Global Issues in Business and Organization Studies

Global Issues in Business and Organization Studies

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Introduction

Global Issues in Business and Organisation Studies

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Technological, social, political, and economic factors influence organisations in terms of shaping their operations and businesses. This edited book consists of seven chapters in order to respond to the need for understanding global issues in business and organisation studies because the aforementioned factors result in changes in organisations. In addition, they also need to diagnose global issues in order to survive among stiff competition. For this reason, this edited book includes research and conceptual papers on marketing, management, and interdisciplinary aspects, including international relations, tourism, and discourse. This introduction creates an understanding of the chapters in this book. The remaining chapters are discussed below.

Chapter One, which is entitled "Exploring the Effects of E-Government and Leadership in the Gulf Cooperation Council: A Conceptual Framework", creates a holistic framework based on e-government implementation factors and the extent to which leadership style impacts on organisational development. The authors adopt a qualitative perspective that relies on an extant review of the literature and documentary analysis by considering institutional theory. They focus on Kuwait Public Sector Organisations.

Chapter Two, which is entitled "Wellbeing at Work: Theory, Measurement, and Findings", develops a wellbeing process model based on the Demands-

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Resources-Individual Effects (DRIVE) approach that is mostly used in stress and fatigue research. Thus, the authors create a short version of a wellbeing process questionnaire, which allows researchers in the field to adopt the survey for their research. This chapter is critical with regard to having an efficient "wellbeing at work" scale.

Chapter Three, which is entitled "An Organisational Behaviour Analysis of ISIS in the Context of illegal Organisation Models" demonstrates the organisational behaviour patterns of terrorist organisations. The author adopts an interdisciplinary perspective on terrorist organisations by considering both international relations and the organisational behaviour model from the field of business administration.

Chapter Four, which is entitled "Organisational Secrecy and John Grisham's *The Firm* as an Uncanny House of Secrets", analyses several scenes from a work of literary fiction, John Grisham's *The Firm*. This analysis aims to present some insights into the ontological nature of the firm as a kind of organisation, whose "firmness" implies solidity, security, and, therefore, secrecy.

Chapter Five, which is entitled "Marketing Innovation Initiatives in Global Markets", introduces a conceptual framework on marketing innovation by considering four components of the marketing mix. Also, this chapter discusses examples of successful marketing innovation initiatives in global businesses. The examples encompass marketing innovation in terms of product, placement, promotion, and price.

Chapter Six, which is entitled "Sustainable Gastronomy Tourism and the Global Food Industry", discusses the importance of sustainable food production and supply methods in response to population growth. This chapter also focuses on the tourism sector by presenting relevant cases regarding sustainable food and gastronomy

This book presents a collection of conceptual and research papers that focus on global issues in the various fields of business and organisation studies. For this reason, the book does not focus on a single issue. Instead, it focuses on the fundamental perspectives of the fields, including marketing and management. The authors of the book are responsible for their ideas and research.

We hope that researchers around the world will consider this book a critical resource that focuses on global issues.

ABOUT THE EDITORS

Erhan Aydin is an Associate Prof. of Management and Organisation at Usak University, Turkey, and IPAG Business School Paris, France. He earned his PhD at Brunel Business School, Brunel University, London, and his MSc at Dokuz Eylul University, Turkey. He also was Recognized Visiting Researcher at Saïd Business School, University of Oxford from 2016 to 2017. His research interests include diversity, equality, and inclusion in organisations, HRM, and e-HRM.

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Chapter One

Exploring the Effects of E-Government and Leadership in the Gulf Cooperation Council: A Conceptual Framework

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Abstract

E-government applications have become necessary for technological advancement all over the world, including emerging economies, where governments are embracing it in all sectors due to its importance and rapidly spreading nature. The purpose of this paper is to examine the impact of leadership on e-government implementation within the context of Kuwaiti public services. This conceptual paper suggests the use of a qualitative analytical method. The data collected for this paper was from an existing review of the literature and document analysis, whilst primary data collection was through interviews and observations, with participants selected through a structured approach. Based on the initial findings, it could be suggested that leaders and decision makers, especially senior government officials and implementers of changes, must buy into the e-government concept in order to address the relevant implementation issues––political, technological, financial, social, and governing. The competencies

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and capabilities of leaders in terms of their leadership styles are essential to effective e-government implementation. Influential leaders must, therefore, have good vision and be able to work collaboratively with other decision makers, including politicians, to effect organisational change and instil institutional control. This paper contributes to leadership and e-government research and practice by developing a holistic framework that provides a basis for critical analysis of e-government implementation factors and the extent to which leadership style has an impact on organisational development.

