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## E-Government Infrastructure, and E-Government Implementation Process, to Implication of E-government Benefits in Public Services

Disson Muhammad Fauzi<sup>1</sup>, Triyuni Soemartono<sup>2</sup>, Johannes Basuki<sup>3</sup>, T. Herry Rachmatsyah<sup>4</sup>

### Abstract

*In this era of media convergence with rapid technological development, broadcasting practitioners are faced with the problem of how to use new technologies to enhance news dissemination and turn dilemmas into opportunities. This study uses media convergence theory and Chinese broadcasting theory to conduct a collective case study of positive examples of barrier-breaking, analyzing different presenters and their programs. It analyses the impact of changes in how audiences receive information, the relative lag in the speed of communication, the limitations of the form of communication, and the decline in the influence of communication on the communication of broadcasters and presenters. It puts forward positive suggestions in terms of guiding public opinion, strengthening one's influence, adapting to the form of communication, and transforming the language style. This will inform the career development of radio and television industry practitioners in the era of media convergence.*

**Keywords:** Employee Performance, E-Government Infrastructure, E-Government Implementation Process, E-Government Benefits in Public Services (Z).

### Introduction

This study examines the performance of civil servant employees in providing public services using e-government policies made by the government of provincial so that public services provided to the community can be satisfying and beneficial in the process of business activities and other community activities.

The demand for performance and work achievement is a necessity because it is the only indicator of the success of an organization (Efendi, et, al., 2020). Employee performance cannot be pursued from one side, namely employees alone, but is also driven by external factors, namely the environment and the organization itself. The organization must have procedures for maintaining and developing employees, starting from the recruitment period to termination of employment. Thus, employees will naturally position themselves according to the expectations of the organization. An employee tends to perform because the organization demands it. The meaning of demanding shows that the organization is obliged to maintain, develop, supervise and control, assess, and appreciate it (Kim & Jang, 2020). In other words, to get employees with performance and integrity, a systematic management effort is needed that accommodates the formation of work quality, including the role of leadership.

Performance is not limited to completing a job. Performance is a combination of organizational

<sup>1</sup> Universitas Prof. Dr.Moestopo (Beragama), Jakarta, Indonesia, Email: [Disson.muhammad@dsn.moestopo.ac.id](mailto:Disson.muhammad@dsn.moestopo.ac.id)

<sup>2</sup> Universitas Prof. Dr.Moestopo (Beragama), Jakarta, Indonesia, Email: [triyuni@dsn.moestopo.ac.id](mailto:triyuni@dsn.moestopo.ac.id),

<sup>3</sup> Universitas Prof. Dr.Moestopo (Beragama), Jakarta, Indonesia, Email: [basukijohanes49@gmail.com](mailto:basukijohanes49@gmail.com)

<sup>4</sup> Universitas Prof. Dr.Moestopo (Beragama), Jakarta, Indonesia, Email: [herry.rachmatsyah@dsn.moestopo.ac.id](mailto:herry.rachmatsyah@dsn.moestopo.ac.id)



citizenship behavior and counterproductive work behavior (Rotundo and Sackett, 2002). Organizational citizenship behavior means achieving organizational goals by contributing positively to the social and psychological environment. These actions include efforts to protect the organization from harm, provide advice, and spread good things (Podsakoff, MacKenzie, Paine, and Bachrach, 2000). Meanwhile, counterproductive behavior means the opposite. This behavior is detrimental to the welfare of the organization or its members (deviance). Examples of this behavior are absenteeism, production deviations, workplace aggression, theft, sabotage, and fraud (Berry, Ones, and Sackett, 2007; Bennett and Robinson, 2000). Both of these behaviors can vary independently of each other and affect employee performance outcomes (Dalal, 2005).

Based on the Resource-Based View Theory (Barney, 1991), human resources in an organization are viewed as assets/capital, not just as a factor of production. Human resources in organizations, both private and government, are very important in determining success and service to the community. Thus, human resources play an important role in achieving organizational goals.

