

# THE CRITICAL ROLE OF CUSTOMER RELATIONSHIP MANAGEMENT IN THE CITIZENS' SELECTION OF ESEVA SERVICES

G. BHASKAR<sup>1</sup> AND DR. V. MADUSUDHANA PRASAD<sup>2</sup>

1. Ph.D Research Scholar, Rayalaseema University, Kurnool, Andhra Pradesh (PPMAN0350), 2. Professor, JNTU, Hyderabad.

**ABSTRACT:** ESeva was the first of its kind of citizen services initiated in the India at Hyderabad in the year 1999, with an objective to integrate the departmental services at single window system using Information Technology as a backbone for its implementation. The eSeva provides more than 130 G2C services to the citizens of Hyderabad and attracting number of citizens to visit eSeva center for availing services. This paper is part of the research study of the first author, presents the critical role of Customer Relationship Management (CRM) in the citizens' selection of eSeva services. The perception of citizens on two dimensions CRM and Quality was analysed and presented. The data on these two dimensions was collected from 512 citizens visiting eSeva centers in the Hyderabad, analysed using SPSS 20 and presented the results in the tables and graphical format.

**Keywords:** Citizen Services, CRM, eGovernance, eSeva, SMART

## 1. INTRODUCTION

The Government of Andhra Pradesh redefined citizen services through electronic citizen services called eSeva, using state-of-the-art technologies. ESeva is an integrated approach of service delivery to the citizens of Hyderabad. The eSeva aims to deliver the services by (a) Integration of departments - central and state governments. (b) Integration of services (c) Integration of Government-to-Citizens (G2C) and Business-to-Citizens (B2C) and (d) bringing Efficiency, Reliability, Transparency and Scalability in delivery citizen services at eSeva. ESeva first service center was initiated in the year 1999 in Banjara Hills, Hyderabad, and It was later extended services to major towns and municipalities of the state.

There are 46 eSeva centers spread across the twin cities of Hyderabad and Secunderabad, operating from 8:00 am to 8:00 pm every day and between 9:30 am and 3:30pm on holidays to provide the citizen services to the public. The centers are run by a public private partnership. These centers provide over 130 G2C and over a dozen B2C services from 16 state government departments and 10 private businesses. According to AP Government's E-Governance document, the government vision is "to provide better services to citizens by establishing Simple, Moral, Actionable, Responsive and Transparent (SMART) government and transforming itself into a leading knowledge driven economy".

The urban centers serve about 20,000 citizens on an average per day. All service counters are facilitated with an electronic queuing system. It is a one-stop-shop for citizen services. There are no jurisdiction limits, any citizen in the twin cities can avail the services at any of the eSeva service centers. Citizens are not charged for any utility payments. Payments can be made through check, demand draft, cash and credit card at all eSeva counters. Since eSeva data centers communicate with the servers of the client departments, payment particulars get updated on the department servers in real time eSeva is a unique experiment, which is essentially demand driven and genuinely customer-centric and which has benefits both for the government and the citizens. From the government's standpoint, the benefits include providing easier customer access, increasing service volume, getting better information on operations, reducing employee complaints, reducing employee time spent on non-customer activities and improving the government's image.

## 2. OBJECTIVES

The main objective of this study is to assess the perception of citizens on Customer Relationship Management at eSeva centers in providing Quality of citizen services to the public in Hyderabad. The two important dimensions such as Customer Relationship and Quality aspects was studied to know whether the citizens are availing quality services with good customer relationship management. The specific objectives of the study are:

1. To study the perception of citizens on Customer Relationship Management (CRM) at eSeva centers.
2. To study the citizens' satisfaction on the quality of services delivered by eSeva centers.

Accordingly the following Hypotheses are set for the study;

**Ho1:** Respondents' perceptions on CRM and Quality not associated with their Age category.

**Ho2:** Respondents' perceptions on CRM and Quality are not associated with Education category.

**Ho3:** Respondents' perceptions on CRM and Quality are not associated with Occupation category.

**Ho4:** CRM and Technology do not cause the respondent's perceptions on Quality.

### 3.METHODOLOGY

About 46 eSeva centers were established in Hyderabad jurisdiction to cover the urban citizens of the city. Each eSeva center was set up within 5-6 kilometres of every household, to cater the requirements of families in this jurisdiction, to make available the citizen services to the common man. Cochran's sample size formula was used to estimate the sample size  $n_1$ , which was calculated as 384. However, the study captured the responses from 512 citizens, which is  $> 384$ , considered as statistically valid sample. A representative sample was drawn from 50 percent of eSeva centers covering four regions east, west, north and south.

