Explaining the Role of Electronic Government in Promoting the Health of Administrative System: A Case Study in Kashan Municipality

Samira Loghman

Public Management, Allameh Tabatabaii University
Email: samiraloghman65@gmail.com

Abstract

Despite the whole efforts performed, Iran's administrative system is still facing with the problem of administrative corruption (lack of administrative health). One of its main reasons is lack of transparency and accountability, and inattention to technological advances in the development of administrative system health. Using capabilities of electronic government for enhancing administrative system health is an undeniable necessity. This research aims to investigate the role of electronic government in enhancing administrative health. The sample of this research is the staffs (managers, experts and staffs) of Kashan's municipality in which 79 subjects have been chosen via random sampling technique. Questionnaire has been utilized for data collection and Pearson correlation coefficient has been employed for data analysis. The results indicate that electronic government has a significant relationship with enhancement of administrative health.

Keywords: administrative corruption, administrative health, electronic government

Introduction

Administrative corruption which is opposite to administrative health has attacked most countries specifically developing countries. According to the statistics released by the organization of Transparency International's Corruption, 146 countries have been recognized asapt to high corruption (Pathak, Singh, Belwal, Naz and Smith, 2008, p.66). In micro view, corruption is a threat to correct execution of regulations and equality of individuals in front of law (US. Department of commerce, 2001); and in macro view, in long term, it leads to decrease in economic growth, limitation of commerce, increase in poverty and destroy people's trust in governmental organizations.

Administrative trust is not a new phenomenon and is as old as the government itself. One of the most important reasons of rampancy of administrative corruption (regardless of its definition and characteristics), is lack of clear and transparent structures in performing the tasks, responsiveness, and honesty in the organizations. In the unclear and not transparent administrative environments, the possibility of administrative deviations increases and performing corrupted behaviors are facilitated (Gholipour, 2005,p.105)

Klitgaard (1991,p.75) stated in his study that corruption will not be necessarily eliminated by firing corrupted government authorities. Thus, he advises to change the organization and operations of government sector in order to decrease corruption (AL-Hussaini, AL-Mutairi& Thuwaini, 2013, p.34). In this regard, different solutions have been presented (for instance policy elimination in administrative system, downsizing, and reengineering organizational system and its structure) which are mainly focused on reforming government role and its special job and improving administrative structure (Gholipour,2005, p.105). Therefore, in administrative system of all countries a number of mechanisms and regulations have been enacted in order to monitor and follow up the administrative actions and reactions which have often led to bureaucracy and numerous administrative processes for performing the smallest jobs.

Recently, developed and developing countries have recognized strategy and project of e-government as a mechanism in order to increase transparency and administrative health and to decrease corruption; and some international organizations like united nations, ECO and the World Bank have supported them in this regard (APDIP, 2006 ; Schuppan, 2009,p.118). It can be bravely claimed that e-government is one of the most efficient and effective ways of fighting with administrative corruption, exit from dark and unclear atmosphere and making the administrative environment and structure transparent and clear. E-government provides governments with a new approach in creating transparency, increasing responsiveness, truthfulness, and promoting the strategy of anti-corruption. With regard to the role of e-government in decreasing administrative corruption and transparency in administrative affairs, this research will explain the role of e-government in enhancing administrative health in the municipality of Kashan.

Literature Review

Administrative corruption / administrative health

Administrative corruption is considered as a big problem in government organizations in many countries and is not limited merely to developing countries. Development plan of united nations defines corruption as misusing government and administrative power for personal benefit through bribery, extortion, relatives orientation, cheating , and embezzlement and knows it equal to "increasing power monopoly and personal discretion and decreases in accountability , honesty, and transparency (APDIP, 2006). Administrative corruption is categorized into "administrative corruption within government" and "administrative corruption in the relation of government with citizens" (Farajpour, 2009, p.17). Administrative corruption or bureaucratic corruption is applied to a behavior in which a person acts out of formal framework of tasks relating to a government role (job) (Scott, 2001).

Administrative corruption means illegal use of administrative/ government authorities for personal benefit. Thus, any behavior which is inconsistent with rules and regulations and the motive to perform them is personal bureaucrat benefit is considered administrative corruption. What is common in all these definitions is a kind of breaking normativeand violating moral and legal norms in administrative and organizational performances.