Resource-based Theory emphasizes various resources that can produce competitive advantages. In general, competitive advantages are obtained through the combination and integration of a set of resources owned (Barney, 1991).

Public service theory is used as a middle theory. Lachman and Buchanan stated that staff in the public sector are less satisfied with their jobs. Employees working in local government are less satisfied with their leaders and the way they manage the organization (Buchanan, 1974; Lachman, 1985). They are dissatisfied with the way the organization aligns the leader's perspective with that of his subordinates to achieve goals, through high work performance, loyalty, dedication, guidance, direction, motivation, and good coordination (Paais, et.al. 2020).

Organizational behavior theory is used as a middle theory in this study. Robbins et al. (2013) stated that organizational behavior is a field of study that investigates the influence of individuals, groups, and structures on behavior within organizations for the purpose of applying knowledge to improve organizational effectiveness. In essence, organizational behavior is a field of science that studies the behavior of people in an organization and how that behavior affects organizational performance. Furthermore, Robbins et al. (2013) explained that organizational behavior is very specifically focused on work-related situations, namely behavior in relation to work, work, absenteeism, employee turnover, productivity, employee performance, and management.

The performance of employees in the City/Regency government in West Java is seen from the achievement of the Minimum Service Standard (SPM) target. The Minimum Service Standard according to the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 59 of 2021 concerning the Implementation of Minimum Service Standards is a provision regarding the type and quality of Basic Services which are Mandatory Government Affairs that every citizen has the right to obtain at a minimum.

The performance value of health service employees in districts/cities in West Java in 2022 has increased again. The lowest score was obtained by Bekasi Regency at 68, which in the previous year reached 90. The areas that achieved the optimal score were Bogor City and Regency.

## **Method**

The population in this study were SPM program managers at the District and City Health

Services in West Java. There are 12 SPM program managers in each district and city, so the population in this study is 180 people.

The research method used in this research is quantitative methods, data collected was taken from 180 SPM program managers at the District and city. Data regarding using a questionnaire instrument, employee performance variables (X1), E-Government Infrastructure (X2), E-Government implementation process (Y), and e-government benefits in public services (Z). The population is 180 people and all of them are used as samples using the census method. The results of the study indicate that the variables of employee performance (X1), E-Government Infrastructure (X2), E-Government implementation process (Y), and e-government benefits in public services (Z) in order to test the model that has been prepared in the chapter III and based on the study in chapter II. To provide a more detailed picture of the results of data processing, the research findings are presented first.

At this verification stage, the focus is on developing a structural equation model whose hypotheses are tested using the SEM-PLS approach. This SEM-PLS method is capable of estimating complex models, involving many constructs, indicator variables, and structural paths without requiring distribution assumptions on the data. The initial SEM-PLS model representation used in this research was estimated using the SmartPLS 3.0 software application.

Based on the results of research regarding ", the following results were obtained: **Evaluation of Improving the Employee performance, E-Government Infrastructure, and E-Government implementation process, to Implication of E-government Benefits in Public Services** “.

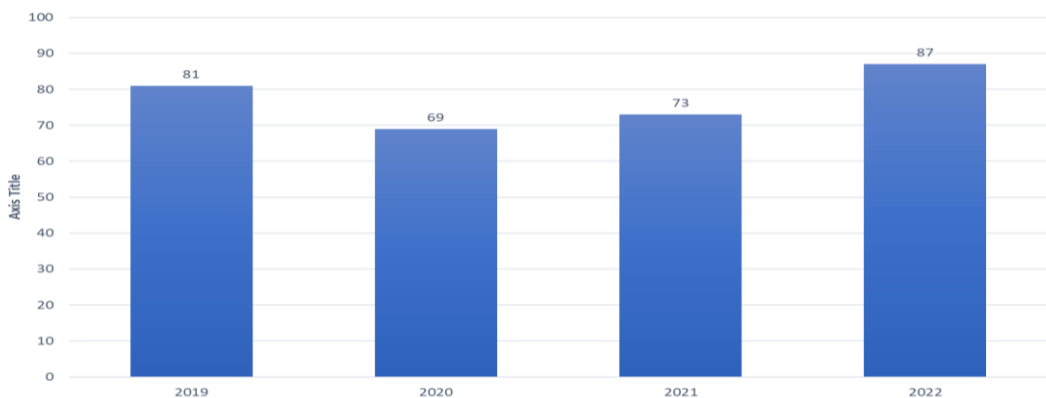


Figure 1. Summary of Government Employee Performance Assessment of West Java Province in 2022

