Transparent and Efficient Gangnam-District in Seoul Metropolitan Government: Does E-Government Leadership Matter?

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Gangnam-gu E-Government Research Project

- September 2003 – April 2005
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  (Center for Technology and Information Policy)
- In-depth case study
  1. Interviews (45 employees)
  2. Survey of business corporations (532)
  3. Survey of Citizens (341)
  4. Survey of Employees (287)
Gangnam-Gu

One of 25 self-governing districts in the Seoul Metropolitan Government

» Population: 535,961
» Teheran-ro (Venture Valley): 448 IT venture companies
» Gu Employees: 1,330
» National Awards of E-Government Innovations
» 1700 practitioners’ visits from more than 70 countries to see Gangnam-gu e-government system
First page of the "Citizen-oriented e-Government Portal"
Local E-Government Initiation in South Korea

**Political Change**
- Democratization
- Local Autonomy Act 1988
- Elected Local Officials

**Government Reform**
- Transparency
- Accountability
- Effectiveness

**E-Government**
- OPEN System
- E-participation
- Online Public Documents

- Vision: Openness and transparency; Democracy
- Objectives:
  1. E-government & E-participation innovations
  2. Citizen participation in policy development & decision-making
  3. Citizen-centered service quality
  4. Accountability for local residents
  5. IT capability
  6. HRM reform (reward systems, benefits & career development)
  7. Simplifying administrative process
Management Capacity Building for Transparency & Citizen Participation

- Online civil application services
- Citizen access to government documents
- E-participation application
- Performance-based reward system for employees
- Anti-Corruption Rule 2003 & training
- Clean procurement process (The Integrity Pact)
- IT education for employee & citizen
Online Service

Year 2004

- Civil applications online: 40,184 for 11 applications
- Tax payment: 116,611 cases
- Permit: 268 in 3 Divisions
- Automobile registration: 25,279
- KIOSK: 564,716 for 34 civil applications
Transparency

• Citizens’ access to government documents (since August 2003): 4,343 documents on the Internet
• Year 2004: Real estate related documents: 4,466,977 (number of times documents accessed); tax related documents: 12,744
• Year 2004: Internet broadcasting of executive meetings (130); online news (217)
### E-participation applications

<table>
<thead>
<tr>
<th>Application</th>
<th>Communications</th>
<th>Initiator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internet</td>
<td>Two-way</td>
<td>Government</td>
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<tr>
<td>Broadcasting</td>
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<td>Online Surveys</td>
<td>Two-way</td>
<td>Government</td>
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<tr>
<td>Web Posting</td>
<td>Two-way</td>
<td>Citizen</td>
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<tr>
<td>Online Documents</td>
<td>Two-way</td>
<td>Government</td>
</tr>
<tr>
<td>Web Bulletin Board</td>
<td>Two-way</td>
<td>Citizen</td>
</tr>
<tr>
<td>(“We Ask Our Mayor”)</td>
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</table>
Citizen participation

- E-participation: e-polling (160,000 Gangnam residents as members)
- Citizen panel (offline): 1,500 representative citizens by gender, age, profession, and region
Citizen Participation

• 224 e-pollings: Annual budget decision-making, policy development, & evaluation of outsourced service quality and vendor
• Citizen Committee: 12 Outsourcing vendor selections
• “Ask to mayor”
  » 2004: 466 cases
  » 2003: 4912 cases
  » 2002: 3244 cases
Factors affecting employees’ perceptions of e-government effectiveness

Leadership

Fair Reward

Training

Resource

Motivation

Identification

Commitment

Employees’ perceptions of E-government Effectiveness

Control Variables
- Years of work
- Gender
- Position
Measures

**E-government Leadership**
- Mayor’s leadership has been a significant facilitator to e-government development.
- Mayor clearly identifies e-government visions.
- Mayor does encourage employees’ innovative ideas for the e-government services.

**Identification commitment**
- I am quite proud to be able to tell people who it is I work for.
- What this organization stands for is important to me.
- I work for an organization that is competent and able to accomplish its mission.
Summary of Employees’ Perceptions on E-government Effectiveness

N=287
Decreased Corruptions

N=287, Missing=14, Mean=3.69
## Result of Employees’ Perceptions on E-government Effectiveness (Regression analysis)

<table>
<thead>
<tr>
<th></th>
<th>Reduced Corruption</th>
<th>Increased Transparency</th>
<th>Reduced Abuse of Authority</th>
<th>Increased Trust</th>
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<tbody>
<tr>
<td><strong>Leadership</strong></td>
<td>0.23**</td>
<td>0.29**</td>
<td>0.20*</td>
<td>0.23**</td>
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<tr>
<td>Fair reward</td>
<td>0.10</td>
<td>0.06</td>
<td>-0.01</td>
<td>0.06</td>
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<tr>
<td>Training</td>
<td>-0.05</td>
<td>-0.01</td>
<td>-0.03</td>
<td>0.02</td>
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<tr>
<td><strong>Resource</strong></td>
<td>0.10</td>
<td>0.14*</td>
<td>0.15*</td>
<td>0.10†</td>
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<tr>
<td>Motivation</td>
<td>0.05</td>
<td>0.06</td>
<td>0.12</td>
<td>-0.08</td>
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<tr>
<td><strong>Identification</strong></td>
<td></td>
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<tr>
<td>Commitment</td>
<td>0.29**</td>
<td>0.24**</td>
<td>0.24**</td>
<td>0.48***</td>
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<td>Years of work</td>
<td>0.03</td>
<td>0.00</td>
<td>0.01</td>
<td>-0.04</td>
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<tr>
<td>Gender</td>
<td>-0.07</td>
<td>-0.04</td>
<td>-0.04</td>
<td>-0.02</td>
</tr>
<tr>
<td>Position</td>
<td>0.10</td>
<td>-0.04</td>
<td>-0.04</td>
<td>0.06</td>
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<td><strong>Adjusted R</strong></td>
<td>0.328***</td>
<td>0.390***</td>
<td>0.310***</td>
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<td><strong>F</strong></td>
<td>11.737</td>
<td>15.291</td>
<td>10.900</td>
<td>19.010</td>
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</table>

N=287; † p<.10; * p<.05; ** p<.01; *** p<.001
Lessons

– Importance of Local

**E-government leadership**: Citizen-centered service, accountability, transparency, & management capacity building

– Employee identification **commitment**: Public service values, organizational culture & accountability
The Future of Local E-Government Leadership and Effectiveness

Local E-Government Leadership
(Managing for Results & Encouraging Innovations)

Vision & goal

Promotion & Communications
Employee commitment; Resource

Management capacity building

Integration & Performance:
Monitoring & evaluation of the impact of e-government on transparency, accountability, corruptions, trust, and citizen satisfaction

Feedback and Organizational Learning