1. Introduction

The call for electronic government (e-government) stems from general technological advancement, where countries are striving hard to equal its dynamic nature. Hence, public services tend to focus on the digital government to reform, including performance development and policy intentions. Most public administrators regard this concept as vital to applications in human resource management and information and communication technology (Bachus, 2001; Budd and Harris, 2004; van der Molen & Wubbe, 2007; Otubu, 2009; Boateng, 2017). The concept of e-government refers to the adoption of information and communication technology (ICT) in order to improve the effectiveness, efficiency, transparency, and accountability of governance. It relates to the integration of IT capacity—primarily websites, intranets, and databases—to allow self-service through an IT medium to change the structures and processes of government organisations. In public services, both staff and leaders have attempted to use the developments in technology, such as e-services, to revolutionise the marketplace, to improve administration, and to communicate with stakeholders at all levels—policy, tactical, strategic, and operational. As a result, scholars have argued that e-government forms a crucial strategic governmental plan to modernise the business processes of public institutions, despite still being regarded as an emerging concept (Budd and Harris, 2004; World Bank, 2004; Al-Awadhi, 2009; Otubu, 2009; Onu and Chiamogu, 2012; Lam, 2005; Okoli and Schabram, 2010; Teixeira, 2010; Makkar and Sanjeev, 2014; Boateng, 2017).

Studies have shown that organisations have realised the importance of leaders in strategic positions in ensuring proper oversight and guidance of organisational management, which improves productivity and boosts staff morale (Omari, 2013; Alanezi, 2015). This explains why the effectiveness of the implementation or adoption of e-government is reliant on support from both government and citizens (Boujarwah, 2006; Omari, 2013; Bass

et al., 2006; Alanezi, 2015). Further, e-government represents a way for governments to practice the most advanced information and communication technologies, including web-based internet applications, when providing access to government information and services to citizens and businesses alike. In addition to transparency, e-government also increases accountability and encourages citizen participation in the evaluation of government performance. Apart from the importance of e-government to service delivery (Rowley, 2011; Balta et al., 2015), it also relevant to policy- and decision-making processes (Sunberg & Larsson, 2017; Javed et al., 2018). E-government is thus defined as the use of ICT by government agencies to improve the activities and services of public sector organisations (Carter & Belanger, 2005; Kamal et al., 2011; Rowley, 2011; Balta et al., 2015).

The role of leadership is important in supporting organisations to respond to project failure arising from improper organisation and a lack of clarity with regard to functions and activities. This is because, without good leadership, the attitude of the staff and their resistance to change can often have an impact on project outcomes. Academics regard strong leadership, such as support from top management and decision makers and good vision, as significant factors in e-government implementation and citizen adoption (Hunter & Jupp, 2001; Heeks, 2002; Jaeger & Thompson, 2003; Schwester, 2009; Khanh, 2014). Thus, e-government practice is beneficial in terms of understanding organisational actions and behaviour, and the introduction of positive changes to the day-to-day management of government business (Lam, 2005; Muoka, 2010; Onu & Chiamogu, 2012; Aldaihani, 2014).

Efficient e-government services require good innovation and creativity. With increasing competition and technological advancements, organisations need to employ the services of leaders who can make strategic decisions and establish controls to effect change in available e-services. A review of the literature revealed that leaders play a significant role in mapping out strategies for institutional control and organisational effectiveness. As a result, leadership style and roles would need to be explored within the e-government environment, including their competencies and capabilities to drive the service towards the achievement of excellence that e-government services require in terms of information sharing. Quality of information is an imperative for e-government integration and interoperation, as it often impacts on organisational performance and decision making, as reviewed in the literature (Al-Zaabi et al., 2012; Mahdi and Almsafir, 2014; Alenezi et al., 2015).

The researchers applied leadership theories and adopted the institutional approach as the lens for determining the impact of leadership on e-

government implementation within the context of developing countries. Based on this, the study required the development of a holistic framework to enable the unification of critical concepts, theories, and factors for excellence in leadership and/or effective e-services delivery (Leithwood and Jantzi, 2005; Nahavandi, 2009; Al-Rashidi, 2012; Zheng et al., 2013; Karp, 2014; Garrison et al. 2015; Syafarudin, 2016; Dwivedi et al., 2017).

Extant literature reviews and findings have supported that collaborative work of the leaders, who are the decision-makers and the implementers of change, ensures the relevant implementation issues—governing, finance, social, technological, and political—are addressed for active and continuous public service delivery (Venkatesh et al., 2012; Zheng et al., 2013; Al-Sharija, 2012; Karp, 2014; Garrison et al. 2015; Dwivedi et al., 2017). Like other developed countries, e-government is fast growing in the Gulf Cooperation Council (GCC), where some countries like Kuwait have successfully implemented their own versions of digital government. However, they have faced particular challenges in their approaches due to a lack of direction in their leadership. The styles and dimensions of leadership are, therefore, vital to successful e-government implementation (Omari, 2013; Ashaye and Almonawer, 2018).

