ABSTRACT

Objective: This research aims to analyze the relationship between e-government variables and human resource performance and analyze the relationship between leadership and human resource performance in government organizations.

Method: This research method is quantitative research using surveys, research data was obtained by distributing online questionnaires via social media. The questionnaire was designed using a Likert scale of 1 to 7. The respondents for this research were 458 senior government office staff who were selected using a simple random sampling method. Research data was analyzed using structural equation modeling (SEM) partial least squares (PLS) with the SmartPLS 3.0 software tool. The research stages are the outer model test, namely the validity, reliability test and the inner model test, namely the significance test or hypothetical test. The hypothesis of this research is that there is a positive and significant influence between e-government on performance and there is a positive and significant influence between leadership and performance.

Results: Based on the results of analysis tests using structural equation modeling (SEM) partial least squares (PLS) with the SmartPLS 3.0 software tool, it was found that the relationship between e-government and performance resulted in a p value of less than 0.050 and a T value of greater than 1.96. The relationship between leadership and performance results in a p value of less than 0.050 and a T value of greater than 1.96.

Conclusion: The conclusion of this research is that there is a positive and significant influence between e-government on performance and there is a positive and significant influence between leadership and performance. E-government and leadership are important factors for improving the performance of human resources in government organizations.

Keywords: e-government, human resource performance, leadership, government organizations.

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REFORÇAR O DESEMPENHO DOS RECURSOS HUMANOS ATRAVÉS DA IMPLEMENTAÇÃO DO GOVERNO ELETRÔNICO E DA LIDERANÇA NA ORGANIZAÇÃO GOVERNAMENTAL

RESUMO

Objetivo: Esta pesquisa tem como objetivo analisar a relação entre as variáveis do governo eletrônico e o desempenho dos recursos humanos e analisar a relação entre liderança e desempenho dos recursos humanos em organizações governamentais.

Método: Este método de pesquisa é a pesquisa quantitativa usando pesquisas, os dados de pesquisa foram obtidos através da distribuição de questionários on-line através das mídias sociais. O questionário foi elaborado usando uma escala Likert de 1 a 7. Os entrevistados para esta pesquisa foram 458 funcionários do governo sênior que foram selecionados usando um método de amostragem aleatória simples. Os dados da pesquisa foram analisados usando modelagem de equações estruturais (SEM) parcial de mínimos quadrados (PLS) com a ferramenta de software SmartPLS 3.0. As fases de pesquisa são o teste do modelo externo, ou seja, o teste de validade, confiabilidade e o teste do modelo interno, ou seja, o teste de significância ou teste hipotético. A hipótese desta pesquisa é que há uma influência positiva e significativa entre governo eletrônico sobre o desempenho e há uma influência positiva e significativa entre liderança e desempenho.

Resultados: Com base nos resultados de testes de análise utilizando modelagem de equações estruturais (SEM) parciais mínimos quadrados (PLS) com a ferramenta de software SmartPLS 3.0, constatou-se que a relação entre governo eletrônico e desempenho resultou em um p valor inferior a 0,050 e um valor T de maior que 1,96. A relação entre liderança e desempenho resulta em um valor p menor que 0,050 e um valor T maior que 1,96.

Conclusão: A conclusão desta pesquisa é que há uma influência positiva e significativa entre o governo eletrônico sobre o desempenho e há uma influência positiva e significativa entre liderança e desempenho. O governo eletrônico e a liderança são fatores importantes para melhorar o desempenho dos recursos humanos em organizações governamentais.

Palavras-chave: e-governo, desempenho de recursos humanos, liderança, organizações governamentais.

1 INTRODUCTION

According to Affandi et al. (2020) Digital transformation is broader than just changing services online but how to integrate all service areas so as to produce changes in business processes and be able to create value that provides satisfaction to service users. Digitalization in providing services still needs to be further improved and is important. The government is required to be responsive to society’s expectations and global challenges triggered by change and progress, especially in the field of technology. The world has changed where activities are carried out using digital technology. Society is getting smarter and more well informed, so society has a tendency to demand more public services. In addition, currently change is happening so quickly and continuously that services that were once proud of may now be considered obsolete or out of date. One of
the government's efforts to provide good service is by implementing an E-Government system where people can receive services from the government via online media without having to come to a place to queue and jostle so that we can carry out other more useful activities. E-Government is an abbreviation of Electronic Government. According to Yunarsih et al. (2020) E-Government is a form or model of a government system that is based on the power of digital technology, where all administrative work, services to the community, supervision and control of resources belonging to the organization concerned, finance, taxes, levies, employees and so on are controlled in one system.