To study the objectives of the research problem, primary data was collected through questionnaire method. The method of investigation through a survey on citizens visited to eSeva centers in Hyderabad. The perception of citizens on eSeva centers and the data was collected using this instrument from selected citizens ( $n=512$ ) accessing the services of eSeva, randomly. The secondary data is gathered from published books, journals and websites to support the analysis of primary data.

### 4. LITERATURE REVIEW

According to Harjit Singh, Arpan Kumar Kar, and P. Vigneswara Ilavarasan (2017), an integrated framework for assessment of e-governance projects is required. The integrated framework had identified dominant constructs. For people group, these are ease of use, usefulness, user awareness & satisfaction, adoption and social benefits & influence. For institution group, these are availability & performance, management support, quality (system, service and information) and operational efficiency.

According to Chen, Yu-Che, and Michael J. Ahn (2017), the advent of online social networking services and online collaborative platforms, along with the growing trend in collaborative governance, ushers in new opportunities for relationship building between citizens and government. The contribution of apps supported by a citizens' customer relationship management (CRM) systems to facilitate the production of public service information as well as the personalization of public information and services.

Filipe Saa, , Alvaro Rochab, and Manuel Pérez Cotac, (2016) describes that to evaluate quality of local eGovernment online citizen services, needs a suitable model. Citizens expect quality public services, and their online dimension is no exception. The quality of these services should be analysed and accounted for, in order to maximize and develop strategies that improve the offered citizen services, increasing the levels of satisfaction of the citizens.

Nguyen Manh Hien (2014), describes that service quality is the highest requirement by users, especially for the service in electronic government. During the past decades, it has become a major area of academic investigation. Considering this issue, there are a lot of researches that evaluated the dimensions and e-service contexts. A new methodology in developing measurement scales of e-service quality such as information quality, service quality and organization quality. Service quality is defined under many different perspectives, based on customer's perspective, service performance, customer expectations, and perceptions of service.

### 5. DATA ANALYSIS AND DISCUSSIONS

The demographic data of respondents on Age group, Level of education of citizens, Occupation of citizens visiting eSeva are analysed and presented in the following tables and graphs.

**5.1 Age Group:** The citizen's age group was asked to know the classification of visitors to eSeva center by various age group. The responses are presented in the following table 1.

**Table 1**

	18-25 Years	26-45 Years	46-60 Years	Above 60 years	Total
Age Group	49	340	113	10	512
Total percentage	9.6	66.4	22.1	2.0	100

It is observed from the above table that the sample consists of 49 (9.6%) persons of age 18-25 years, 340 (66.4%) persons of age 26-45 years, 113 (22.1%) persons of age 46-60 years, 10 (2%) persons of age more than 60 years. It is revealed from the above table that sample is dominated by persons of age 26-45 years and followed by 46-60 years.

**5.2 Level of Education:** The citizen's education qualification was asked to know the classification of visitors to eSeva center by level of education. The responses are presented in the following table 2.

**Table 2**

	Illiterate	Up to SSC	Intermediate/ Diploma	Degree	Post Graduate	Total
Level of Education of visitors	27	29	67	290	99	512
Total percentage	5.3	5.7	13.1	56.6	19.3	100

It is observed from the above table that the sample consists of 27 (5.3%) citizens are illiterate, 29 (5.7%) of citizens are studied up to SSC, 67 (13.1%) of citizens are having Intermediate/diploma qualifications, 290 (56.6%) of citizens are graduates and 99 (19.3%) of citizens are post graduates. It is revealed from the above table that sample is dominated by citizens having degree qualifications. However the sample represents illiterates to post graduates.

**5.3 Level of Occupation:** The citizen's occupation was asked to know the classification of visitors to eSeva center by level of occupation. The responses are presented in the following table 3.