Given the above, the authors have directed this research towards addressing the following critical question:

- *What are the factors influencing e-government implementation, and the impact of leadership factors in ensuring excellent leadership in public sector organisations?*

The authors thus explore the effects of leadership on e-government implementation with regard to leadership styles, competencies, and practices in an attempt to fill the gaps in previous studies and to develop a conceptual model for integrating effective e-government services based on excellence in leadership (Al-Rashidi, 2012; Al-Sharija, 2012; Abbassy and Mesbah, 2016; Zainudin et al., 2016; Ashaye and Almonawer, 2018). The structure of the remainder of this paper is as follows: in the next section, before we present our developed conceptual framework in section 3, we discuss e-government and leadership concepts. Our methodological approach and analysis techniques are outlined in section 4, while our conclusions and research implications for future studies are explained in section 5.

2. Conceptualising E-Government and Leadership

The emergence of e-government has been prompted by the increasing need for countries to adapt to the ongoing advancement in ICT, especially in the public sector where organisational change is necessary to ensure service improvement. Thus, top managers and key decision makers are expected to buy into the transformation of their organisation's needs in terms of strategies, processes, and human resources. E-government is an instrument of ICT that conveys latent benefits to all stakeholders, from organisations to businesses and citizens, with emphasis on improving communication both internally and externally, saving costs, improving the quality of service delivery, and increasing accountability (Heeks, 2002; Bhatnager, 2004; Ebrahim, and Irani, 2005; Otubu, 2009; Al-Rashidi, 2010; Bigdeli & de Casare, 2011; Khanh, 2014).

Notably, there are various definitions of e-government, depending on the perspectives from which it is being considered. Seng et al. (2011) defined e-government as the use of information technology to enable and increase efficiency; it is also described as the provision of services and information to citizens, employees, businesses, and government agencies (Carter and Belanger, 2004; Otubu, 2009; Aldaihani, 2014), or the use of the internet as a tool through which ICT can help achieve better government (van der Molen & Wubbe, 2007; Alghamdi et al., 2011; Abbassy and Mesbah, 2016).

The concept of e-government is a bipolar phenomenon of the front office and the back office, which combines the critical characteristics of technical departments and public administration. With the front office, it concentrates on customer service whilst the focus on organisational structure relates to the back office (Backus, 2001; Budd and Harris, 2004; Bigdeli & de Casare, 2011). Leadership is one of the crucial factors having an impact on e-government project implementation (Hunter and Jupp, 2001; Khanh, 2014; Alenezi et al., 2017). The review of the relevant literature suggests numerous benefits of e-government applications including an increase in productivity, bringing about transparency in both leadership and service production, a transformation of existing services and expansion of new service delivery, and organisational changes through innovation and creativity (Heeks, 2001; OECD, 2001; Ndou, 2004; Irani et al., 2009; Muoka, 2010; Khanh, 2014; Alenezi et al., 2015). Many researchers (Lam 2005; Hamed, 2009; Al-Rashid, 2012) have also argued that, despite its merits, most e-government projects fail due to the inability to mitigate risks and lack of good governance and leadership when making and implementing strategic and communication decisions (Heeks, 2003; Matavire, 2010;

Abdallah & Fan, 2012).

The OECD (2001, p. 2) asserts that "Risk identification and management are paramount features of successful IT project management. Some countries have well-developed guidelines and practices in this field; others still have something to learn […] However, that many failures can be explained by poor compliance with otherwise very good guidelines and existing good practice". Thus, the risks of e-government implementation are classified as technological (new technologies and risk of failure), process (reducing full control over information), people (reduction in manpower), organisational (misinterpretation and misuse of e-government services, financial (financial sustainability), and security and privacy (environmental information security, e.g., identity theft) related.

Apart from the risks, a lack of support from top management and leadership, as well as a lack of implementation guidelines, often have an adverse effect on e-government implementation. Other organisational and operational barriers include human resource management issues, such as the recruitment of ICT personnel, change management and human capital development, partnerships between the private and public sector, and political and cultural issues (Carter and Belanger, 2004; Al-Rashidi, 2009; Nkohkwo & Islam, 2013). This study is, however, within the context of an emerging economy where e-government is growing steadily but rapidly. Due to its massive benefits, governments have recognised the need to accept e-government at all local and national levels. Leadership support is, therefore, essential across all sectors to improve both operational and strategic management in public services organisations, including e-government implementation.

In order to negate any adverse effects of leadership support, some studies, in attempting to define leadership both arbitrarily and subjectively, have strategically described leaders as having responsibility for human and social capital management and development based on their ability to achieve better results (Yukl, 2002; Leithwood and Jantzi, 2005; Mahdi and Almsafir, 2014; Ayiro, 2014; Leigh-Hunt, 2016; Syafarudin, 2016; Almonawer and Ashaye 2017b).