Klitgaard's (19991, p.75) and Paul's (1997) studies showed that corruption occurs when officials (as people's servants) possess exclusive power over citizens, officials have high discretion power and their responsiveness to people is weak (AL-Hussaini, AL-Mutairi& and Thuwaini, 2013, p.33). In fact, corruption formulations is as below:

Corruption is = Exclusivity + Authority - Accountability

Administrative health is the opposite point to the administrative corruption. Administrative health is a new concept and does not merely include organization ability to effectively perform tasks, but includes organization ability to improve and grow.

Sense of responsibility of organization staffs for tasks, emotional dependence on organization (interest in organization) and providing service to people (customers), management's attention to elitism, choosing and appointing elites and committed people, transparency, and responsiveness by management in performing the tasks by employees are indicators of administrative health in an organization (Amirshahi, 2008, p.16). Thus one of obvious and significant consequences of administrative health is high level of employees' satisfaction in the organization; the elements of administrative health are indicated in table 1.

Table 1: The elements of administrative health system

Dimensions	Element	Index
Dimensions of administrative health	Economic	Transparency in bid and tender processes for supplying goods and services
		Programming in order to decrease public costs
		Precise and conscious monitoring in order to eliminate corruption in transactions related to land
		Reforming service measures and processes
		Existence of sufficient controls in order to eliminate corruption in supplying goods and services
		existence of bid and tender processes for supplying goods and services based on information technology
	Social	Providing preventative instructions and fighting with corruption in municipality
		Citizen's free access to information
		Supporting of people-based organizations for preventing corruption
		Enhancing the culture of disclosing corruption cases among society members via society's support
		The role and position of people in enhancing the culture of preventing corruption
	Administrative and managerial	Reliability of the individuals who are appointed to senior sensitive administrative positions
		Existence of policies and strategies for preventing and fighting with administrative corruption
		Accountability of government officials
		The system of appropriate payment of salary and wage
		Applying technologies of the day in electronic public services delivery
	Judicial and legal	The existence of a clear and practical definition of corruption in available regulations
		Transparency of the rules and regulations of fighting with corruption
		Executive guarantee of rules and regulations of fighting with corruption
		Preventive rules and regulations of fighting with corruption
	Informing	Appropriateness of informing about roles and responsibilities of anti-corruption responsibilities
		Appropriateness of informing about corruption cases through virtual and physical media, press and…

E-government

The term "e-government" is relatively new and the researches in this field are expanded. So far, a comprehensive definition of e-government which is accepted by all has not been provided. Because e-government has a dynamic nature (Halchin, 2004) and each of thinkers has defined a

dimension of e-government in his research (West, 2001). E-government is about the way of government interaction with citizens, government organizations, businesses and other beneficiaries.

From technological view, e-government is using information and communication technology and multimedia technology for improving access and government service delivery to beneficiaries, like citizens, businesses, and government employees (Ali and Vaquer, 2008:9). E-government is going beyond simple service delivery for making external interactions (Kolsaker, 2008). In this research, the following dimensions have been considered for e-government (table 2).

Table 2: Conceptual dimensions of research model

| Dimensions	Element	Indices
E-government	Government to Citizens(G2C)	Increasing the quality of government services Improving the situation of citizens concentration of government services on the needs of citizen Possibility of direct service delivery to citizens decreasing costs of government services to citizens increasing the speed of service delivery and government information
	Government to Business(G2G)	Increasing participation and cooperation of private sector ease of communications among trading agents of government and private sectors making suitable bed for e-commerce
	government to Employees(G2E)	facilitation of employee activities optimization of communications between citizens and government employees staffs' access to employee information increasing employees' awareness and knowledge
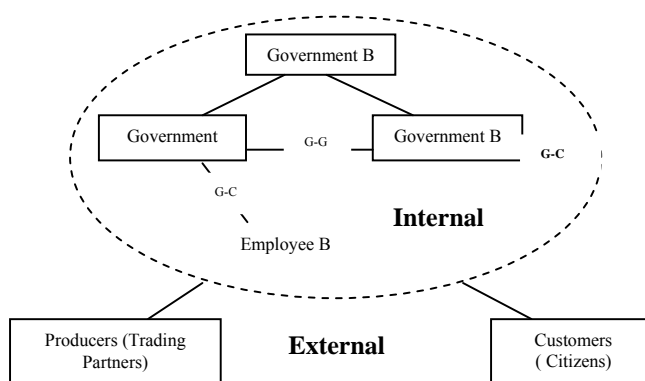
Figure 1: Interactional relationship of electronic government with its different pillars (Siau& long, 2006)

