Key of Success E-Government Management City on Binjai City

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Abstract

This research aims to determine Identification variable of E-Government success affects Good Government Governance. This study uses the SEM-Partial Least Square (PLS) approach. PLS is a component- or variant-based Structural Equation Modeling (SEM) model. Hypothesis testing was carried out using the Bootstrap resampling method with a minimum number of bootstraps of 117 and the number of cases must be the same as the number of observations in the original sample. The results of this study prove that the identification of the success of E-Government affects Good Government Governance. The conclusion is that ten factors are accepted as determining factors for the success of E-Government namely Vision, Mission and Goals, strategy, security, collaboration, infrastructure, leadership support, organizational culture, finance, Community Participation, Upholding the Rule of Law, Care for the Community, Transparency, Responsibility, fair, Effectiveness, and Efficiency And Accountability.

Keywords: *Identification of E-Government Success, Good Government Governance and SEM-PLS.*

I. INTRODUCTION

The reality that is happening in Indonesia at this time shows that the implementation of several laws in local government is currently still unable to be used as the main reference in realizing good government governance, especially in the field of budget management.D. Sari, 2012). The impact of Regional Autonomy Law No. 22 of 1999 in its journey in Indonesia continues to experience significant developments. This can be seen from several things such as the readiness of the Regional Government which has not been adequate in managing its budget, especially those related to technology systems (DAD, Nst, 2019). Furthermore, based on Presidential Instruction No. 3 of 2003 concerning the National Policy and Strategy for the Development of e-Government requires a local government in Indonesia to comply with this policy. E-Government itself in its implications for local governments will not be separated from the implementation of E-Musrembang and E-Buggeting. E-Musrembang and E-Buggeting are several indicators for assessing the success of local governments in implementing e-Government. Furthermore, the design of electronic-based budget systems software applications such as e-musrembang and e-Budgeting is also part of e-Government by government regulations to help and facilitate

data management Guidelines for the Preparation of Work Plans and Budgets for Regional Work Units (RKA). -SKPD).

The city of Binjai in 2016 has inaugurated the applicationE-Governmentbased on smartphones with the application name BSC (Binjai Smart City) intending to facilitate the community in getting better public services with various applications such as e-musrenbang, e-licensing, e-budgeting, e-community In and e-doctors In. Until now the impact of utilizing e-Government applications for several applications such as E-Musrembang and E-Buggeting will indirectly have an impact on Audit Opinions generated by local governments (Cui, 2004). The following are the results of the audit opinion from 2014 to 2019 for the government of the city of Binjai.

Table 1. Development of Binjai City Government Audit Opinion from 2014 to 2019

No	Year	Audit Opinion	Information
1	2014	Unqualified	Before E-Government
2	2015	Fair With Exceptions	Before E-Government
3	2016	Unqualified	After E-Government
4	2017	Unqualified	After E-Government
5	2018	Unqualified	After E-Government
6	2019	Unqualified	After E-Government

Source: The Supreme Audit Agency of the Republic of Indonesia, 2019

Based on the information in the table above, it can be seen that the development of the results of audit opinions on the government of Binjai City is good even though in 2015 there was a decrease in the results of audit opinions, which means that the Government of Binjai City has headed towards Good Government Governance. However, as a consequence, the local government of Binjai City needs to pay attention to which indicators are weaknesses and which indicators need to be improved to realize Binjai as a Smart City city by Vision and Mission of the Binjai City Government since 2016. This research generally has the aim of identifying the success of E-Government on the factors of Vision, Mission and Goals, strategy, security, collaboration, infrastructure, leadership support, organizational culture, finance, regulations, and reward systems in improving good Government Governance in the aspect of assessing the variables of Community Participation, Upholding Legal Supremacy, Caring for the Community, Transparency, Responsibility, Consensus-Oriented, Fairness, Effectiveness and Efficiency, Accountability.

2. LITERATURE REVIEW.

2.1. E-Government

In the world bank e-Government is the use of information technology by government agencies such as Wide Area Networks, the internet, and mobile computing which change the pattern of relations between government, society, and business circles (SJ Woro, 2015). This technology can provide services with various purposes, provide better government services to the public, increase interaction and relations with businesses and industry, empower the community through access to information, or make government management more efficient (AA Abdullah, 2014). The benefits obtained with the implementation of e-government can reduce corruption, increase transparency, provide comfort for the community, increase income, and reduce costs.