Currently, there are many innovations in government management to lead to good governance aimed at institutions at the central and regional levels that supervise all activities, including planning, organizing and implementing, as well as monitoring. Rapid technological advances have given rise to a new revolution where there is a change from conventional working systems to the digital era. According to Desky et al. (2020) E-Government is a technology and information application based on the internet (web) and other devices managed by the government which are useful for conveying information. EGovernment is a form of public service based on technology, information and communication as an information medium and interactive means of communication between the government and other parties, including the public, private sector and fellow government institutions.

According to Sanina et al. (2023) E-Government is intended to ensure a unified system for managing and processing documents (administration) and information in developing a transparent public service system. E-Government is intended with the aim of providing opportunities to increase government efficiency, effectiveness, transparency and accountability in order to implement good governance by gaining access, management and utilization of large amounts of information quickly and accurately. E-Government is intended to encourage government that is responsive to the needs and aspirations of the people, supports transparency or openness of information, and encourages public participation in government administration. The existence of e-government facilitates a closer and more transparent relationship between the government and society, increases the government's performance capacity, especially in terms of resource utilization, and increases the efficiency of the government sector in the context of saving the state budget. According to Manoharan et al. (2023) Although e-Government has provided many benefits, there are still several challenges that need to be overcome,
including unequal internet access, cybersecurity, and integration of disparate government systems. The implementation and realization of e-government in Indonesia has experienced challenges since the growth of the industrial era 4.0. One of the obstacles in implementing e-government is the limited regulation as a legal umbrella. Currently, there are no regulations that really explain in detail the mechanisms for implementing e-government following the unbalanced development of technology which is so rapid and cannot be stopped. One of the supporting factors in implementing E-government and achieving performance is the role of a leader. A leader is certainly able to encourage and direct his subordinates to unleash their potential in an effort to achieve organizational targets. Leadership is the ability to carry out basic tasks and functions, including mobilizing subordinates to carry out tasks in a visionary, guiding, affiliative and democratic manner. A leader's leadership style will have an impact on the work performance of his subordinates.

According to Li et al The first factor that influences performance is leadership. Leadership is an activity to influence the behavior of other people so that they are directed to achieve certain goals. Leadership is also the process of influencing or giving an example by a leader to his subordinates in an effort to achieve organizational goals. As a process, leadership is focused on what leaders do, namely the process by which leaders use their influence to clarify organizational goals for employees, subordinates, or those they lead, motivate them to achieve these goals, and help create a productive culture in the organization. Thoha (2012) formulated that leadership is an activity to influence people so that they are directed to achieve organizational goals. Leadership Function in Organizations is a very important element in human resource management. Apart from providing direction, it also provides motivation to improve employee performance. To develop progress and development of employee performance, it is very dependent on human resources as direct managers. Therefore, leadership has a big role in improving employee performance. The leadership attitude and style and behavior of a leader have a huge influence on the organization they lead and even have a big influence on the performance of employees in that organization. In an organization or company, leadership is an important factor. Leadership is considered very important for two reasons: first, the fact that replacing leaders often changes the performance of a unit, agency or organization. Second, the research results show that one of the internal factors that influences organizational success is leadership, including the leadership process at every
level of the organization, the competence and actions of the leader concerned. In other words, leadership is a very important factor in influencing and providing direction to employees, especially now that the system has become completely open, so the leadership figure strengthens the employees. On the other hand, leadership that can foster employee work motivation is leadership that can foster a high sense of self-confidence in carrying out all their duties at work.