Interactional pillars of e-government (figure 1) show that what parts and people e-government connects together. E-government covers four fields which are: government to citizen

(G2C); Government to Business (G2B); Government to Government (G2G), and Government to Employee (G2E)(Ali and Vaquer, 2008,p.9). The goal of e-government is to share information among government organizations for performing interactions of government to Government (G2G), simplifying government transactions to citizen (G2C) and Government to Business (G2B) (Pathak, Prasad ,Singh, Nazand Smith,2006:6).Literature review of mechanisms of fighting with corruption shows that 3 dimensions of e-government will have impact on decreasing corruption. Services of e-government includes G2C and C2G (government to citizen and vice versa), G2B and B2G (government to business and vice versa), and G2G (a government organization to another government organization) (Ojha, Palvia and Gupta,2008).

*Interaction between government to government (G2G):*E-government leads to formation of functions which support inter-government operations and causes to share data and electronic interaction between government systems (Naghdifard and Hashemian, 2003).

Interaction between government and employee: Government to employee element is designed for providing information to government employees in order to access HR information like salary, personal benefits and retirement, new professional information, granted loans and other services, and related information via government intranet or private network (Feizi and Moghaddasi, 2005,p. 60).

Interactions between government and citizens: E-government should facilitate the interaction between citizens and government agents in all fields. With regard to this, citizens will electronically and directly perform their transactions and they will not deal with government organizations any longer; but they will have access to all their desired government information via a main website of department named port (Ashtiani, 2009,p.17).

Interaction between government and business: In this part the relationship between trading institutions, merchants, and business men will be shaped electronically and government bids and tenders will be placed on government package and digital tools (Naghdifard and Hashemian, 2003, pp.24-25). E-government attempts to eliminate borderlines and geographical, organizational and disciplinary frameworks and if it is utilized appropriately, it will be useful for citizens (Keraemerand& King, 2006).

E-government and enhancement of administrative health

New technologies have influenced governments' performance in the past. Anyway, incremental increase in internet application and e-commerce in private sector has placed a high pressure on governmental institutions in order to deliver their services electronically. Although e-government in the beginning was used as a means to improve general management's efficiency in the public sector, it has increasingly changed into a criteria for improving the access of citizens to government services and accelerating service delivery to citizens (Kim, Kim and Lee, 2009,p.42) and service delivery with high added value to customers and other beneficiaries (Pollitt &Bouckaert, 2000).

Utilizing e-government will help reduce corruption due to the positive impact it has on three elements of corruption (government monopoly, high discretion power of governmental employees and lack of accountability). Automatic system and decentralization in public service delivery will help reduce control from governmental officials, this helps reduce potential monopoly power of government employees. As an example, information and communication technology, through programs of e-government, will allow public institutions to pay electronically for delivered services and prevent direct access of governmental official to money.Furthermore, electronic payments remove the need to governmental participations and thus decrease the need to bribe with the aim of accelerating transactions and access to services. On the other hand, as Bhatnagar (2003) has pointed

out, some benefits of an e-government are decrease in waiting time, and increase in transparency which reduces corruption (AL-Hussaini, AL-Mutairi& Thuwaini,2013,p.33).Using automatic administrative processes through information and communication technology increase control on different occupational processes. For instance, utilizing e-government for automatizing occupational process allow citizens to control processes of performing job and to force governmental officials to explain the reasons for any kind of delay. The second way, decreasing the discretion power of public officials, is to decrease their direct contact with citizens. Citizens (and or business) are able to achieve required information and services via web programs and electronic sites. Transparency in accountability is a key element of accountability which depends on the information stream between citizens and public institutions. E-government allows citizens to ask certain standard and to monitor the quality of services by facilitating information streams through tools like internet, and this limits bribery by officials. Thus, improvement of citizens access to information will help reduce the corruption (Svensson, 2005, p.35).