For organisations to be effective, decision makers and top managers would need to have a better understanding of their current state and should further review organisational performance. Organisational leadership, in terms of competencies and capability, is vital to the successful implementation of e-services. Leadership capabilities can be viewed from three perspectives: cognitive, social, and behavioural (Northouse, 2010; Song et al., 2012).

Norms and behaviours generally vary from one organisation to another due to the differences in their ethics and codes of conduct, as well as the privacy of their surrounding environment. In terms of competency, many researchers (Mukherjee et al., 2012; Alabi and Alabi, 2014; Plattuf et al., 2015) have recognised two main types, namely technical and leadership competencies. Technical competency relates to qualification, rank, and professional respect, whilst leadership competency has five dimensions: personal competence, people competence, administrative competence, visionary competence, and networking competence. With the advancement in technology, leaders are now encouraged to play a crucial role in institutional control, as well as in the control and management of improving government systems and standards through innovation and creativity (Northouse, 2010; Song et al., 2012; Mukherjee et al., 2012; Al-Sharija, 2012; Karp, 2014; Alabi and Alabi, 2014; Garrison et al. 2015; Plattuf et al., 2015).

In addition to leadership capability and competencies, the style of leadership also has a significant impact on organisational effectiveness. From the review of the literature, leadership style has been described as the values underlining the methods, abilities, and techniques used by managers to deal with situations within an organisation. The approach adopted by the top managers and decision makers affects the employees and organisational performance and control. Leadership styles tend to be used by most organisations, whether public, private, or voluntary, to influence their value and instil institutional control. The organisational culture and goals often determine which leadership style best fits them, as it depends on the associated tasks and organisational needs.

Leadership styles are classified as Laissez-Faire (where leaders do not directly supervise employees and generally fail to provide regular feedback to those under their supervision); Autocratic (a style that allows managers to make decisions alone without the input of other stakeholders); Participative or Democratic (a permissive style because team members' and peers' inputs are valued, although the participative leader has the responsibility of making any final decision); Transactional (a style where both managers and team members set the predetermined goals together and members are rewarded or punished based on performance results); and Transformational (a style that requires management involvement based on their high level of communication to achieve goals; leaders tend to motivate employees and encourage productivity and efficiency through communication and high visibility). Regardless of the leadership style (or combination thereof) adopted, it is imperative to understand that the capability and

competencies of leaders also have an impact on organisational effectiveness, including its control and performance (Leithwood and Jantzi, 2005; Nahavandi, 2009; Odumeru and Ogbonna, 2013; Ayiro, 2014; Plattuf et al., 2015; Amanchukwu et al., 2015).

2.1. Theories in Relation to Leadership with respect to E-Government Services

The extant reviews of the literature relating to leadership and e-government implementation have suggested a few theories on leadership roles and styles in public sector organisations. However, for this study, the researchers have focussed on the two main leadership theories, transactional and transformational, using the lens of institutional approaches since the research relates to organisational effectiveness and perspective through which leadership styles and behaviour have an impact on the organisation. These theories are as follows:

2.1.1. Transactional Theories

Transactional leadership theories, otherwise known as Managerial Leadership, concentrate on supervision, organisation, and group performance, as they are dependent on rewards and punishment systems (Bass, 1985). These theories focus on supervision, organisation, and group performance. They base leadership on a system of rewards and punishments and assume that the primary goal of the employee is to adhere their instructions when rules, standards, and procedures are set.

E-government has many implementation stages, ranging from where the government only offers basic information to its citizens and businesses, to where all government services are provided online (Layne and Lee, 2001; Al-Rashidi, 2012). However, the four key stages are information, communication, transaction, and integration. From the government to employee (G2E) and government to government (G2G) perspectives, at the transaction stage organisations are able to provide services online, such as electronic paycheques and transfer of funds, and support online transactions through the development of a working database. Transaction theory would help organisations to maintain proper co-ordination where employees obey instructions and follow the rules and ethical code of conduct (Layne and Lee, 2001; Heeks and Bailur, 2007; Al-Rashidi, 2012).

Transaction theory should, therefore, be able to help organisations ensure proper co-ordination for employees to obey instructions and follow the rules

and ethical code of conduct, which is also relevant at the transactional stage of the G2G and G2E perspectives (Bass, 1985; Layne and Lee, 2001; Heeks and Bailur, 2007; Al-Rashidi, 2012).

