Leadership in the Context of E-governance: Lessons for Ukraine

Serhii Chernov[1], Svitlana Haiduchenko[1], Tetiana Bielska*[1], Yuriy Naplyokov[1], Hasrat Arjjumend[2]
[1]Department of Management and Administration, O.M. Beketov National University of Urban Economy in Kharkiv, 17, Marshal Bazhanov Street, Kharkiv, 61002, Ukraine
[2]Centre for International Sustainable Development Law, McGill University Faculty of Law, Montreal (Quebec) H3A 1X1, Canada
Corresponding author (Tetiana.Bielska@kname.edu.ua)

Open Access

ISSN 2581-6853

01016

9 772581 685006

Abstract
The rapid development of the information society is characterized by implementation of the concept of e-governance that faces a problem of forming an appropriate leadership potential. An idea of e-governance is not so much a technology of democratic governance, but is an initiative aimed at improving lives of ordinary citizens; therefore, its implementation is, of course, linked to leadership at all levels of the social system and public administration. The strategic direction of the State policy towards the process of implementing e-governance consists of formation of leadership potential of civil servants and officials, civil society and business. However, this prominent task of State policy remains insufficiently attended. The purpose of this article is determination of key areas of State policy for building the leadership potential of civil society, business sector and the institution of civil servants and officials in the event of the establishment of e-governance. The article recommends key directions for the development of regional management in the context of e-governance system that faces the problem of its leadership potential. Accordingly, strategic approaches to the management of organizational changes in public authorities related to the implementation of modern information and communication technologies of e-governance are defined in this article.

Keywords
Regional Management; ICT; e-Governance; Leadership

Introduction

This article introduces the concept of e-governance that differs from e-government (Bernhard, 2013). "E-Governance is the use of information and communication technologies to support good governance" (Heeks, 2001), but implementation of the idea of e-governance requires an assessment of appropriate leadership potential in public authorities and in the civil society. In order to address the development of e-governance system, a State needs a separate strategy to ensure democratic functioning in public administration. A solution of such problem is essential keeping in view the geopolitical, national, economical, patriotic and religious characteristics of a State.

An analysis of literature on development of e-governance system demonstrates the key role of leadership in devolution process. The e-governance relates to securing citizens' rights to access public information having individual and social significance, involving citizens in decision-making at all levels of the government, modernizing the system of public administration, and so on. In other words, the idea of e-governance is not so much a technology, but it encompasses more the democratic governance as an initiative aimed at improving the lives of ordinary citizens. Therefore, its implementation is, in turn, linked to leadership at all levels of the social systems and public administration.

Many researchers have devoted their publications to problems of the formation of the e-governance. There are theoretical foundations of the electronic system (Heeks, 2001; Xia, 2017), the e-government system in public administration, and approaches to information and analytical support of activities of authorities (Klimushin and Serenok, 2010; Bjorn and Fathul, 2008, 2008; Munyoka and Manzira, 2013). The strategic direction of the State policy towards the process of implementing e-governance consists of formation of leadership potential of civil servants and officials, civil society and business. However, this prominent task of State policy remains insufficiently attended. This article explores and determines key areas of State policy to build a leadership potential of the civil society, the business sector and the institution of civil servants and officials in context of establishing the e-governance.

Methods

The approaches of leadership and management have changed significantly due to innovations in information technologies. The realm of the Internet is a distinct form of special communications, logic and relative autonomy of existence. In this article, the authors have studied and analyzed the process and consequences of informatization of the modern model of public administration and determined possibilities of using information and communication technologies for transition to a new concept of the State. The notion of State is aimed at meeting the needs of citizens, identifying the key trends of the State policy regarding the formation of leadership potential of civil servants, local government officials, civil society, and business in the context of establishment of e-governance.

A method of system and structural analysis was used to characterize the e-governance, to reveal a new stage in the development of leadership, to look at the Internet as a specific sphere of society's life, and to identify features of influence on the society. It allowed determining the place of State and leadership in the Internet space. This hypothetical and deductive method allowed establishing the patterns of emergence of a leader in Internet space, and characterizing leadership in the Internet community.