Source: West Java Provincial Government 2022

Figure 1.1 Overview of Employee Performance in West Java in the Period 2019-2022

Based on Figure 1.1 above, it can be concluded that the 2019 West Java Regency/City Employee Performance score was not optimal and was at 81. In 2020, there was a decline in performance to 69 due to the pandemic and the WFH (Work From Home) policy which generally reduced employee performance and productivity. In 2021, there was an increase to 73. And increased again in 2022 by 87. However, this result is not considered optimal because it has not reached 100. Mastery of technology is an important aspect in improving performance, including public services. Reform and modernization are government priorities, including issues of efficiency, effectiveness, transparency, quality of public services, accountability, and more democratic

participation, including the use of ICT (Information and Communication Technology) (Barbossa, et.al. 2013; Heeks 2002). The use of ICT changes the process of government, modernizes management, and provides better public services and plays a significant role in improving efficiency and performance in the public sector (Fountain 2001; Pavlichev and Garson 2004). The use of ICT in various government sectors and public services indicates the implementation of e-government (Barbosa, et.al. 2013). E-government affects all government agencies and functions that begin to focus on the needs of citizens (Pavlichev and Garson 2004), thus becoming an important factor in the process of changing the paradigm of public sector efficiency and encouraging more efficient and cheaper processes.

### **Specific Objectives**

- 1) Describe the picture of employee performance (X1), E-Government Infrastructure (X2), E-Government implementation process (Y), and e-government benefits in public services (Z) of employees in district/city government
- 2) Determine the influence of employee performance of employees in district/city government on the E-Government implementation process
- 3) Determine the influence of the E-Government implementation process of district/city government employees on e-government benefits in public services
- 4) Determine the influence of employee performance, E-Government Infrastructure, E-Government implementation process (Y), and e-government benefits in public services (Z) both directly and indirectly
- 5) Determine the influence of employee performance, E-Government Infrastructure, E-Government implementation process (Y), and e-government benefits in public services (Z) both partially and individually.

### **Literature Review**

#### ***Employee Performance***

Dini Yunita Ayundasari, Master of Human Resource Management Universitas Brawijaya Malang, Achmad Sudiro Dodi Wirawan Irawanto, Improving Employee Performance Through Work Motivation and Self-Efficacy Mediated by Job Satisfaction Journal of Applied Management (JAM) Volume 15 Number 4, December 2020 Indexed in Google Scholar, Faculty of Economics and Business Universitas Brawijaya Malang, that Performance is a universal concept that is an operational efficiency of an organization, part of the organization, and its employees based on predefined standards and criteria. Bernadin (2020) explains that a person's performance can be measured based on 6 criteria generated from the work in question. Those six criteria are quality, the level in which the final result is almost perfect, in meeting the objectives expected by the company. Quantity is the amount generated by work activity, such as the number of rupiahs, the number of units, and the number of cycles of activities you have completed.

Timeli-Job Performance Bernardin dan Russel (dalam Ruky, 2022:15) provides the following definition or performance: "Performance is defined as the record of outcomes produced on a specified job function or activity during the period.

## **E-Government policies**

The implementation of e-government in developing countries offers significant benefits to governments, citizens, and the business sector. Here are some of the key benefits that have been identified through various studies and scientific publications:

### **1. Increased Efficiency and Effectiveness of Public Services**

E-government enables the automation of administrative processes, which reduces the time and costs required to provide public services. A study by Bwalya et al. (2014) showed that the implementation of e-government in Zambia successfully increased the efficiency of government operations and reduced excessive bureaucracy. In addition, a study by Heeks (2002) emphasized that e-government can reduce corruption by increasing transparency in government processes.