2.1.2. Transformational Theories

Relational theories, otherwise known as "Transformational" theories, focus upon the connections between leaders and followers. Transformational leaders stimulate, motivate, and inspire people by helping groups to achieve extraordinary outcomes and understand the benefits of the change; they also focus on both individual and group performance by supporting them to have high ethical and moral standards in order to fulfil their potential. Transformational leadership theory enables leaders to create positive change amongst their followers and have other parties' interests at hand for the benefits the whole group. Transformational leadership works through rewards and punishments (Leithwood and Jantzi, 2005, 2008; Odumeru and Ogbonna, 2013; Ayiro, 2014).

In relation to the e-government environment, Janowski (2015, pg.1) presents the "four-stage Digital Government Evolution Model comprising Digitisation (Technology in Government), Transformation (Electronic Government), Engagement (Electronic Governance) and Contextualization". Each of these stages explains a given form of pressure on government and how the application of digital innovation can address such pressures. The second stage, transformational, is, however, applied to the context where technology impacts on government organisations, thereby leading to both internal government transformation and changes affecting external relationships (Kim et al., 2009; Gebre et al., 2012; Janowski, 2015).

2.1.3. Institutional Theory

Institutional theories of organisations tend to provide a rich, complex view of organisations. They have three major pillars: regulative, normative, and cognitive or mimetic (Zucker, 1987; Björck, 2004; DiMaggio and Powell, 1991; Kim et al., 2009, Zheng et al., 2013). The regulative pillar relates to the formal and informal pressure on government in the aspect of rules and laws, whilst the normative pillar exists because of the competency of the actors in the organisation. This includes managers and administrators affected by the burden of cultural prospects. The cultural aspects are the societal norms and values that affect the adoption and implementation of e-government services. The mimetic, on the other hand, explains attempts to imitate other organisations because of the belief in its organisational

structure so that risk, such as legal or regulatory is minimised, as is the tendency of one organisation to bear a resemblance to another. There has been increasing understanding amongst academics that there is a multifaceted interaction between the social setting and ICT, with the argument being that ICTs are social and organisational artefacts in addition to technological ones. Institutional theory, however, enables the integration of ICT to understand the impact of other factors on the adoption and implementation of services; thus, this theory allows institutions to be conceptualised in a dynamic manner. It has been applied to various fields of study, including the relationship between organisational transformation and information system development (Zucker, 1987; DiMaggio & Powell, 1991; Currie, 2009; Al-Shafi, 2009).

The institutional theory also helps in the development of a basic metatheory of e-government. Thus, a distinction can be made between studies of positivist and social constructionist natures. The theory could be adopted together with other theories to enable alternation between analytical levels, and thus be more effective with regard to information systems and leadership change. Researchers have, in the past, proposed an institutional theory of leadership where such leadership is linked to the legitimating principles and norms of the social structure in which it exists, and recommended that leadership strategies could consider the normative basis of the relationship between social structure and setting, and the distinctive performance abilities of the actors involved (Heeks and Bailur, 2007; Al-Shafi, 2009). With institutional theory, organisations are inclined to adapt to both external and internal pressures because a sustainable relationship with the environment and establishment of structures that guide social norms and behaviours are central to organisational effectiveness.

Due to its flexibility, the institutional theory of leadership can be linked with the principles and norms of social structure. This would enable leadership strategies to consider the normative basis of sustainable relationships within the associated environment and the establishment of structures that guide the social patterns and behaviours that are central to organisational effectiveness (Zucker, 1987; DiMaggio & Powell, 1991; Scott, 2005; Currie & Guah, 2007; Heeks and Bailur, 2007; Currie, 2009; Al-Shafi, 2009).

This study, therefore, attempts to understand the factors affecting e-government implementation, including the leadership styles, capabilities, and competencies, in order to propose a framework for effective organisational change and excellent leadership. For these reasons, the researchers have applied institutional theory to act as the principal guide and underpinning

philosophy to understanding leadership and its impact on e-government implementation (Al-Shafi, 2009; Currie, 2009; Zheng et al., 2013; Chairunisa, 2016).

2.2. E-Government and Leadership in GCC: Kuwaiti Public Sector Organisations

Kuwait, with a population of approximately 4 million, has about 2.7 million non-indigenous inhabitants (including expatriates). E-government in Kuwait is arguably in its pre-implementation stage and comes with certain challenging factors (Al-Rashidi, 2009; Alwadhi and Morris, 2009).