**Table 3**

	Govt./Semi Govt.	Private	Professional	Business	Student	Others	Total
Occupation of the visitor	66	211	21	94	72	48	512
Total percentage	12.9	41.2	4.1	18.4	14.1	9.4	100

It is observed from the above table that the sample consists of 66 (12.9%) citizens are government/semi government employees, 211 (41.2%) of citizens are private employees, 21 (4.1%) of citizens are from professional services, 94 (18.4%) of citizens are from business, 72 (14.1%) of citizens are students and 48 (9.4%) belongs to others. It is revealed from the above table that sample is dominated by citizens from private occupation (41.2%). However the sample represents from all types of occupation.

#### 5.4 Testing of Hypothesis

The following is the presentation of results of the data analysis done to resolve each of the hypotheses, giving details of statistical tests used, the results of the analysis, and final status of the hypotheses formulated as above. To test the hypothesis, anova and regression tests were run on SPSS V20.

##### Hypothesis 1

**Null Hypothesis:** Respondents' perceptions on CRM and Quality are not associated with their Age category.

**Alternative Hypothesis:** Respondents' perceptions on CRM and Quality are associated with Age category.

The above hypothesis, anova tests were run on SPSS V20. The results are reproduced in the following table.

Table 4 - ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Quality	Between Groups	30.576	3	10.192	1.391	.245(ns)
	Within Groups	3721.391	508	7.326		
	Total	3751.967	511			
CRM	Between Groups	34.830	3	11.610	1.130	.336 (ns)
	Within Groups	5220.662	508	10.277		
	Total	5255.492	511			

The sig. values ( p-values) of F-statistics relating to Quality and CRM are greater than 0.05. They are marked '(ns)'. They are non-significant, meaning that Age is not associated with the public's perceptions on those variables. Hence null hypothesis is accepted in respect of the aforesaid variables.

Status of Hypothesis 1 after Analysis

Variables	Which Hypothesis is accepted
Quality and CRM	Null Hypothesis is accepted

## Hypothesis 2

**Null Hypothesis:** Respondents' perceptions on CRM and Quality are not associated with Education category.

**Alternative Hypothesis:** Respondents' perceptions CRM and Quality are associated with Education categories.

To resolve the above hypothesis, F-tests were run and the results of the same are presented below table. CRM and Quality are taken as dependent variables and Education as independent variable (factor).

Table 5 – ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Quality	Between Groups	81.244	4	20.311	2.805	.025
	Within Groups	3670.723	507	7.240		
	Total	3751.967	511			
CRM	Between Groups	75.732	4	18.933	1.853	.117 (ns)
	Within Groups	5179.761	507	10.216		
	Total	5255.492	511			

The sig.values ( p-values) of F-statistics relating to CRM is greater than 0.05. Hence the null hypothesis is accepted in respect of CRM meaning that education category is not associated with the public's perceptions on the foregoing variable.

But, in respect of public's perceptions on Quality of eSeva services vary significantly by the education category to which they belong. This is known from sig. value ( p-value) of F-statistic, which is less than 0.05. Hence, with regard to this variable, null hypothesis rejected.

## Status of Hypothesis 2 after Analysis

Variables	Which Hypothesis is accepted
CRM	Null Hypothesis is accepted
Quality	Null Hypothesis is rejected.

**Hypothesis 3**

**Null Hypothesis:** Respondents' perceptions on CRM and Quality are not associated with Occupation category.

**Alternative Hypothesis:** Respondents' perceptions on CRM and Quality are associated with Occupation category.

To resolve the above hypothesis, Anova tests were run on SPSS V20. The results of the tests are presented in the following table. Occupation category was treated as independent variable (factor) and research variables, Quality and CRM were taken as dependent variables.

Table 6 – ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Quality	Between Groups	69.315	5	13.863	1.905	.092(ns)
	Within Groups	3682.651	506	7.278		
	Total	3751.967	511			
CRM	Between Groups	23.937	5	4.787	.463	.804(ns)
	Within Groups	5231.556	506	10.339		
	Total	5255.492	511			

The sig. values (p-values) of F-statistics relating to Quality and CRM are greater than 0.05 and thus non-significant. It means that occupation category is not associated with public's perceptions on those variables. Hence, null hypothesis is accepted in respect of those foregoing variables.