### **2. Increased Transparency and Accountability**

By making information available online, e-government increases the transparency of government operations. A study by Shim and Eom (2008) found that e-government contributed to increased government accountability in South Korea by allowing citizens to easily access public information. Similarly, a study by Bannister and Connolly (2011) highlighted that e-government can increase public trust in government through increased transparency.

### **3. Increasing Citizen Participation**

E-government provides a platform for citizens to participate in the decision-making process through e-participation. A study by Macintosh (2004) identified different levels of e-participation that can increase citizen involvement in governance. In addition, a study by Ferro et al. (2013) showed that e-participation can improve the quality of democracy by enabling broader and more inclusive participation.

### **4. Reducing Operational Costs**

The implementation of e-government can reduce government operational costs by reducing the need for human and material resources. A study by Ndou (2004) emphasized that e-government can generate significant cost savings through operational efficiency. In addition, a study by Gil-Garcia and Pardo (2005) showed that e-government can improve cost efficiency in the provision of public services.

### **5. Improving the Quality of Public Services**

E-government enables the provision of more responsive and citizen-oriented public services. A study by Carter and Belanger (2005) found that the quality of e-government services has a positive effect on citizen satisfaction. In addition, a study by Shareef et al. (2011) showed that the quality of e-government services affects citizens' intentions to adopt the service.

### **6. Economic Empowerment and Increased Competitiveness**

E-government can support economic growth by creating a more conducive business environment. A study by Srivastava and Teo (2007) showed that e-government contributes to increasing national competitiveness by increasing efficiency and transparency. In addition, a study by Mimbi and Bankole (2016) found that e-government has a positive impact on economic growth in African countries.

Overall, the implementation of e-government in developing countries offers various benefits that

can improve government performance, empower citizens, and support economic growth. However, to achieve these benefits, a strong commitment is needed from the government and other stakeholders to overcome existing challenges and ensure effective and sustainable e-government implementation.

### **Challenges in Implementing E-Government**

The implementation of e-government in developing countries faces various challenges that can hinder the effectiveness and sustainability of digital services. Here are some of the main challenges that are often faced:

#### **1. Limited Information and Communication Technology (ICT) Infrastructure**

Adequate ICT infrastructure is an important prerequisite for implementing e-government. However, many developing countries face limitations in terms of internet access, network quality, and availability of adequate hardware. A study by Dada (2006) revealed that one of the main causes of e-government failure in developing countries is the lack of adequate ICT infrastructure. In addition, a study by Heeks (2002) emphasized that the digital divide between urban and rural areas exacerbates the problem of accessibility of e-government services.

#### **2. Low Digital Literacy Levels Among the Community**

Low digital literacy is a significant barrier to e-government adoption. Many citizens in developing countries lack basic computer or internet skills, which prevents them from utilizing digital services. A study by Carter and Belanger (2005) showed that perceived ease of use and trust in technology influenced citizens' intention to adopt e-government. In addition, a study by Alateyah et al. (2013) found that lack of digital literacy hindered citizens' participation in e-government services in Saudi Arabia.

#### **3. Cultural Barriers and Resistance to Change**

Cultural aspects and resistance to change are also challenges in implementing e-government. Hierarchical and bureaucratic organizational cultures can hinder innovation and adoption of new technologies. A study by Weerakkody et al. (2011) highlighted that resistance to change and lack of commitment from top management are barriers to implementing e-government in developing countries. In addition, a study by Reffat (2003) emphasized the importance of considering cultural factors in planning and implementing e-government to ensure the success of the program.

These challenges can be overcome with a holistic approach involving improving ICT infrastructure, digital literacy education programs, and changing organizational culture that supports innovation and technology adaptation. Thus, the implementation of e-government can be more effective and provide optimal benefits to communities in developing countries.

#### **3. Willingness to Pay (WTP) for Digital Public Services**

In the context of e-government, understanding citizens' Willingness to Pay (WTP) for digital public services is crucial. WTP reflects the value that individuals place on a service and serves as an important indicator in the planning and development of e-government services.