The Kuwaiti government had to respond to the rapid adoption of ICT by various departments to assist in the development of an IT infrastructure that could implement and adopt e-government initiatives in order to improve governmental services. After two Memoranda of Understanding (MoUs) were signed with Singapore in 2004 and 2005, both countries have worked collaboratively in the selection of suitable private sector suppliers for e-government implementation. This led to the creation of "information only" e-government sites that mainly relate to the different ministries and governmental agencies responsible for providing services to the public. These include the following:

- Ministry of the Interior (http://www.e.gov.kw) to assist members of the public in obtaining information about issues relating to public security, and law and order.
- Ministry of Health (http://moh.gov.kw) to provide information to the public about ministry hospitals and clinics, as well as emails or correspondence about the locations of clinics and medical centres.
- Ministry of Justice (http://www.moj.gov.kw) to provide general information about law-related documentation and fees, as well as providing a legal service directory.
- Ministry of Islamic Affairs (http://www,islam.gov.kw), which is for members of the public to review different faith-related activities, including an associated media campaign.
- The Public Authority for Civil Information (http://www.paci. gov.uk), which is the agency responsible for issuing a unified identify to all citizens and expatriates, as well as establishing an integrated national bank for civil information.
- Kuwait Municipality (http://www.baladia.gov.kw) to provide information about the municipality, its history, and the council,

including a searchable map of Kuwait
- Kuwait Chamber of Commerce and Industry (http://www.kuwait chamber.org.kw) to provide information about economic and commercial matters including trade and commerce in Kuwait.
- Civil Service Commission (http://www.csc.net.kw), which is mainly for government employees; it also provides information and publications about public sector organisations for fresh graduates seeking employment in the sector (Al-Abdallah, 2005; Boujarwah, 2006; Al-Awadhi, 2007; Al-Rashidi, 2010).

As a result of the MoUs, a Central Technical Board (CTB) was set up to supervise the implementation of e-government projects in Kuwait, which has various teams, such as the media team, to raise public awareness regarding the benefits of e-government services. However, a review of the literature has suggested that only a limited number of studies have been conducted that examine e-government websites in the Middle East in general, let alone the development of the conceptual framework in particular. Apart from raising awareness of e-government, top management officials and decisions makers would need to give priority to security measures by protecting the privacy of individuals and ensuring appropriate data storage and security. The leaders would, therefore, benefit from enacting laws to cover issues relating to e-signing, e-payment, data privacy and protection, proof of electronic transactions, and e-commerce, and to address the prospect of data hacking and/or abuse, as well as to build trust and confidence with both the implementer of changes and the users (Al-Shayji, 2005; West, 2006; Al-Sharaf, 2006; Al-Awadhi, 2007).

As found in the literature, the adoption and implementation of e-government services in Kuwait have been useful to users due to the government supporting e-services by taking a leadership role in decision making and being efficient in making sure the services are genuinely beneficial to the members of public and its employees. Other benefits of this implementation include reduced costs, timesaving, alleviation of bureaucratic procedures, and transparency. Despite the diversity in terms of culture and norms, the leaders are aware that e-government services must be developed to meet the needs of all citizens and their employees. The Kuwaiti government has since supported, and indeed taken a leading role, in the development of a range of implementation and strategic plans that would integrate ICT into their services such as e-learning to support the educational system, both in terms of teaching and administrative functions (World Bank, 2004; Al-Sharija, 2012; Alpen Capital, 2016).

2.3. Factors Influencing Leadership in a Digital Environment

Academics (Fullan, 2007; Al-Rashidi, 2010) have discussed various factors influencing successful e-government implementation, with leadership being an important aspect of effective organisational change and organisational effectiveness. Leadership impacts an organisation's decision-making process, which is necessary to implement change at all levels of government. Researchers have, however, described the implementation factors as Political, Technological, Financial, Social, and Governing in nature (Fullan, 2007; Al-Rashidi, 2010; Al-Sharija, 2012; Aldaihani, 2014).

2.3.1. Political Factors

The political issues impacting e-government services include the political will of the government to invest in ICT as well as political participation in policy and strategic decision making by political leaders. Political instability in any country will have some effect on e-government implementation. In Kuwait, the central government forms part of the top management and leadership of e-government initiatives, and it is the policymakers and decision makers' responsibility to ensure that staff, leaders, and employees understand the significance of any given project. Political influence on e-government is vital in public sector organisations as government officials need to obtain the approval of the leaders and decision makers because of the levels of bureaucracy involved in the hierarchical structure in public services (Ebrahim and Irani, 2005; Schwester, 2009; Irani et al., 2009; Napitupulu, 2014; Leigh-Hunt, 2016; Bondarouk et al., 2017).

2.3.2. Technological Factors

Technological factors affect the adoption and implementation of ICT to improve services so that organisations are able to clearly define their business strategies and government functions. Innovation and creativity are vital aspects of the above, involving new equipment, techniques, and methodologies, as well as new ways of working. In an ICT environment, innovative solutions and services are seen as beneficial to reducing costs and increasing revenue and efficiency in public sector organisations. Infrastructural technology is important to attaining a certain standard of e-government services as it allows the use of tools and equipment, including telecommunication services, to ease the communication process and to improve networking with other organisations (Kohli et al., 2012; Plattuf et al., 2015; Abbassy and Mesbah, 2016).