Potential power of e-government for increasing transparency and fighting with corruption has gained high popularity among executives and researchers of e-government. Such transparency will be realized by more and direct access of citizens to the information relating to business which is related to citizens. Increase in transparency leads to decrease in corruption (Kim, Kim and Lee, 2009, p.42). E-government means applying technology for governmental service delivery and improvement of access to services by citizens, trading partners and employees (Silcock,2001).E-government is the power to provide new methods of public services through which the whole governmental organizations will be modernized and integrated, and deliver integrated services to citizens. In this change, transparency is emphasized as a basic motive for e-government. E-government plans have been presented to the public as a powerful outline for improving public transparency (along with internal efficiency and service delivery with quality) (Fountain, 2001; Brown, 1999).Northrup and Thorson (2003) propose productivity, transparency and revolution increase as the reasons of plans of e-government. Moreover, Mulgan (2000) points out to this point that transparency of e-government is the attempt to improve accountability and its concept is expanded and includes transparency plans in occupational processes of government. Websites and systems of e-government in comparison with previous forms of e-government infrastructures (Chadwick & May,2001) include more interactional services and not only are quick responsive to individuals' questions, but also return public trust by providing urgent information and necessary regulations (Moon, 2003).

Smith and Bertozzi (1998) explained the relationship between governments (as actors who work for citizens) and citizens (asprincipal) with the combination of principal-agent theory. Since government has more control on information stream, government members are apt to corruption. In order to limit the distance between government and governments, it is necessary to monitor the job of government and to provide necessary information to citizens about administrative processes and related consequences such as license and or applied programs.

Vishwanath and Kaufmann (1999) share this view and argue that more disclosure and information sharing, makes the public aware of political decisions of government and leads to improve government accountability (Kim, Kim and Lee, 2009,p.42).

Providing in time and more information to citizens increases government transparency and enables citizens to control government performance. Florini (2000) points that transparency help citizens understand government outcomes, because it is the government that provides necessary information for them.

Thus, e-government is viewed as a positive channel for enhancing trust in government via government accountability and citizens' empowerment. Heeks (1998) by examining 5 items of IT

and corruption of public sector reported that while IT in most cases helps identify and eliminate corruption, it is ineffective or creates new opportunities for corruption.Since corruption's root is in cultural, political, and economic situations (Wescott,2001), Heeks (1998) proposed " more comprehensive vision" which includes designing information system and other organizational and environmental conditions when executing a system for controlling corruption. Concerns about administrative corruption and e-government have been interpreted to applied strategies from some international organizations (Kim, Kim and Lee, 2009, p.42).E-government improves democratic process and service delivery to citizens. e-government delivers services appropriate to the needs and demands of citizens, makes the services available, responsibly provides information, and makes the use of scarce resources efficient and effective. E-government improves accessibility, facilities and the quality of interactions among citizens, business, and government; and improves the speed and quality of information stream. The main goal of e-government is effective service delivery to citizens (Ali and Vaquer,2008, p.9). E-government is a famous term which indicates functions such as accountability, decentralization, transparency, efficiency, effectiveness, in time service delivery, easy and quick access to governmental information (Heeks, 1998). According the above issues research framework (figure 2) has been presented:
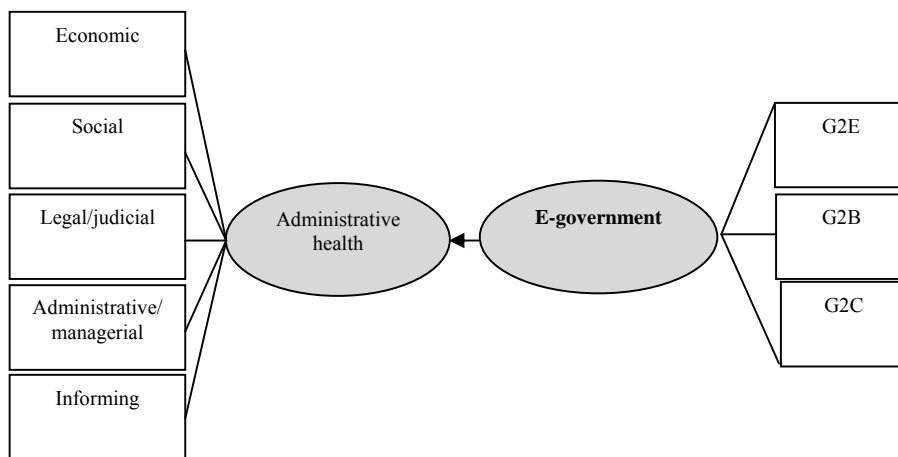

Figure 2: Conceptual model of research

Research Methodology

The present research is applied with regard to goal andit is a descriptive correlational research regarding the method of data gathering. Sample population of the present research is the employees of Kashan municipality. It is necessary to mention that Kashan municipality has 5 regions all over the town in which 165 people (clerk, expert and manager) are working. Simple random sampling has been utilized in this research and below equation has been utilized for determining the volume of sample.

$$n = \frac{(N \times Z^2\alpha / 2 \times p(1-p))}{(\varepsilon)^2 (N-1) + Z^2 a / 2 \times p(1-p)} = \frac{165 \times (1/96)^2 \times 0/5 \times 0/5}{(0/08)^2 \times 164 + (1.96)^2 \times 0/5 \times 0/5} = 79$$

Questionnaire has been used for gathering data related to each of dimensions of e-government and enhancement of administrative health. Cronbach's alpha has been employed for analyzing questionnaire items. If alpha's coefficient is over 70 percent, the test has acceptable

reliability. The results of research variables reliability are indicated in table 3 which indicate acceptable reliability of research questionnaire.