2 LITERATURE REVIEW
2.1 E-GOVERNMENT

According to Li et al. (2020) e-government is the use of information and communication technology to increase the efficiency and effectiveness, transparency and accountability of the government in providing better public services. According to Purwanto et al., (2022) e-government is aimed at government affairs and the provision of public services to make them better and more focused on community services. E-Government is the use of information technology by the government, which provides the government with the opportunity to build relationships involving the public, the business community and interested parties. Globally, e-government adoption is supported by various international organizations. In fact, every year various multilateral institutions conduct special research, surveys and rankings of e-government implementation internationally. The Organization for Economic Cooperation and Development (OECD) states that digital transformation in the public sector assesses the success of programs from three aspects, namely transparency and community involvement, governance and coordination between institutions, and implementation capacity. According to Abu et al. (2020) Li et al E-Government helps increase government efficiency by automating many administrative processes. This reduces bureaucracy, saves time, and reduces administrative costs. For example, the licensing process which previously required a lot of physical documents and visits to government offices, can now be processed online quickly and easily. E-government itself is Government to employees: in the end, e-government applications are also intended to improve the performance and welfare of government officials or employees who work in a number of agencies as public servants. Then E-Government is an internet-based information and public service management system, to record and track public information and provide access to public services by government agencies. According to Singh et al. (2020);Szabo et al. (2019) The e-
government concept is applied with the aim that government relations both with the community and with business people can take place efficiently, effectively and economically. If you look at the main effect of E-Government, it allows citizens to access various government services online, thereby reducing the costs and time required to process various documents and permits, then increasing transparency with e-Government, government information becomes more easily accessible to the public. It helps promote transparency in the management of public finances, policies, and other government actions, and improves government efficiency and implementation of e-Government helps in automating administrative processes, reducing bureaucracy, and eliminating corruption. This allows the government to manage resources more efficiently.

2.2 LEADERSHIP STYLE

Leadership is defined as the ability to influence a group towards achieving goals. Leadership indicators According to Singh et al. (2020);Szabo et al. (2019) as follows: 1. Leaders are responsible for creating a vision that must be attached to the company's values and also the vision must be supportive and understandable. 2. Both leaders are responsible for setting the goals and objectives of the organization, especially their job is to determine measurable long-term goals. 3. The three leaders formulate suitable strategies for achieving goals and objectives. 4. Fourth, the leader carries out his main function, namely implementing strategy. Leadership is the characteristic needed by a leader to be able to organize, manage and decide on policies that can influence the ideals or goals of the group. The importance of leadership Organizations or associations that are formed to achieve certain goals require leadership to help manage and decide on policies. Without leadership, each member will carry out functions that are not in accordance with the systematics which ends in structural and organizational chaos. According to Singh et al. (2020) the function of leadership is to guide, lead, guide, build, provide work motivation, direct the organization, establish a good communication network, provide efficient supervision, and bring followers to the goals they want to achieve in accordance with targets and plans. In order for the group to run effectively, the leader must carry out the main functions, namely; a. Functions related to tasks or problem solving involve providing suggestions for solutions, information and opinions. b. Group or social maintenance functions are anything that can help the group run more smoothly, agreeing with other groups, mediating group differences and so on. According to Ma et al. (2023)
leadership is an ability, process, or function, generally to influence people to do something in order to achieve certain goals. According to Abdulkareem et al. (2022) leadership is an activity to influence the behavior of other people so that they are directed to achieve certain goals. The function of leadership is to guide, mentor, guide, build, provide work motivation, direct the organization, establish a good communication network, provide efficient supervision, and bring followers to the goals they want to achieve in accordance with targets and plans.