2.3.3. Financial Factors

Funding is an impactor factor in e-government implementation, as no project would be implemented without an appropriate budget. Through e-government initiatives, the cost of project development, transaction costs, and headcount or other associated costs with technology could be reduced mainly by providing good quality information services and avoiding expensive time delays (Lam, 2005; Al-Rashidi, 2010; Napitupulu, 2014; Alanezi et al., 2017).

2.3.4. Social Factors

IT adoption and implementation are often affected by the culture of the local society as well as language, social influences, and sustainability (Bagchi et al., 2004). The need for government to have some form of strategic plan in place that ensures social inclusion should preserve the freedom and integrity of its employees and citizens at large, and act as a repository of their distinctive cultural inheritance. As Alenezi et al. (2017, pp 97) put it, "Kuwait's social organisation is predominantly tribal where tribal and religious norms govern relationships among people, including business and work relationships. The tribal system in Kuwait affects the role of individuals, which is reflected in the operational ethos and values of an organisation." It has been found that citizens and employees largely depend on personal and family connections in order to get things done, which is often referred to as "*Wasta*", or the ability to request or enjoy privilege rather than proceeding through the approved channels. These acts contribute massively to corruption and adversely affect equality and diversity; they also influence organisational performance due to the resulting poor quality projects (Evans and Yen, 2005; Alenezi et al., 2017).

2.3.5. Governing Factors

Researchers have reviewed the literature on the critical factors for e-government adoption. For instance, Khanh (2014) classified governing factors as vision, top management support, leadership, and funding. The vision involves way forward, that is clearly defined to enable feasible and successful implementation. A vision, in general, should commence from the planning process, create a future picture of the e-government implementation, and generate a commitment to performance. Top management vision allows decision makers to develop a project plan and precedence structure for their services. E-government implementation is effective with a strong leadership with vision and adequate funding, which requires the cooperation of

stakeholders and government agencies. The importance of funding cannot be neglected to avoid project disincentive and to provide excellent service top management support. In addition, commitment from senior management is necessary to enable allocation of valuable resources to the implementation effort and supporting the organisations where political decisions are made (Heeks, 2002; Al-Rashidi, 2010; Napitupulu, 2014; Abbassy and Mesbah, 2016).

These implementation factors have been reviewed extensively in the literature to explain the leadership issues faced during e-government initiatives, especially within the Kuwaiti context, and to develop an e-government and leadership conceptual framework.

3. Conceptual Framework for Leadership and Implementation Factors Influencing E-Government in the G.C.C.: The Kuwaiti Context

The limited research in the areas of leadership in e-government adoption and implementation has vindicated the suggestion of a holistic framework that would explain the relationship between e-government and leadership, which is relevant to organisational change and institutional control within Kuwaiti public sector organisations.

From a review of the literature, the researchers have been able to propose a conceptual framework for effective leadership in e-government implementation. The framework is divided into parts: the first comprises implementation factors, which are political, technological, social, financial, and governing. The second part highlights leadership factors, which have been adopted from a combination of governing factors and leadership styles, competencies, and capabilities. Top management support and the vision of the leaders are believed to be the key issues relevant to leadership in organisations, whilst competencies, capabilities, and styles are essential features and qualities of effective leaders.