Table 3: Cronbach's Alpha coefficient of research variables

Dimensions	Element	Cronbach alpha	Cronbach alpha
e-government	government to citizens	0/745	0/72
	government to business	0/769	
	government to employees	0/69	
administrative health	economic element	0/769	0/78
	social element	0/71	
	managerial element	0/754	
	legal & judicial element	0/803	
	informing element	0/72	

Content validity was examined by interviewing with experts and professors, and their opinions were considered when designing the questionnaire. Construct validity of data gathering tool was tested via factor analysis test. Assessment indices in this test are *Kaiser-Meyer-Olkin* statistics (KMO) and Bartlett significance level. The results of this test are indicated in table 4.

Table 4: Results of factor analysis for construct validity of research variables

Variable	KMO	Bartlett significance level
Economic element	0/723	0/000
Social element	0/705	0/000
Managerial element	0/793	0/000
Legal & judicial element	0/784	0/000
Informing element	0/696	0/000
Administrative health	0/742	0/000
Government to citizens	0/667	0/000
Government to business	0/662	0/000
Government to employees	0/719	0/000
E-government	0/69	0/000

In order to support construct validity, Bartlett significance level should be something less than 5 percent and KMO statistics of this index should be over 50 percent and then we can rely on the results of construct test (Danaeifard, Hossein and Mirzaei, 2013). With regard to results, it is concluded that research variables are supported regarding construct validity. Eventually, regression has been used for data analysis.

Research findings

Majority of respondents hold bachelor's degree (41.8%), 34.2% hold associate's degree, 16.5% hold diploma's degree and 7.6% hold master's degree and higher degrees. Major of 58% of respondents is humanistic, 24.1% engineering, and 17.7% basic sciences. Furthermore, 43% are clerk, 34.2% are expert, and 22.8% are manager; and majority of respondents (59.5%) have received necessary training in IT. Majority of respondents (40.5%) have 5-10-year work experience, 10.1% below 5 years and 1.29% over 15 years.

Regression has been utilized in order to assess research hypotheses. Findings indicate that e-government explains 68% of variance of administrative health. In fact, there is positive and significant relationship between e-government and enhancement of administrative health. As observed in table 4, e-government explains 42% of the variance of economic health-administrative health (AdjR^2=0/42). It means that there is a significant relationship between predictor variable (e-government) and economic element of administrative health. Variance analysis possess significance level of 0/000 and F=19.99.

Table 5: Analyzing regression of e-government variable and administrative health

Model	R	*Coefficient of Determination*	Adjusted *Coefficient of Determination*	Estimated standard error	T	F	Sig
E-government-economic health	0/67	0/44	0/42	0/47	3/04	19/99	0/000
E-government-social health	0/35	0/13	0/09	0/55	4/13	3/57	0/02
E-government-legal & judicial health	0/65	0/42	0/39	0/59	2/59	17/92	0/000
E-government-managerial health	0/37	0/25	0/22	0/57	3/10	8/47	0/000
E-government-informing	0/50	0/14	0/10	0/47	6/54	3/99	0/01
E-government-administrative health	0/68	0/46	0/436	0/60	5/05	25/55	0/000

Also, e-government explains (AdjR^2=0/09)of variance of social health element of administrative health. Variance analysis has significance level of 0.02 and F= 3.57. In fact, e-government improves social health significantly. E-government explains 0.39 of variance of judicial health element, 0.22 of variance of managerial health element, and 0.10 of informing element of administrative health. The values of significance level, T and F have been shown in table 5. This indicates that e-government helps enhance administrative health.