WTP is defined as the maximum amount that individuals are willing to pay to obtain a good or service. In the context of e-government, measuring WTP helps governments understand how much value citizens place on the digital services offered. This information is essential for:

- 1) **Budget Planning:** Determining whether investments in digital services are commensurate with the benefits perceived by the public.
- 2) **Service Tariff Setting:** Setting appropriate fees for digital services without overburdening citizens.
- 3) **Program Success Evaluation:** Assessing the effectiveness and acceptance of e-government services among the public.

A study by Carson and Mitchell (1993) emphasized that measuring WTP provides insight into individual preferences for public goods that do not have a market price, such as e-government services.

## **E-Government implementation process**

E-government implementation involves a multi-stage process, starting with needs analysis and strategic planning, followed by system design, development, and deployment, and finally, ongoing monitoring and evaluation to ensure effectiveness and user satisfaction. Here's a more detailed breakdown of the e-government implementation process:

### **1. Needs Analysis and Strategic Planning:**

- **Identify Government Needs:**

Determine which government services can be improved or delivered online, and identify the target audience and their needs.

- **Develop a Clear Vision and Strategy:**

Define the goals and objectives of the e-government initiative, including desired outcomes and key performance indicators (KPIs).

- **Conduct a Gap Analysis:**

Assess the current state of IT infrastructure, resources, and capabilities, and identify any gaps that need to be addressed.

- **Prioritize Projects:**

Determine which e-government initiatives are most important and feasible to implement first.

### **2. System Design and Development:**

- **Design the E-Government System:**

Develop the architecture, functionality, and user interface of the e-government system, considering user needs and technical requirements.

- **Develop the Necessary Infrastructure:**

Ensure that the necessary IT infrastructure, including hardware, software, and network infrastructure, is in place to support the e-government system.

- **Develop and Test the System:**

Build the e-government system, conduct thorough testing to ensure functionality, security, and

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usability, and address any issues that arise.

### **3. Deployment and Implementation:**

- **Rollout the E-Government System:**

Deploy the e-government system to the target audience, ensuring that users have access to the system and are able to use it effectively.

- **Provide Training and Support:**

Offer training and support to users to help them learn how to use the e-government system and address any questions or issues that arise.

- **Communicate with Stakeholders:**

Keep stakeholders informed about the progress of the e-government implementation, and solicit feedback to improve the system.

### **4. Monitoring, Evaluation, and Continuous Improvement:**

- **Monitor System Performance:**

Track the performance of the e-government system, including user satisfaction, system uptime, and transaction volume.

- **Evaluate the Impact of the E-Government Initiative:**

Assess the impact of the e-government initiative on government services, citizen engagement, and economic development.

- **Continuously Improve the System:**

Use feedback from users and performance data to identify areas for improvement and make necessary adjustments to the e-government system.

### **e-government benefits in public services**

E-government offers numerous benefits to public services, including increased efficiency, transparency, accountability, and citizen participation by leveraging technology to improve service delivery and information access.

### **Here's a more detailed breakdown of the benefits:**

#### **Efficiency and Cost Savings:**

- **Streamlined Processes:**

E-government can automate tasks, reduce paperwork, and improve workflows, leading to faster processing times and lower operational costs.

- **Improved Resource Allocation:**

Digital platforms allow for better monitoring and analysis of public service performance, enabling more effective resource allocation and decision-making.

- **Reduced Costs:**

E-government can lower costs associated with printing, mailing, and physical infrastructure, as well as reduce the need for in-person interactions.

Transparency and Accountability:

- **Open Access to Information:**

E-government initiatives can provide citizens with easy access to information about government services, policies, and budgets, promoting transparency and accountability.

- **Enhanced Citizen Participation:**

Online platforms can facilitate citizen engagement in decision-making processes, allowing for feedback, consultations, and participation in policy development.

- **Reduced Corruption:**

Increased transparency and accountability can help to reduce corruption and misuse of public funds.