2.3 EMPLOYEE PERFORMANCE

According to Abu et al. (2020) defines performance as the result of work related to organizational goals such as quality, efficiency, and other work effectiveness criteria. Performance is said to be the result of work The quality and quantity achieved by an employee in carrying out his duties is in sync with the responsibilities given to him. According to Abdulkareem et al. (2022) state that performance is influenced by a number of factors as follows: Personal factors, namely personal skills, self-confidence, motivation and commitment. Leadership factors are the quality of encouragement, direction and support provided by the manager or team leader. Dimensions or performance indicators are aspects that are used as measurements for assessing performance. According to Singh et al. (2020) suggests that there are 4 dimensions that can be used as benchmarks in assessing performance as follows, including: 1. Quality, namely the level of errors, damage, accuracy in work. 2. Quantity, namely the amount of work produced in a given period of time set. 3. Use of time at work, namely the level of absenteeism, tardiness, effective working time/lost working hours. 4. Collaborate with other people at work. According to Szabo et al. (2019) performance is the result and level of success of employees in carrying out their overall duties during a certain period. According to Singh et al. (2020) performance is a multidimensional construct with various measurement variations depending on the factors that shape performance. The results of a job carried out are a simple definition of employee performance. Another understanding of performance was also conveyed by Abdulkareem et al. (2022); Singh et al. (2020) who argued that performance is an achievement or achievement that an employee has achieved in completing the tasks or work that have been entrusted to him. The greater the employee's ability to carry out their work or duties, the greater the performance that can
be produced, therefore the placement of employees in positions that they master must be appropriate.

Performance appraisal is an achievement assessment carried out formally and systematically over one period. There are many indicators that can measure the level of employee performance, one of which is the indicator proposed by Abdulkareem et al. (2022); Singh et al. (2020) which states that performance assessment must be carried out relevantly and significantly by classifying several indicators to assess performance, namely: a. Productivity; meaning how much output or work results an employee can produce while working. b. Quality; This means how good the work results have been done by employees in completing their work. c. Punctuality; This means that employees can carry out their duties and obligations in a timely manner. d. Cycle Time; meaning how long it takes for an employee to move from one job to another. Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authority and responsibilities, in order to achieve the goals of the organization in question legally, without violating the law and in accordance with morals and ethics. According to Szabo et al. (2019) Employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities they have been given. Performance is influenced by many factors including individual factors and situational factors. Individual factors include attitudes, personality traits, physical characteristics, desires or motivations, age, gender, level of education and cultural background. Situational factors include social factors, organization, type of training and supervision, wage system and environment.

3 HYPOTHESIS DEVELOPMENT
3.1 THE INFLUENCE OF E-GOVERNMENT ON PERFORMANCE

The results of previous research conducted by Nam et al. (2022) who conducted research aimed at knowing and analyzing the implementation of e-government policies on public service performance. From the research results, it is known that the implementation of e-government policies has a positive and significant influence on public service performance. According to Nam et al. (2022) The use of applications should be supported by employees who have skills and competence in this field. Without skills in using both computers, Android and applications, the results will be in vain.
Therefore, the presence of computer devices, the internet and WEB-based applications needs to be supported by increasing employee competency in this field. Based on this study, the following hypothesis is formulated

\[ H1: \text{There is a positive and significant influence between e-government on performance} \]

3.2 THE INFLUENCE OF LEADERSHIP STYLE ON PERFORMANCE

According to Sabani et al. (2019); Nam et al. (2022) there is a positive and significant influence of leadership on performance. Or it can be assumed that partially competency has a positive and significant effect on performance. The results of this research support the results of other previous research which shows that there is a positive and significant influence of competence on performance. The results of this research support the results of research conducted by Asri (2020) who stated that the results of his research show that both partially and simultaneously leadership has a positive and significant effect on performance. Leadership style influences employee performance, this is in accordance with the theory put forward by Mulder et al. (2022); Kochanova et al. (2020) which states that leadership style is a pattern of behavior designed to integrate company goals with individual goals to achieve a certain goal. Leadership style in relation to influencing employee performance is by explaining the tasks of each employee, the leader tells employees what to do and how to do a job, the leader pays attention to cooperation rather than individual interests, the leader has a friendly nature, and the leader provides opportunities for employees to convey ideas or thoughts. Based on this study, the following hypothesis is formulated

\[ H2: \text{There is a positive and significant influence between leadership and performance}. \]

4 METHOD

This research method is quantitative research using surveys, research data is obtained by distributing online questionnaires via social media. The questionnaire was designed using a Likert scale of 1 to 7. The respondents for this research were 458 senior government office staff who were selected using a simple random sampling method. Research data was analyzed using structural equation modeling (SEM) partial least squares (PLS) with the SmartPLS 3.0 software tool. The research stages are the outer
model test, namely the validity, reliability test and the inner model test, namely the significance test or hypothetical test.

The hypothesis of this research is

\( H1: \) There is a positive and significant influence between e-government on performance

\( H2: \) There is a positive and significant influence between leadership and performance.

