Monitoring and Evaluation: Capacity building efforts should not be seen as one-time initiatives but rather as ongoing processes that require continuous monitoring and evaluation. Regular assessments should be conducted to gauge the effectiveness of capacity building programs and identify areas for improvement.

Collaboration and Knowledge Sharing: Departments should collaborate and share best practices in capacity building for e-Governance. Establishing forums or platforms for knowledge exchange can facilitate peer learning and foster a culture of innovation.

Leadership and Stakeholder Engagement: Strong leadership support is crucial for driving capacity building efforts. Leaders should actively champion e-Governance initiatives and prioritize capacity building as a strategic goal. Additionally, engaging stakeholders, including employees, policymakers, and the public, can foster buy-in and support for capacity building initiatives.

CONCLUSION

In conclusion, the study highlights the importance of capacity building for enabling successful e-Governance implementation. By focusing on enhancing skills, fostering positive attitudes, improving HR policies, strengthening training systems, and tailoring approaches to departmental needs, governments can build the necessary capacity to leverage technology for improved service delivery and governance. Continuous monitoring, collaboration, and leadership engagement are essential for sustaining and scaling capacity building efforts in the long term.

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