Improved Service Delivery:

- **Accessibility:**

E-government can make public services more accessible to citizens, regardless of their location or ability to travel.

- **Personalized Services:**

Digital platforms can be used to provide personalized services based on individual needs and circumstances.

- **Innovation:**

E-government can encourage innovation in public service delivery by allowing for the development of new and more efficient technologies and approaches.

Examples of E-Government Benefits:

- **Online Registration:**

Citizens can register for services, such as obtaining licenses or permits, online, saving time and effort.

- **Digital Identity:**

E-government can facilitate the use of digital identities, making it easier for citizens to access services and verify their identity.

- **Online Payment:**

Citizens can pay taxes, fees, and other obligations online, making it more convenient and efficient.

- **Data Analysis:**

E-government can collect and analyze data to improve public service delivery and make better decisions.

**Result**

**Findings of PLS Structural Equation Analysis**

**Measurement Model Test (Outer Model)**

Evaluation of the measurement model or inner model is carried out to assess the validity and reliability of the model. The research measurement model in PLS-SEM is an outer model which consists of a set of relationships between indicators and latent variables (Hair et al., 2019). Through an algorithm iteration process, the measurement model parameters (convergent validity, discriminant validity, composite reliability, and Cronbach's alpha) are obtained, including the R2 value as a parameter for the accuracy of the prediction model. The following are the results of the measurement diagram (outer model) in this research which can be seen in the picture, as follows:

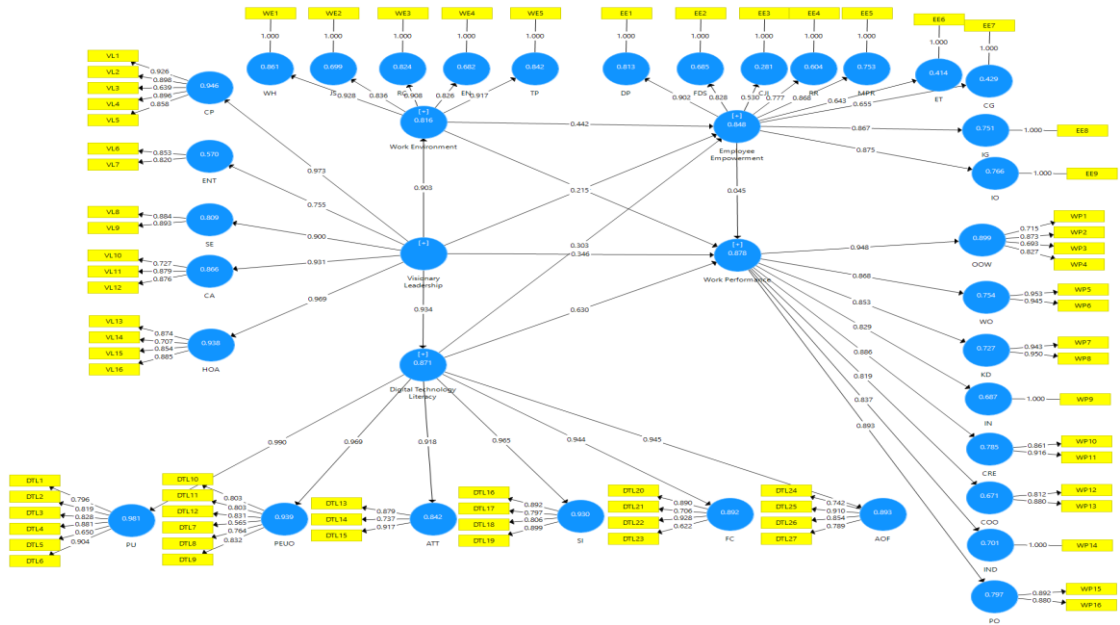


Figure 2. Initial Stage of Outer Model

Source: Smart PLS Data Processing Results

Based on the results of the table of convergent validity results with loading factors from the results of stage 2 evaluation, by removing/dropping indicators that have a loading factor of  $>0.7$ , the results are obtained that all of them have a loading factor of  $>0.7$ , which shows that these indicators/items are forming factors of the latent variable. The latent variable leadership (visionary leadership) is formed by 5 dimensions and 13 indicator items, then the latent variable digital technology literacy is formed by 7 dimensions and 24 indicator items, the work environment is formed by 5 dimensions and 5 indicators, employee empowerment is formed by 9 dimensions and 9 indicators and employee performance is formed by 8 dimensions and 15 indicators.