5 RESULT AND DISCUSSION
5.1 CONVERGENT VALIDITY

Measurement of the variable model is a step for see the validation and reliability of indicators in the model. A model declared valid if it has a loading factor above 0.7 or in other words a lower loading factor of 0.7 should be on drop from the model, while the reliability test is seen from the composite reliability, if the value is more than 0.7 then it shows value which is satisfying and further strengthened by looking at cronbah's alpha it is recommended to have a value above 0.6.
The figure above shows that only the loading factor has a value greater than 0.7 so that it can be said that it meets convergent validity.

Table 1. Reliability Test

<table>
<thead>
<tr>
<th></th>
<th>Cronbach’s Alpha</th>
<th>rho_ A</th>
<th>Composite Reliability</th>
<th>Average Variance Extracted (AVE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>e-government</td>
<td>0.918</td>
<td>0.922</td>
<td>0.915</td>
<td>0.754</td>
</tr>
<tr>
<td>Leadership</td>
<td>0.982</td>
<td>0.921</td>
<td>0.909</td>
<td>0.787</td>
</tr>
<tr>
<td>Performance</td>
<td>0.908</td>
<td>0.909</td>
<td>0.934</td>
<td>0.637</td>
</tr>
</tbody>
</table>

Source: Author Data Collection (2023)

Table 1 above shows that the composite value reliability of all variables above 0.7 and Cronbach’s alpha value all variables are above 0.6, so all research variables has been shown to be a fit measure, this is meaningful that all question items will be used for measuring a variable is reliable, where reliability or The reliability of an instrument is stability or stability between the results of observations and instruments or measurements.

![Fig 2. Validity Testing](source)

Source: Author Data Collection (2023)
6 HYPOTHESIS TESTING

Hypothesis testing in PLS is based on the values contained in structural model analysis, the level of significance of the path coefficient is obtained from the t-statistic value and the standardized path coefficient value. Limit value hypothesis testing, namely the t-value of the factor loadings is greater than the critical value (≥ 1.96).

Table 2. Hypothesis Testing

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>T Statistics</th>
<th>P Values</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>e-government and performance</td>
<td>5.311</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>leadership and performance</td>
<td>5.2561</td>
<td>0.000</td>
<td>Supported</td>
</tr>
</tbody>
</table>

Source: Author Data Collection (2023)

6.1 The Influence of E-Government on Performance

Based on the results of analysis tests using structural equation modeling (SEM) partial least squares (PLS) with the SmartPLS 3.0 software tool, it was found that there was a relationship between leadership and performance with a p value of less than 0.050 and a T value of greater than 1.96. There was a positive and significant influence e-government on performance, the results of previous research conducted by Nam et al. (2022) who conducted research aimed at knowing and analyzing the implementation of e-government policies on public service performance. From the research results, it is known that the implementation of e-government policies has a positive and significant influence.
on public service performance. The use of applications should be supported by employees who have skills and competence in this field. Without skills in using both computers, Android and applications, the results will be in vain. Therefore, the presence of computer devices, the internet and WEB-based applications needs to be supported by increasing the competency of employees in this field. When an e-government framework receives support from public officials and local governments, the implementation of e-government will be better with the coordination that exists with both between all parties involved in the development and implementation of existing egovernment services. Capacity or ability as a supporting element for the realization of e-government services can help to improve employee performance in processing e-government services. The ability of human resources or competent employees to process e-government services needs to be considered so that e-government services can be implemented well so that they can provide value or benefits in improving employee performance and providing better public services. This is in accordance with the results of previous research examined by Sabani et al. (2019); Nam et al. (2022) which stated that e-government aims to improve employee performance in providing services to the public or society, so that people can receive their rights as citizens. As a result, this research shows that e-government is a supporting factor that can improve employee performance. This is in line with the theory put forward by Kochanova et al. (2020); Yusuf et al. (2023) which states that e-government is intended to improve the performance and welfare of government employees who work in a number of institutions as community services. Implementation of e-government as a form of public service is more efficient, effective, accountable, transparent and responsive to community needs.