Serhii Chernov[1], Svitlana Haiduchenko[1], Tetiana Bielska[1], Yuriy Naplyokov[1], Hasrat Arjjumend

Results and Discussions

The globalization and new pattern of civilization development have led to the emergence of e-governance in the world. Progressive countries of the world were forced to discover their own ways to implement innovative ideas subscribed mostly from the leaders recognized by society and business. The goal of this exercise was to provide affordable, comfortable, transparent, coherent and effective interaction between citizens, business and the State, aiming at maximizing the space and satisfaction of the participants. Therefore, it is well founded that e-governance is built on two interrelated approaches. The first one relies on a business model that is adapted to current needs and adopted by the business sector. The essence of this model is the achievement of competitive advantages in the process of providing public services through continuous improvement of public administration and reorganization of internal administrative processes. The second approach is based on information and communication technologies (ICT). In this case, it is not about the informatization of the existing model of public administration, but about the use of ICT opportunities for the transition to a new concept of the State, which should be oriented to meet the needs of citizens. Accordingly, the role of public authorities was revised in context of this approach to market conditions and competition in the service of citizens. Lastly, under the concept of e-governance, the role of State changes and administrative functions are delegated to communities and citizens. Hence, the State becomes liable to function for protecting the rights and freedoms of citizens, and for monitoring the implementation of norms and requirements of the current legislation.

A public administration, as a part of the e-governance model, is critical to provide flexible State policy and establish modern interaction and interrelations between the authorities, the civil society and business. Contemporary experiences demonstrate three levels of implementation of the e-governance models, namely:
(1) "Government to Citizens" (G2C) model provides typical information, certificates, and frameworks to the citizens. It allows budget savings while administering standard procedures, and saving time and money of the citizens;
(2) "Government to Business" (G2B) model includes computerization of tax and other payments, conducting electronic tenders for the supply of products, electronic auctions, etc. This model greatly simplifies the processes and makes them transparent; and
(3) "Government to Government" (G2G) model inculcates computerization of document circulation between public authorities and departments, unification of information systems of power structures and agencies, and internal affairs management. It saves time of the managers of all levels, and it provides opportunities for rapid and well-informed management decisions (Klymushin and Serenok, 2010).

Thus, obviously all three levels of implementation of the e-governance model are based on a leadership factor that determines initiative, competence, innovation and responsibility underlying an information society. Such criteria of development of the information society need to be taken into account to define the goals and objectives of e-governance, particularly when it is applied in the Ukrainian context. Radchenko *et al*. (2011) call this phenomenon as "social inclusion". Currently, the goals and expected results of the development of information society in sphere of public policy are fuzzy and declarative. According to the order of Cabinet of Ministers of Ukraine (2017), "raising the level of democracy, boosting economic growth, strengthening the role of the public in governance" are not subject to control from the State in the process of its development. In addition, the social and cultural aspects of the development of social system are

Serhii Chernov[1], Svitlana Haiduchenko[1], Tetiana Bielska[1], Yuriy Naplyokov[1], Hasrat Arjjumend

long-term and multifaceted, and, therefore, require a deliberate and well-balanced State policy.

Official leaders of all government levels must be effective based on trust and support of the citizens. The relationship between leadership and professional behavior has an impact on group or team of employees, irrespective of their position or leadership role. There is no unambiguous definition of the term "leadership". The difficulty actually is in interpreting the notion of "leadership". It can be explained by the fact that the formal (official) situation and real power always influence each other. Eventually, leadership is a sort of technology representing an occupation, and the position denotes leadership (Hayduchenko, 2016, p.79). Scientific discourses consider leadership a process and human property. A broad understanding of leadership lies in setting goals and defining development strategy, in reconciling the behavior of people to achieve goals, in supporting the group, and in appreciating the socio-cultural environment.

In modern world, living conditions are changing rapidly, hence pushing human societies significantly behind the reality. The leadership is inherent in an ability to make decisions and it acts in event of complete uncertainty. Moreover, leadership becomes effective when both leaders and followers have specific needs and optimal satisfaction, which is possible only through interactions. Leaders are winning people who possess ideas, values, energy and will power in order to take initiatives. The organizations having good leaders at all layers win finally (Tichy, 2002). However, transformation of the society changes the content of leadership and its role in the formation and development of organizational culture.

An organization remains in the process of continuous change in order to be adapted to the changeable external environment. As a result of this, leaders and managers also have to revise policies, procedures and organizational structures, and motivate employees to work productively. It becomes more pertinent under global change and uncertainty. Leaders and managers direct all these changes to advance the organization and provide a definite and stable future for other members of the organization. Learning and change are impossible to impose without interest and participation of people that helps diagnose what is going on in an organization. The more turbulent, uncertain and uncontrolled the world becomes, the more members of the society should participate in the process of learning. If modern leaders want to create organizational cultures more inclined to learning, they have to present role models by adopting learning process themselves, followed by involvement of others (Schein, 2004, pp.309-322). Notably, existing leadership theories emphasize the importance of creating a supportive organizational environment for nurturing creative potential and enhancing leadership initiatives. Besides, socio-cultural environment is supposed extremely important for the development of leadership in public institutions, business and the society.