				0	
H4	E-Government Infrastructure > e-government benefits in public services both directly and indirectly	0.265	2.103	0.036	Reject Ho
H5	E-Government Infrastructure,> E -government benefits in public services both partially and individually	0.183	0.709	0.239	Thank Ho

Table 1 Direct Effect Hypothesis Testing

Source: Smart PLS Data Processing Results

Next, the indirect effect hypothesis test between variables was carried out, which obtained the following results:

Hypothesis	Structural	Original Sample (O)	t-Statistic ( O/ST DEV)	P	Conclusion
H10	Employee performance > E-Government Infrastructure > E -government benefits in public services	0.036	0.256	0.399	Thank Ho
H11	employee performance > the E-Government implementation process > E -government benefits in public services	0.717	4.876	0.000	Reject Ho
H12	E-Government implementation > E-government benefits in public services > E -government benefits in public services	0.012	0.249	0.402	Thank Ho
H13	E-Government Infrastructure > e-government benefits in public services both directly and indirectly > E -government benefits in public services	0.330	3.287	0.000	Reject Ho
H14	E-Government Infrastructure,> E -government benefits in public services both partially and individually> E -government benefits in public services	0.411	2.845	0.011	Reject Ho

Table 2 Testing the Indirect Effect Hypothesis (Indirect Effect)

Source: SmartPLS Data Processing Results

## Conclusion

Description of based on respondents' perceptions is in the good category. This shows that employee performance (X1), E-Government Infrastructure (X2), E-Government implementation process (Y), and e-government benefits in public services (Z) of employees in district/city government, perceptions is in the good category the implementation of employee performance (X1), E-Government Infrastructure (X2), E-Government implementation process (Y), and e-government benefits in public services (Z) of employees in district/city government in West Java has been running in accordance with agency procedures.

There is no influence of employee performance through the work environment. This is based on the results of hypothesis testing, the statistical results obtained were 0.256 and the significance results (pvalue) obtained were 0.399 ( $0.399 > 0.05$ ), so  $H_0$  was accepted and  $H_a$  was rejected. The test results prove that the work environment is unable to mediate the influence of on employee performance.

There is an influence of employee performance (work performance) through digital technology literacy. This is based on the results of hypothesis testing, the t-statistics results obtained were 4.876 and the significance results (p-value) obtained were 0.000 ( $0.000 < 0.05$ ), so  $H_0$  was rejected and  $H_a$  was accepted. The test results prove that digital technology literacy is able to mediate the influence on employee performance (work performance).

There is no influence of digital technology literacy on employee performance through employee empowerment. This is based on the results of hypothesis testing, the t-statistics results obtained were 0.249 and the significance results (p-value) obtained were 0.402 ( $0.402 > 0.05$ ), so  $H_0$  was accepted and  $H_a$  was rejected. The test results prove that employee empowerment is unable to mediate the influence of digital technology literacy on employee performance.

There is an influence of employee performance through the work environment and employee empowerment. This is based on the results of hypothesis testing, the t-statistics results obtained were 3,287 and the significance results (p-value) obtained were 0.000 ( $0.000 < 0.05$ ), so  $H_0$  was rejected and  $H_a$  was accepted.

There is an influence of employee performance through digital technology literacy and employee empowerment. This is based on the results of hypothesis testing, the t-statistics results obtained were 2.845 and the significance results (p-value) obtained were 0.001 ( $0.001 < 0.05$ ), so  $H_0$  was rejected and  $H_a$  was accepted. The test results prove that digital technology literacy and employee empowerment are able to mediate the influence on employee performance.

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