## Status of Hypothesis 3 after Analysis

Variables	Which Hypothesis is accepted
Quality and CRM	Null Hypothesis is accepted

**Hypothesis 4**

**Null Hypothesis:** CRM and Technology do not cause the respondent's perceptions on Quality.

**Alternative Hypothesis:** CRM and Technology cause the respondent's perceptions on Quality.

This research attempted to investigate if respondents' perceptions on CRM and Technology cause the perceptions on Quality. Towards understanding this, multiple regression analysis was run with Quality as dependent variable and CRM and Technology as independent variables. The results of the analysis are presented in Model Summary, Anova and Coefficients tables below.

The model summary table shows a value of .265 as Adjusted R Square which is not big enough for the model to be considered to be a good fit. But the Anova table 4.25 shows a p-value of 0.000, which means that model cannot be rejected as a whole and at least, one variable must be a significant causal variable.

**Table 7 - Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.518 <sup>a</sup>	.268	.265	2.322

a. Predictors: (Constant), Technology, CRM

**Table 8 - ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1006.529	2	503.264	93.304	.000 <sup>b</sup>
	Residual	2745.438	509	5.394		
	Total	3751.967	511			

a. Dependent Variable: Quality

b. Predictors: (Constant), Technology, CRM

**Table 9 - Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.106	1.449		11.116	.000
	CRM	.417	.033	.493	12.708	.000
	Technology	.276	.036	.295	7.610	.000

a. Dependent Variable: Quality

The coefficients table shows unstandardized betas of 0.417 (0.000) and 0.276 (0.000) for CRM and Technology respectively. This means that both CRM and Technology significantly contribute to the perceptions on the Quality of eSeva services. Hence, null hypothesis is rejected. In the case of neither of the variables, null hypothesis could be accepted.

Status of Hypothesis 4 after Analysis

Dependent Variables	Independent Variables	Hypothesis is accepted
Quality	CRM and Technology	Null Hypothesis is rejected.

### 5.5 Frequency Analysis and Findings

The frequency analysis was carried out on the CRM and Quality dimensions on a five point scale. The first dimension of the study is “Customer Relationship Management at eSeva centers”. In this dimension, the citizen’s responses are collected on five scale in the form of Strongly Disagree, Disagree, Neither Agree nor Disagree, Agree and Strongly Agree. The perception of citizens were captured on six statements in this dimension; a) Fair treatment of staff at eSeva centers b) Accurate and consistent information

provided by staff at eSeva centers c) Dependence on agents required to avail services at eSeva d) Stress and anxiety free services at eSeva e) Grievance handling mechanism is very appreciable at eSeva center f) Guidance for senior citizens and illiterates is available at eSeva centers. The perception of citizens on the above statements was analysed and presented in the following tables and graphs.

**Fair treatment of staff at eSeva centers:** The citizens were asked about whether fair treatment of staff can be seen at eSeva center. The perception of citizens were captured on this statement. The responses are presented in the following table 10.

**Table 10**

STATEMENT	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
Fair treatment of staff at eSeva centers	0	0	23	429	60	512
Total percentage	0	0	4.5	83.8	11.7	100

It is observed from the above table that the 60 citizens Strongly Agree (11.7%), 429 citizens Agree (83.8%), Neither Agree nor Disagree by 23 citizens (4.5%) on the statement "Fair treatment of staff at eSeva centers". And no citizens were disagree and strongly disagree on this statement. It is reveals from the above table that the perception of citizens on the statement strongly agree and agree together shows 95.5%, which indicates that fair treatment of staff can be seen at eSeva centers. However, 4.5% of citizens were neither agree nor disagree on this statement.

**Accurate and consistent information provided by staff at eSeva centers:** The citizens were asked about whether fair treatment of staff can be seen at eSeva center. The perception of citizens were captured on this statement. The responses are presented in the following table 11.