6.2 The Influence of Leadership Style on Performance

Based on the results of analysis tests using structural equation modeling (SEM) partial least squares (PLS) with the SmartPLS 3.0 software tool, it was found that there was a relationship between leadership and performance with a p value of less than 0.050 and a T value of greater than 1.96. There was a positive and significant influence. leadership on performance. Or it can be assumed that partially competency has a positive and significant effect on performance. The results of this research support the results of other previous research which shows that there is a positive and significant influence of competence on performance. The results of this research support the results of research
conducted by According to Nam et al. (2022) stating that the results of his research show that both partially and simultaneously leadership has a positive and significant effect on performance. The findings in this research show that there is no single best leadership style. However, leaders need to develop plans to achieve their goals and determine the right style or way to deal with various situations in their company. Even though leaders are said to have a big influence on the success of employees' work, in reality the responsibilities of a leader can make it difficult for employees to achieve high-quality performance both effectively and consistently. This is because a leader's responsibilities are directly borne by employees. According to Mulder et al. (2022) Motivated employees ultimately result in organizational performance. The success of achieving high employee performance can be measured by achieving the mission, goals and objectives that have been previously determined and operational activities carried out effectively and efficiently. For an employee, a superior's leadership style is a factor that can increase or decrease employee performance. Some leadership styles in companies, firstly, always guide and direct their employees, while others act in the opposite way. According to Ratmono et al. (2023) Employees will judge a boss based on his leadership style who can be used as a role model. Bosses who engage in inspirational motivation can elevate and provide a platform to all their workers to encourage them to reach unexpected levels of performance. The existence of an optimistic perspective and positive attitude shown by superiors, even when facing difficult circumstances, can inspire employees to continue working hard. This is because employees will be directly inspired to adopt the same views and attitudes as their superiors. Employees will also feel safe in all conditions that occur within the company, while ensuring they think freely without excessive pressure.

According to Mulder et al. (2022) states that there are 6 benefits obtained by implementing e-government in a country, including the following. 1. Improve service quality government to stakeholders (society, business people and industry), especially in terms of effectiveness and efficiency performance in various national lives. 2. Increase transparency, control and accountability in government implementation in the context of implementing the concept of good corporate governance. 3. Significantly reduce administration, relations and interaction costs incurred by the government and stakeholders for daily activities. 4. Provide opportunities for the government to obtain new sources of income through interaction with interested parties. 5. Building a new environment that can respond to various conflicts faced quickly and perfectly in line with
global changes and existing trends. 6. Empowering the community and other parties as government partners in the process of making democratic public policies. E-Government is also known for three types of classification as follows: a) Government to Citizen, which is the one-way delivery of public services and information by the government to the people, which enables the exchange of information between the people and the government. b) Government to Business, as a means of creating good relations between the government and business circles with the aim of obtaining benefits for both parties concerned. c) Government to Governments, used to facilitate the need for interaction between one government and another other governments every day not only revolve around diplomatic matters, but further aim to facilitate cooperation between countries (citizens, industry or companies, etc.) in carrying out matters related to trade administration, political processes, and socio-cultural correlation mechanisms.

7 CONCLUSION

The conclusion of this research is that there is a positive and significant influence between e-government on performance and there is a positive and significant influence between leadership and performance. E-government and leadership are important factors for improving the performance of human resources in government organizations. The researcher draws a conclusion stating that the findings of this research show that there is a positive influence from the implementation of e-government on employee performance so that the hypothesis is that the implementation of e-government has an effect on performance. The better the implementation of egovernment services, the better the performance. Following are some suggestions based on research findings. It is hoped that there will be an increase in government support and capacity, government and an agency in providing human resources, financial and technological infrastructure that is given greater attention so that the implementation of e-government services becomes maximum so that it is more beneficial for improving employee performance and providing better public services. It is hoped that the implementation of socialization to the community will be further improved regarding the implementation of government services. Based on research results, supporting factors for implementing e-government include: adequate facilities and infrastructure, adequate human resources, coordination and cooperation between e-government implementers, as well as adequate security and data and information backup systems. Factors inhibiting the implementation of e-government
include: inadequate facilities and infrastructure, human resources running e-government, poor coordination between e-government implementers and inadequate security and data and information backup systems.
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