The third and final section of the proposed framework relates to an institutional context where the regulatory, normative, and mimetic or cognitive characteristics encourage institutional control according to internal and external influences. Figure 1 below presents the proposed conceptual framework for effective leadership in e-government implementation from the perspective of Kuwaiti public sector organisations. It is anticipated that this holistic framework would allow policymakers and other top management
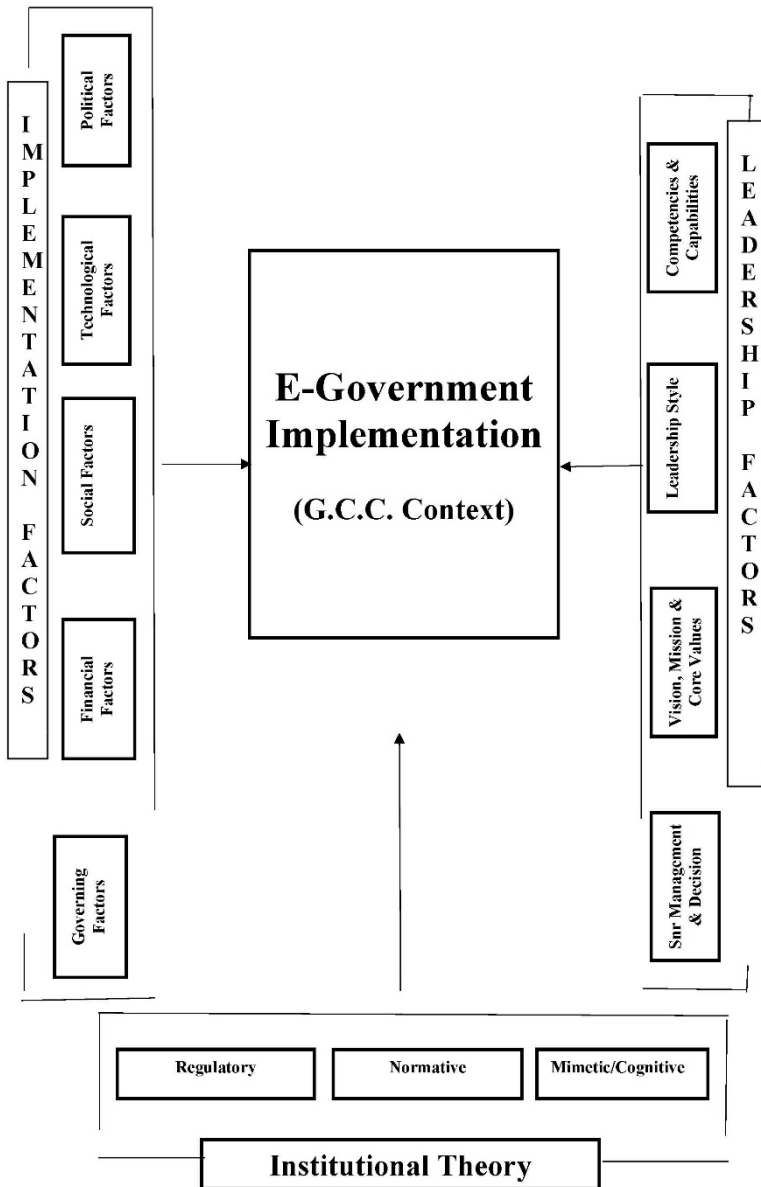
Figure 1: Conceptual framework of leadership and implementation factors influencing e-government from an organisational perspective

executives to recognise the important links between institutional control, problem solving, and decision making. Also, it demonstrates the benefits of leadership styles and qualities in effecting organisation change and improving performance through the use of ICT and good governance (Alawadhi, 2007; Al-Rashidi, 2010, 2012; Al-Shariji, 2012; Omari, 2013; Khanh, 2014).

4. Methodological Approach and Analysis Techniques

The research methodology used for this conceptual framework of effective leadership in e-government implementation is qualitative analysis. This validation of the proposed framework is through empirical studies on the case study organisations, namely Kuwaiti public sector organisations. Data collected from this paper was from a review of the literature and documentary analysis. Primary data collection was through interviews and observations, with the anticipation that the selection of participants could be achieved through a structured approach. The secondary data has been through a critical review of the existing literature and documentary analysis.

A qualitative analytical method was preferred because of its inductive nature, allowing for an in-depth understanding of the impact of leadership on e-government implementation and theory development. From the interview responses and data analysis, the proposed framework allowed for the credibility of the study whilst recommendations could be made for academics and professionals (e.g., leaders and senior management officials) to consider in e-government implementation.

The research strategy included a case study research methodology of public service organisations that enabled the identification and analysis of leadership and implementation factors, and the impact on leadership on e-government implementation. The case study research method is an evaluative tool that is useful for research studies in leadership as well as managing information systems, among other fields of study.

5. Conclusions and Research Implications for Future Studies

This paper focussed on the effects of e-government as depending on leadership style, competence, and capability in enhancing public services within the GCC context, learning from experiences in Kuwaiti public sector organisations. From the existing literature review, observation, and

documentation, the researchers suggest that effective e-government implementation is due to positive leadership and factors, such as good support from top management, sufficient capital, and a clear vision.

From the studies, the authors are of the view that they have made a profound contribution to the current literature on leadership and e-government implementation based on the holistic conceptual framework developed. From a review of the literature, it is also clear that leaders and decision makers, especially senior government officials and implementers of change, would need to buy into the e-government concept to address the relevant implementation issues, namely political, technological, financial, social, and governing. The competencies and capabilities of leaders with respect to their leadership style are essential for effective e-government implementation. Strong leaders must, therefore, have good vision and be able to work collaboratively with other decision makers, including politicians, to effect organisational change and instil institutional control (Fullon, 2007; Leithwood et al., 2008; Nahavandi, 2009; Al-Sharija, 2012).

Despite its limitations, there is a need for further research to validate the conceptual framework, particularly on e-government adoption and implementation of e-government from both employees' and citizens' perspectives. While this paper proposes the use of qualitative analytical methods from the organisational context, there is also a need for future studies perhaps using a mixed method—qualitative and quantitative analyses—to help address the criticisms of the individual methods.

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