**Table 11**

STATEMENT	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
Accurate and consistent information provided by staff at eSeva centers	0	8	63	260	181	512
Total percentage	0	1.6	12.3	50.8	35.4	100

It is observed from the above table that the 181 citizens Strongly Agree (35.4%), 260 citizens Agree (50.8%), Neither Agree nor Disagree by 63 citizens (12.3%) and 8 citizens were disagree on the statement "Accurate and consistent information provided by staff at eSeva centers". And no citizens were strongly disagree on this statement. It is reveals from the above table that the perception of citizens on the statement strongly agree and agree together shows 86.2%, which indicates that accurate and consistent information provided by staff at eSeva centers. However, 12.3% of citizens were neither agree nor disagree on this statement.

**Dependence on agents required to avail services at eSeva center:** The citizens were asked about whether dependence on agents required to avail services at eSeva center. The perception of citizens were captured on this statement. The responses are presented in the following table 12.

**Table 12**

STATEMENT	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
Dependence on agents required to avail services at eSeva center	0	112	244	136	20	512
Total percentage	0	21.9	47.7	26.6	3.9	100

It is observed from the above table that the 20 citizens Strongly Agree (3.9%), 136 citizens Agree (26.6%), Neither Agree nor Disagree by 244 citizens (47.7%) and 112 citizens (21.9%) were disagree on the statement “Dependence on agents required to avail services at eSeva center”. And no citizens were strongly disagree on this statement. It is reveals from the above table that the perception of citizens on the statement disagree and neither agree nor disagree together shows 69.6%, which indicates that dependence on agents required to avail services at eSeva is minimum.

**Stress and anxiety free services at eSeva:** The citizens were asked about whether stress and anxiety free services can avail by citizens at eSeva center. The perception of citizens were captured on this statement. The responses are presented in the following table 13.

Table 13

STATEMENT	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
Stress and anxiety free services at eSeva	0	4	53	286	169	512
Total percentage	0	0.8	10.4	55.9	33.0	100

It is observed from the above table that the 169 citizens Strongly Agree (33%), 286 citizens Agree (55.9%), Neither Agree nor Disagree by 53 citizens (10.4%) and 4 citizens (0.8%) were disagree on the statement “Stress and anxiety free services at eSeva”. And no citizens were strongly disagree on this statement. It reveals from the above table that the perception of citizens on the statement strongly agree and agree together shows 88.9%, which indicates that stress and anxiety free services can be avail by citizens at eSeva centers.

**Grievance handling mechanism is very appreciable at eSeva center:** The citizens were asked about grievance handling mechanism is very appreciable at eSeva center. The perception of citizens were captured on this statement. The responses are presented in the following table 14.

Table 14

STATEMENT	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
Grievance handling mechanism is very appreciable at eSeva center	0	63	152	230	67	512
Total percentage	0	12.3	29.7	44.9	13.1	100

The above table shows that 230 citizens (44.9%) do agree to the statement, “Grievance handling mechanism is very appreciable at eSeva center”. Further, 67 citizens (13.1%) do strongly agree with the aforesaid statement. And 29.7 percent of the citizens (152) neither agree nor disagree, and 63 citizens (12.3%) disagree and no citizens says strongly disagree with the statement. It revealed from the above table is that only 58% of citizens were satisfied with grievance handling mechanism adopted by the eSeva center.

**Guidance for senior citizens and illiterates is available at eSeva center:** The citizens were asked about guidance for senior citizens and illiterates is available at eSeva center. The perception of citizens were captured on this statement. The responses are presented in the following table 15.

Table 15

STATEMENT	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
Guidance for senior citizens and illiterates is available at eSeva center	0	58	82	204	168	512



Total percentage	0	11.3	16.0	39.9	32.8	100
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It is observed from the above table that the 168 citizens Strongly Agree (32.8%), 204 citizens Agree (39.9%), Neither Agree nor Disagree by 82 citizens (16%) and 58 citizens (11.3%) were disagree on the statement “Guidance for senior citizens and illiterates is available at eSeva center”. And no citizens were strongly disagree on this statement. It reveals from the above table that the perception of citizens on the statement strongly agree and agree together shows 72.7%, which indicates that guidance for senior citizens and illiterates is available at eSeva centers.