The results of regression analysis of relationship between e-government and economic element of administrative health (table 6) indicate that merely two predictor variables, that is government-citizens and government- business $(\beta = 0/37, \beta = ./39)$ were significant in explanation of economic dimension of health of administrative system. Government- employees was not significant thus it was eliminated from regression equation. Therefore, there is below regression equation for economic dimension:

economic dimension= 0.37 (government to citizens)+ 0.39 (government to business)

Results from regression analysis of relationship between e-government and social element of administrative health indicate that in relationship of e-government and social health, only predictor variable of government to citizens $(\beta = 0/28)$ is significant in explaining social health. The coefficients relating to variables of government to business and government to employee is not

significant, thus they were omitted from regression equation. With regard to resulting coefficients, there is below regression equation for social health dimension:

social health= 0.28 (government to citizen)

Table 6: Results of multi-level regression test of economic dimension based on predictive variable

Dependent variable: (administrative health)	Independent variable (E-government)	Constant	Standard error	βeta	t	Sig.
Economic element	Government To Citizen	0/36	0/099	0/37	3/67	0/000
	Government To Business	0/25	0/06	0/39	3/87	0/000
	Government to Employee	0/03	0/08	0/04	0/43	0/67
Social element	Government To Citizen	0/25	0/41	0/28	2/23	0/03
	Government To Business	0/00	0/07	0/00	0/05	0/96
	Government to Employee	0/15	0/09	0/18	1/67	0/10
Managerial element	Government To Citizen	0/13	0/12	0/13	1/10	0/27
	Government To Business	0/22	0/08	0/33	2/83	0/000
	Government to Employee	0/22	0/09	0/23	2/27	0/03
Legal & judicial element	Government To Citizen	0/29	0/13	0/25	2/43	0/02
	Government To Business	0/37	0/08	0/48	4/65	0/000
	Government to Employee	0/02	0/09	0/01	0/16	0/88
Informant element	Government To Citizen	0/26	0/09	0/37	2/98	0/67
	Government To Business	0/67	0/06	-0/00	-0/02	0/98
	Government to Employee	0/67	0/08	0/00	0/67	0/98

Results from regression analysis of relationship between e-government and administrative health element and managerial health indicates that predictor variables of government to business and government to employee $(\beta = 0/33, \beta = ./23)$ are significant in explaining variance of management dimension of administrative health. The share of government to business is more. The coefficient related to the variable of government to citizens is not significant, thus it is omitted from regression equation. Now with regard to the resulting coefficients, there is below regression equation for the criterion variable (administrative and managerial health):

administrative and managerial health = 0.33 (government to business) + 0.23 (government to employee)

Results from regression analysis of relationship between e-government and administrative and managerial health element of administrative health indicate that predictor variables of government to citizen and government to business $(\beta = 0/25, \beta = ./48)$ are significant in explaining variance of legal and judicial health. The share of business variable is more. The coefficient related

to employees variable is not significant, thus it is omitted from regression equation, With regard to the resulting coefficients, there is below regression equation for legal and judicial health dimension:

legal and judicial health = 0.25 (government to citizen) + 0.48 (government to business)

Results from regression analysis of relationship between e-government and informing element of administrative health indicate that predictor variable of government to citizen explains $(\beta = 0/37)$ of variance of informing variable. Coefficients related to government to business variable and government to employee are not significant. There is below regression equation for the informing dimension:

informing= 0.37 (government to employee)

Conclusion and discussion

This research aimed to explain the role of e-government in enhancement of administrative health. The results of the study indicated that establishment of e-government in pubic organizations including municipalities, leads to enhancement of administrative health and decrease corruption in these organizations. The results of regression test indicate that the dimension of government to business (G2B) has more correlation and relationship with economic health in comparison with two other dimensions.Furthermore, e-government leads to transparency of bids and tenders processes in supplying goods and services and to reduce public costs and reform measures and processes of municipality resource through increasing participation and cooperation with private sector, facilitate relationship between trading agents in public and private sector and creating the appropriate bed for e-commerce. For this reason, this element has more effect on citizens' satisfaction and this eventually leads to enhance economic health in municipality.

Moreover, results indicate that the element of government to citizens has a positive effect on the social health. In this research e-government was studied as a means for providing citizens demands. The outcome of this hypothesis is consistent with research literature. As mentioned, one of interactional pillars of government is government to citizens (G2C),In this view, e-government leads to increase the quality of government services, concentration of government services on the needs of citizens and increase the variety of services and the ways of access to services and citizens can receive services by spending less time and cost. In line with this, Kashan municipality attempts to meet these needs by delivering some part of its services electronically on its website and starting 137 system in municipality in order to increase welfare and satisfaction of citizens when receiving services.

