

UNIVERSITY OF MACAU
FACULTY OF BUSINESS ADMINISTRATION

E-GOVERNMENT SERVICE QUALITY:

A Case of Macao IACM

Wong Kuong Fat

M-A2-6119-4

Thesis presented to the
Faculty of Business Administration
University of Macau

In partial fulfillment for granting the MBA Degree

TABLE OF CONTENT

EXECUTIVE SUMMARY	i
ACKNOWLEDGEMENTS	iii
TABLE OF CONTENT	iv
LIST OF TABLES	vi
LIST OF FIGURES	vi
CHAPTER I INTRODUCTION.....	1
1.1. E-Government and Global Development.....	1
1.2. E-Government in Macao	4
1.3. E-service and Quality Issues	6
CHAPTER II LITERATURE REVIEW	9
2.1. E-government.....	9
2.1.1. <i>The Functionality of E-Government</i>	9
2.1.2. <i>The Challenges of E-Government</i>	13
2.2. Service and Service Quality	16
2.2.1. <i>Nature of Public Services</i>	16
2.2.2. <i>Service Quality</i>	17
2.2.3. <i>Traditional Service Quality Measurement - SERVQUAL</i>	19
2.3. E-Service quality.....	21
2.3.1. <i>E-Service</i>	21
2.3.2. <i>Measuring E-Service Quality</i>	26
CHAPTER III A Framework and Research Methodology	32
3.1. Research Framework	32
3.1.1. <i>Strategic Level</i>	33
3.1.2. <i>Organization Level</i>	33
3.1.3. <i>System Level</i>	35
3.1.4. <i>Interface Level</i>	38
3.1.5. <i>Methods of Improving Service Quality</i>	39
3.2. Research Methodology	41
3.2.1. <i>Unit of Analysis and Data Collection</i>	41

3.2.2. <i>Reliability and Validity</i>	42
CHAPTER IV A CASE STUDY.....	43
4.1. Instituto para os Assuntos Cívicos e Municipais (IACM)	43
4.2. Serviços de Viação e Transportes / Divisão de Transportes (SVT/DT)	44
4.3. The Vehicle Management Information System	47
4.4. Evolution of the Vehicle Management Information System in SVT/DT	49
4.4.1. <i>Phase I: digitizing customers' information</i>	50
4.4.2. <i>Phase II: communicating through information sharing</i>	51
4.4.3. <i>Phase III: establishing external communication with private sector</i>	52
4.4.4. <i>Phase IV: providing the online service for vehicle inspection</i>	53
4.4.5. <i>Phase V: accepting the online application for making changes in</i> <i>Vehicles</i>	57
4.5. The Obstacles for Developing E-Government Services	60
CHAPTER V ANALYSIS OF CASE	62
5.1. Leadership accelerates the improvement of e-government quality	62
5.2. Organizational Change and Business Process Change is essential.....	65
5.3. Backend Information system quality is the foundation of e-Gov service quality	71
5.4. Good website design strengthens the quality of public e-service	78
5.5. Internal communications sustain improvement of service quality	82
5.6. Citizen's perception and feedback are important for improving e-services quality	84
CHAPTER VI CONCLUSION	88
6.1. Summary of the study	88
6.2. Limitations of the research.....	88
6.3. Implications for Macao government.....	90
REFERENCES	94
APPENDIX Case Study Protocol	100