The second dimension of the study is “Quality of service at eSeva centers”. In this dimension, the citizen’s responses are collected on five scale in the form of Strongly Disagree, Disagree, Neither Agree nor Disagree, Agree and Strongly Agree. The perception of citizens were captured on eight statements in this dimension; a) Speedy transactions takes place at eSeva centers b) Clear, simple processes and procedures are established c) Transparency of information maintained at eSeva center d) Error free transaction can be seen at eSeva center e) No corruption occurs in the transactions at eSeva f) Simple design and layout of forms g) Confidentiality and security of transacted data can be seen at eSeva h) Officers can be held for accountability of the transaction. The perception of citizens on the above statements was analysed and presented in the following tables and graphs.

**Speedy transactions takes place at eSeva centers:** The citizens were asked about whether speedy transactions takes place at eSeva center. The perception of citizens were captured on this statement. The responses are presented in the following table 16.

**Table 16**

STATEMENT	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
Speedy transactions takes place at eSeva centers	0	0	2	195	315	512
Total percentage	0	0	0.4	38.1	61.5	100

It is observed from the above table that the 315 citizens Strongly Agree (61.5%), 195 citizens Agree (38.1%), Neither Agree nor Disagree by 2 citizens (0.4%) on the statement “Speedy transactions takes place at eSeva centers”. And no citizens disagree and strongly disagree on this statement. It is reveals from the above table that the perception of citizens on the statement strongly agree and agree together shows 99.6%, which indicates that the speedy transactions takes place at eSeva centers. The automated digital services helps in speedy transactions at eSeva centers that helps citizens can avail the services at their own free and convenient time which leads to no wages loss to the citizens.

**Clear, simple processes and procedures are established:** The citizens were asked about whether clear, simple processes and procedures are established at eSeva center. The perception of citizens were captured on this statement. The responses are presented in the following table 17.

**Table 17**

STATEMENT	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
Clear, simple processes and procedures are established	0	0	5	465	42	512
Total percentage	0	0	1.0	90.8	8.2	100

It is observed from the above table that the 42 citizens Strongly Agree (8.2%), 465 citizens Agree (90.8%), Neither Agree nor Disagree by 5 citizens (1.0%) on the statement “Clear, simple processes and procedures are established at eSeva centers”. And no citizens disagree and strongly disagree on this statement. It is reveals from the above table that the perception of citizens on the statement strongly agree and agree together shows 99%, which indicates that the clear, simple processes and procedures are established at eSeva centers. The processes adopted by the eSeva center are simple in nature and easy to avail the transactions by all citizens.

**Transparency of information maintained at eSeva center:** The citizens were asked about whether transparency of information maintained at eSeva center. The perception of citizens were captured on this statement. The responses are presented in the following table 18.

Table 18

STATEMENT	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
Transparency of information maintained at eSeva center	0	2	25	449	36	512
Total percentage	0	0.4	4.9	87.7	7.0	100

It is observed from the above table that the 36 citizens Strongly Agree (7%), 449 citizens Agree (87.7%), Neither Agree nor Disagree by 25 citizens (4.9%), 2 citizens (0.4%) disagree on the statement “Transparency of information maintained at eSeva center”. And no citizens strongly disagree on this statement. It is reveals from the above table that the perception of citizens on the statement strongly agree and agree together shows 94.7%, which indicates that the transparency of information maintained at eSeva centers.

**Error free transaction can be seen at eSeva center:** The citizens were asked about whether error free transaction can be seen at eSeva center. The perception of citizens were captured on this statement. The responses are presented in the following table 19.

Table 19

STATEMENT	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
Error free transaction can be seen at eSeva center	0	0	51	425	36	512
Total percentage	0	0	10.0	83.0	7.0	100

It is observed from the above table that the 36 citizens Strongly Agree (7%), 425 citizens Agree (83%), Neither Agree nor Disagree by 51 citizens (10%) on the statement “Error free transaction can be seen at eSeva center”. And no citizens were disagree and strongly disagree on this statement. It is reveals from the above table that the perception of citizens on the statement strongly agree and agree together shows 90%, which indicates that the error free transaction can be seen at eSeva centers.