Government to business (G2B) has more impact on the administrative and managerial health in comparison with two other dimensions and after that the element of government to employee (G2E) has positive impact on the administrative and managerial health. Government to employee (G2E) is a relatively good method for e-learning and virtual teaching, distant teaching, knowledge management and encouragement for occupational promotion of organization employees. The element of government to employee emphasizes the skills and abilities of work force of government in order to confront the new occupational challenges the best way and improve their activity methods.But it should be noted that programs relating to empowerment of human resources of different structural positions in our country should be developed in such a way that theoretical and specialized needs of different positions of the structure of program execution including policy makers, information technology managers, and employees are met and each of these groups benefit from knowledge and skill relating to e-government according to type and nature of their activity.

The results of the test indicate that the element of government to business (G2B) have more relationships with judicial and legal health and government to citizens (G2C) has positive

correlation with judicial and legal health. Thus, exact definition and the transparency of rules and regulations, necessity of a strong executive guarantee in municipality and paying attention to that can increase transparencies in line with establishment of e-government and present a bright perspective of e-government's applications. The research findings support that the more the transparency of policies and plans in line with realization of e-government wishes increases, the easier will be the possibility of directing plans relating to the establishment of e-government and prevention from probable deviations.

Eventually, the results showed that the element of government to citizen (G2C) has positive relationship with informing and awareness. One of main wishes and goals of e-government is making the relationship of government to citizen feasible and delivering public services to citizens via information technology capabilities. In fact, when we can witness the real appearances of e-government that main application of government which is electronic interaction between government and citizens is successful. A review on scientific and scholarly findings supports that in view of IT researches and thinkers in e-government, one of the important indices influencing the establishment of e-government and its success is the factor of demand for on-line services and the existence of electronic citizen.A citizen, for whom there is the possibility of access to computer and internet, has required knowledge and skill in order to work with computer and more importantly, he has positive attitude toward information technology and its capabilities. Therefore, expanded advertisements through media, press, magazine and…, introduction of e-government's capabilities and abilities and also current activities and successes of government organizations in line with its establishment, holding conferences, speeches and seminars specifically at provincial and local level is necessary.

Recommendations

Municipality organization can make more interactions with telecommunication company in order to provide electronic network with wider band width in order not to disconnect the connection between offices and central server and to transact information quickly and with standard speed in the network in order not to observe lack of satisfaction among people and other beneficiaries and thus people do not think that traditional method is better than electronic method.

Upgrading and improving information technology is related to upgrading suitable hardware and software. It is suggested to municipality organization to attempt to provide employees with technology that is completely modern and up-to-date with regard to hardware and software.

Based on the results of this research one of the most important barriers to establish e-government in Iran is multiplicity of decision centers and dispersion of management style in decision centers which is placed at the top of factors. Existences of such factors lead to incoordination, to waste time, and to bear more costs.

Making necessary systems in order to receive people's feedback and using it in the process of planning, needs analysis, designing system, emanating existing deficiencies, and providing systems responsive to people are some solutions which are efficient in increasing administrative health and decreasing administrative corruption in municipalities.

Prevention refers to "reforms of administrative and accounting methods and provisions techniques", execution refers to "suitable keeping of records and placing them in efficient monitoring systems", access to information and empowerment refers to "increasing access to information and possibility of public monitoring in media" and "capacity building" refers to "enhancement of governance systems, and processes and providing training.When using the practical programs of e-government to fight with administrative corruption, these four strategies should be integrated in the processes of designing and execution.

References

Ashtiani,H. (2009). The impact of electronic government on actualization of the strategies of National organization for Civil Registration, Master's degree thesis,Allameh Tabatabaii University

Amirshahi, M. (2008). The role of management in the improvement of administrative health,Theran: The center for Iranian Industrial education and research

AL-Hussaini, Ahmad, AL-Mutairi,, Naser N. M. and Thuwaini, ShebiabFahad(2013),The Impact of Adopting E-Government on Reduce Administrative Corruption: Empirical Evidence from Kuwait's Public Sector, Academy of Contemporary Research Journal, 2 (2), 31-43.

Ali, muhmmad. S. ,Vaquer, John. C.(2008), Integrative E-Government, a thesis submitted in partial fulfillment of the requirement for the degree of information system science, Lulea university of technology.

APDIP (2006).Fighting corruption with e-government applications, APDIP e-Note 8. http://www.apdip.net/apdipenote/8.pdf.