New leadership skills are important in regional management. A leader needs to be able to provide services to the citizens and to enable the civil society, organizations, business and public authorities. It requires building leadership and commitment for e-governance (Heeks, 2001). The effective leadership is characterized by demonstration of service and dedication to the acquired values in the organizational behavior. The organizations also need customer orientation, which has prerequisite of an effective leadership at all levels of the organizational hierarchy. Strategically, it is aimed to form added value of the offer (product or service) to be able to take into account individual's non-standard needs and preferences, while creating a positive emotional experience using effective communication (Lipantsev, 2008). However, leadership aspect of regional management cannot be fully realized without taking into account the elitist component.

Serhii Chernov[1], Svitlana Haiduchenko[1], Tetiana Bielska[1], Yuriy Naplyokov[1], Hasrat Arjjumend

Scholars state that the further development of Ukraine largely depends on the establishment of an adequate system of political leadership, which should respond to the urgent needs of Ukrainian society (Traverse, 2006).

Besides the need of a robust system of political leadership, the national elite is equally important. The organizational and cultural level of the national elite has not been the one that is capable of responding to needs of the time. This elite has not harmonized the system of values that would be intelligible and benign to each citizen independent from political, religious or other beliefs. Undoubtedly, the Ukrainian leadership elite has not paid necessary attention to formation of national ideology that would define the main directions of the State's development, the main moral/spiritual values, the principles of protecting national interests, and the State's safeguard. Evidently, most important feature that the Ukrainian elite lacks is State responsibility for its practical actions and low level of general and political culture (Golovaty, 2006). The lack of subconscious values and legal orientation are inherent not only in the Ukrainian leadership elite but also in general psyche of leaders. Interestingly, denial of the value of law is supported by the double standards of responsibility that leaders of various levels have in order to avoid any liability to the society. Therefore, obviously the current elite does not have a rapport with the civilian population of Ukraine and, hence, cannot influence people's consciousness. The elite also falls short of reproducing or generating progressive ideas, values, traditions of the nation, and of making strategy for development of State and the society.

There are certain works of shaping the leadership in different countries. The Leadership Academy in Poland (Szczecin), for example, imparts training to budding leaders. Academy's vision is worth reading: "Other people will follow you as a leader if they trust you. And, trust is strengthened when they see that you are competent, know where to go and be honest with the workers." It guides a leader to inculcate the values of "competence, openness, sincerity and trust." Similarly, American Managers is another organization, which focuses on assisting people to learn use of web resources existing in public libraries of the United States of America. Almost all public libraries of US help readers access and use e-government services. Such experience needs to be used by Ukraine in the project "Public Libraries – Bridges for e-Governance". Under this project, it will be helpful to find out the main tendencies of the market of electronic services at the district and regional levels. The project may attract citizens of Ukraine to use electronic services and enhance the effectiveness of promoting these services. Moreover, the project has a potential to coordinate joint action programs and to develop effective mechanisms for cooperation between agencies and institutions concerning online administrative services.

At the regional level, the regional administration/management should organize effective trainings, and facilitate the same down the line at community centers. However, officials require special attention as the employees do not welcome new interventions in an organization. Hence, in most cases, an individual attention to each individual is needed based on personal profile, age and professional characteristics. Such approach has a potential to be successful, as evidenced in Estonia where 99% of the population uses electronic services. In Ukraine, for the successful implementation and development of e-governance, the legal framework has already been adopted and organizational preparations are done, though certain issues including human resources need to be resolved. On September 20, 2017, by the order No. 649-r, the Government of Ukraine has approved the Concept of e-Governance Development in Ukraine to meet the interests and needs of individuals and legal entities, to improve the system of public administration, to enhance competitiveness and stimulate socio-economic development of the State. The implementation of

Serhii Chernov[1], Svitlana Haiduchenko[1], Tetiana Bielska[1], Yuriy Naplyokov[1], Hasrat Arjjumend

the e-governance is envisaged for the period until 2020 in the following areas:
– modernization of public services for citizens and business (e-services, e-identification, electronic participation of citizens in the management of open databases);
– modernization of public administration (for the State authority – electronic interactions of registries, electronic issuance of documents, e-governance by basic industries, basic IT infrastructure, effective management).

Likewise, on March 10, 2017, the roadmap for the development of open data in special formats was presented in Verkhovna Rada (the parliament). It may be a modern tool to increase the transparency of the government authorities and effectiveness of decision-making. It is supported by the order of Unified Register maintenance of State web-portal of open data, and, resultantly, Ukraine has joined the International Charter of Open Data.