**No corruption occurs in the transactions at eSeva center:** The citizens were asked about whether any corruption occurs in the transactions at eSeva center. The perception of citizens were captured on this statement. The responses are presented in the following table 20.

Table 20

STATEMENT	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
No corruption occurs in the transactions at eSeva center	0	0	32	231	249	512
Total percentage	0	0	6.3	45.1	48.6	100

It is observed from the above table that the 249 citizens Strongly Agree (48.6%), 231 citizens Agree (45.1%), Neither Agree nor Disagree by 32 citizens (6.3%) on the statement “No corruption occurs in the transactions at eSeva center”. And no citizens were disagree and strongly disagree on this statement. It is reveals from the above table that the perception of citizens on the statement strongly agree and agree together shows 93.7%, which indicates that there is no corruption occurs in the transactions at eSeva centers.

**Simple design and layout of forms:** The citizens were asked about whether any corruption occurs in the transactions at eSeva center. The perception of citizens were captured on this statement. The responses are presented in the following table 21.

Table 21

STATEMENT	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
Simple design and layout of forms	0	1	9	257	245	512
Total percentage	0	0.2	1.8	50.2	47.9	100

It is observed from the above table that the 245 citizens Strongly Agree (47.9%), 257 citizens Agree (50.2%), Neither Agree nor Disagree by 9 citizens (1.8%), 1 citizen disagree (0.2%) on the statement “Simple design and layout of forms”. And no citizens were strongly disagree on this statement. It is reveals from the above table that the perception of citizens on the statement strongly agree and agree together shows 98.1%, which indicates that there simple design and layout of forms are helping citizens to avail services very easily at eSeva centers.

**Confidentiality and security of transacted data can be seen at eSeva center:** The citizens were asked about whether any corruption occurs in the transactions at eSeva center. The perception of citizens were captured on this statement. The responses are presented in the following table 22.

Table 22

STATEMENT	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
Confidentiality and security of transacted data can be seen at eSeva center	0	9	60	374	69	512
Total percentage	0	1.8	11.7	73.0	13.5	100

It is observed from the above table that the 69 citizens Strongly Agree (13.5%), 374 citizens Agree (73%), Neither Agree nor Disagree by 60 citizens (11.7%), 9 citizen disagree (1.8%) on the statement “Confidentiality and security of transacted data can be seen at eSeva center”. And no citizens were strongly disagree on this statement. It is reveals from the above table that the perception of citizens on the statement strongly agree and agree together shows 86.5%, which indicates that confidentiality and security of transacted data can be seen at eSeva centers.

**Officers can be held for accountability of the transaction:** The citizens were asked about whether officers can be held for accountability of the transactions at eSeva center. The perception of citizens were captured on this statement. The responses are presented in the following table 23.

Table 23

STATEMENT	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
Officers can be held for accountability of the transaction	0	0	45	205	262	512
Total percentage	0	0	8.8	40.0	51.2	100

It is observed from the above table that the 262 citizens Strongly Agree (51.2%), 205 citizens Agree (40%), Neither Agree nor Disagree by 45 citizens (8.8%) on the statement “Officers can be held for accountability of the transaction”. And no citizens were disagree and strongly disagree on this statement. It is reveals from the above table that the perception of citizens on the statement strongly agree and agree together shows 91.2%, which indicates that officers can be held for accountability of the transactions takes place at eSeva centers.

## 6. CONCLUSION

The results of the study shows that the personnel working at eSeva maintains a very good relationship with the citizens who were visiting to avail the services from eSeva centers. The study indicates that the fair treatment of staff and guidance for old age persons can be seen at eSeva centers, so that the citizens can avail the services without any stress and anxiety. And, the citizens are getting accurate and consistent information from eSeva staff and dependency on the agents also minimised. Overall the customer relationship management of eSeva centers are very good and impressive, which leads to the delivery of services with high satisfaction and quality. The quality of services are ensured with error free transactions, simple, clear processes, transparency of information, simple formats and secured transaction data with confidentiality. The perception of citizen services with reference to the customer relationship management and quality is very good, without any bias on their age, education, occupation. The study also reveals that the quality of services largely associated with customer relationship management of eSeva centers.

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