Bhatnagar, S.2003. Administrative Corruption: How Does E-Government Help? Global Corruption Report 2003, Transparency International.

Brown, D. (1999). Information systems for improved performance management: Development approaches in US public agencies. In R.

Farajpour, M. (2004). Poverty, corruption and discrimination: the barriers to development in Iran, Tehran: Khadamate-e-Farhangi-e- Rasa

Feizi, K .and Moghaddasi, A. (2005). E-government, recreation of government in the information era, Tehran: Termeh publications.

Gholipour, R. (2005). Analysis of the relationship between good governing model and administrative corruption, Management Culture, 3 (10)

Heeks (Ed.), Reinventing government in the information age (pp. 321−330). New York: Routledge.

Chadwick, A., & May, C. (2001). Interaction between states and citizens in the age of the internet: "E Government" in the United States, Britain and the European Union. Paper presented at the Annual Meeting of the American Political Science Association, San Francisco, CA, August 30–September 2.

Florini, A. (2000). Does the invisible hand need a transparent glove? The politics of transparency.World Banks Annual Conference on Development Economics, 163−184.

Halchin,L.E (2004). The Coalition Provisional Authority (CPA):origin, characteristics, and International Authorities, CRS Report ofcongress, Aprils 29,2004, USA.

Heeks, R., (1998). Information technology and public sector corruption. Institute for Development Policy and Management. University of Manchester http://www.man. ac.uk/idpm/idpm_dp.htm#isps_wp.

Holden et al.(2003). Electronic Government at the local level, public performance & management Review Journal,.26 (4), 325-344.

Kim, S, Kim H J. and Lee, H (2009), An institutional analysis of an e-government system for anti-corruption: The case of OPEN, Government Information Quarterly, 26.

Kolasker.A (2008). Citizen attitudes towards E-Government & E-Government & E-Governance: a UK study, International journal of public sector Management, 21 (7), 726.

Kraemerand.K., and leslieking .J (2006). Information Technology & Adminstrative Reform: will E-Government be Different? International journal of Electronic Government Research, 2 (1), 5.

Moon, M. J. (2003). Can IT help government to restore public trust?: Declining public trust and potential prospects of IT in the public sector. Proceedings of the 36th Annual Hawaii International Conference on System Sciences.

Mulgan, R. (2000). Accountability: An ever-expanding concept? Public Administration, 78(3), 55-73.

Naghdifard Hashemian, M. (2003).The concepts of e-government. Takfa Magazine, 7.

Naghdifard Hashemian, M. (2003).The concepts of e-government. Takfa Magazine, 8.

Northrup, T. A.,& Thorson, S. J. (2003). The Web of governance and democratic accountability. Proceedings of the 36th Annual Hawaii International Conference on System Sciences.

NourMohamad A, Abdel Rahman A. Abdel Rahman, &Adam Fadlella.(2007). A Context-Based Integrative Framework for E-Government Initiatives. Government Information Quarterly.

Ojha, A. , Palvia, S. & Gupta, M. P. (2010). A Model for Impact of E-Government on Corruption: Exploring Theoretical Foundations.

Ojha, A., Palvia, Sh., & Gupta M. P.(2008), A Model for Impact of E-Government on Corruption: Exploring Theoretical Foundations, Critical Thinking in E-Governance.

Pathak, R.D., Singh, G., Belwal, R. & Smith, R.F.I. (2007).E-governance and Corruption developments and issues in Ethiopia. Public Organization Review, 7(3), 195-208.

Pollitt, C.,&Bouckaert, G. (2000). Public management reform: Oxford, Oxford University Press.

Schuppan, Tino (2009), E-Government in developing countries: Experiences from sub-Saharan Africa, Government Information Quarterly, 26.

Scott, W. R. (2001). Institutions and organizations London: Sage Publications.

Siau,K.Long.Y.(2006). Using social development lenses to understand E-Government development, Journal of Global Information Management, 4 (1), 47-62.

Silcock, R. (2001). What is e-government?.Hansard Society for Parliamentary Government, A Parliamentary Affairs, 54, 88−101.

Svensson, J. (2005). Eight questions about corruption, Journal of Economic Perspectives, 19 (3),.19-42.

Wescott, C. (2001). E-government in the Asia-Pacific region. Asia Journal of Political Science, 9(2), 1−24.

West.D (2001).Assessing E-Government: The Internet democracy and service delivery by state and federal government, Brown University Report.