Conclusions

To summarize, leadership is critical to implement e-governance projects effectively. E-governance can make the State more competitive and stronger in conditions of unpredictable and changeable environment. In addition, "the development of e-governance will lead to the improvement of political modernization" (Xia, 2017). In general, and in developing countries, "strong political leadership is one of the most important success criteria for e-government projects" (Bjorn and Fathul, 2008). The key directions of development of regional management in the context of e-governance system in Ukraine reflect the problems with the State forming national elite and lack of leadership potential in spheres of business and the society. This problem significantly impedes the implementation of e-democracy and e-governance. However, it is realized that the concept of e-governance, on the one hand, somewhat changes role of the State, and delegates self-governance related administrative functions to communities and citizens. It leaves behind the State functions of protecting rights and freedoms of citizens, monitoring implementation of norms and fulfillment of the requirements of current legislation. So, these conditions enable the public administration to form and provide a flexible State policy and establish interaction between the authority, the civil society and business. But, at the same time, leaders of all governmental levels should be open having support of citizens with appropriate level of "inclusion" into democratic processes. Accordingly, it is necessary for Ukraine to adopt successful foreign experiences concerning e-democracy and e-governance, and build partnership and cooperation based on formulation of national e-government strategies (Munyoka and Manzira, 2013). Further research in the field of e-governance should be considered with the adaptation and implementation of best practice case studies from other countries in the context of developing human leadership potential in contemporary Ukraine.

References

Bernhard, I. (2013). *E-government and E-governance – Swedish Case Studies with Focus on the Local Level*. Stockholm, Sweden: KTH, Royal Institute of Technology. Available at: https://www.diva-portal.org/smash/get/diva2:663249/FULLTEXT01.pdf

Cabinet of Ministers of Ukraine, 2017. On Approval of the Concept of the Development of Electronic Governance in Ukraine. Available at: https://www.kmu.gov.ua/ua/npas/250287124

Bjorn, F. and Fathul, W. (2008). E-government Challenges and the Role of Political Leadership in Indonesia: the Case of Sragen. *Proceedings of the 41st Hawaii International*

Serhii Chernov[1], Svitlana Haiduchenko[1], Tetiana Bielska[1], Yuriy Naplyokov[1], Hasrat Arjjumend

Conference   on   System   Sciences.   Available   at: http://unpan1.un.org/intradoc/groups/public/documents/un-dpadm/unpan042038.pdf

Golovaty, M.F. (2006). Political elite of modern Ukraine: regional and national context. *Political Management: Ukrainian Scientific Journal*, September 2006, pp. 42-47.

Hayduchenko, S.O. (2016). *Organizational culture in the context of public administration.* Kharkiv, Ukraine: Drukarnya Madryd.

Heeks, R. (2001). Building e-Governance for Development: A Framework for National and Donor Action. *e-Government Working Paper Series*, no. 12. Available at: http://unpan1.un.org/intradoc/groups/public/documents/NISPAcee/UNPAN015485.pdf

Klymushin, P. and Serenok, A. (2010). *Electronic Governance in the Information Society.* Kharkiv, Ukraine: Publishing House of KRI NAPA "Master".

Lipantsev, A.V. (2008). *Social Capital of a State Institution: Theoretical and Methodological Principles for the Formation of a Culture of Trust. Current Problems of Public Administration.* Odessa, Ukraine: ORID NAPA, issue 1, pp. 215-228.

Munyoka, W. and Manzira, F.M. (2013). Alignment of e-Government Policy Formulation with Practical Implementation: The Case of Sub-Saharan Africa. *World Academy of Science, Engineering and Technology International Journal of Economics and Management Engineering,* vol. 7, no. 12, pp. 3034-3039.

Radchenko, P., Sobolev, T., Bernikov, O., Kurilyuk, D., Stodnik, V. and Smetanin, S. (2011). *Institutional and organizational principles of implementation of e-governance: best foreign practices.* Kyiv, Ukraine: NAPA.

Schein, E.H. (2004). *Organizational culture and leadership.* San Francisco, USA: Jossey-Bass, A Wiley Imprint.

Xia, S. (2017). E-Governance and Political Modernization: An Empirical Study Based on Asia from 2003 to 2014. *Administrative Sciences*, vol.7, no.25, doi:10.3390/admsci7030025

Tichy, N. (2002). *The leadership engine: How winning companies build leaders at every.* New York, USA: Harper business.

Traverse, O. (2006). Political Leadership. Concept, discourse, practice. *Veche*, vol. 18, pp.32-38.