The application of e-government aims to make the interaction between the government and the public, the government and the business community, and the government and the government more friendly, easy, transparent, and inexpensive (DAD, Nst, 2019). Furthermore, according to the Roadmap For E-Government In The Developing World, e-Government is defined as the use of Information and Communication Technology that makes government more effective and efficient, provides wider access to information to the public and makes the government more accountable to the community.M. Legenkova, 2016).

This service can be done by internet, telephone, community centers with self-service or facilitated by other people, wireless devices, or e-government communication systems is a long process and cannot be done quickly, it also requires large costs with risks. to deal with. Next, another understanding of e-government is the use of information technology, especially the internet to improve services provided by the government to the public, businesses, and other government agencies e-government allows citizens to interact and receive services/services from the federal, state, or local governments. twenty-four hours a day, and seven days a week (RAT Rahman, 2018).

Based on the definitions above, it can be concluded that e-government is the use of Information and Communication Technology by the government to provide services to the community, businesses, and fellow governments so that the services provided become more effective and efficient. Several researchers have researched the determinants of the success of e-Government implementation. Torki Altameem, Mohammad Zairi, and Sarmad Alshawi (2006) in their paper show the critical success factors of

various initiatives around the world that influence the success and failure of e-Government implementation. They identified and reviewed various e-Government implementation frameworks and highlighted factors that could potentially influence the success of e-Government implementation comprehensively. These factors are grouped into three groups, namely governance factors, technical factors, and organizational factors. The governance factor group consists of six factors, technical factors consist of seven factors and organizational factors consist of eleven factors. The total factors for the successful implementation of e-Government based on their literature studies from various countries are twenty-four factors (AA Abdullah, 2014). In another study, Luiz Antonio Joia (2005) conducted e-Government research with case studies of financial institutions in Brazil. From the literature study and interview analysis, it was concluded that there are three critical factors for the success of e-Government, namely security, organizational culture, and training (D. Martini, 2014). Helaiel Almutairi (2010) conducted research during the e-Government project in Kuwait (2002-2007) with 2000 (two thousand) respondents from eighteen ministries and from employees who used information systems in the ministry. The study concluded that there are two groups of critical success factors in e-Government, namely personal factors which consist of two factors, and organizational factors which consist of two factors (SJ Woro, 2016). Huong Ha examined the success factors of e-Government in Singapore and concluded that there were four groups of factors, namely 1. managerial which consisted of four factors, 2. technical which consisted of two factors, 3. financial which consisted of one factor and 4. human habits which consist of two factors (M. Legenkova, 2016).

Based on the results of research related to the critical success factors of e-Government in four articles, thirty-one factors were identified. twenty-two factors occur once, nine factors occur twice and three factors occur three times. This study will examine eleven factors that appear twice with the consideration that the factors that appear more frequently in the four articles indicate that these factors are seen as more important factors than the others, although that does not mean that the other factors are not determining factors for success. The 11 (eleven) factors are Security, Organizational Culture, Training, VMT (Vision, Mission, and Goals), Strategy, Leadership Support, Infrastructure, Finance, Collaboration, Regulation, and Reward System (Sirat, B.I, 2013).

2.2. Good Government Governance

States that good governance is an implementation of responsible development management in line with democratic principles which aims to avoid the misallocation of investment funds, and prevention of corruption both politically and administratively. Good governance carries out budgetary discipline and creates legal and political frameworks for the growth of business activities.

Good governance is based on a concept that refers to the process of reaching decisions and their implementation that can be jointly accounted for. As a consensus reached by the government, citizens, and the private sector for the administration of governance in a country. According to an article issued by the DPPKA Yogyakarta Province, good government is an agreement concerning state arrangements that were created jointly by the government, civil society, and the private sector.

Based on the notions of good governance and good government, good government

governance is the implementation of responsible development management in line with democratic principles, avoiding the wrong allocation of investment funds, and preventing corruption by using a set of state regulations created jointly by the state government and the interests of society.

In the implementation of Good Government Governance, it is necessary to pay attention to the basic principles that have become guidelines in the implementation of regional governance. In general, the basic principles of good government governance according to the Organization for Economic Cooperation and Development state that 4 main things become the basic principles of good government governance, namely fairness, transparency, accountability, and responsibility.[14]. However, if we deepen it again, then the Principles of Good Government Governance have 9 principles[15], among others:

(a)Society participation. Community participation is community involvement in decision-making either directly or indirectly through an institution to channel its aspirations. This participation is built based on freedom of association and speech as well as actively participating in these activities. When associated with APBD planning, community participation in conveying aspirations is very much needed in planning development that will be carried out to improve the economy of a region.

(b)Upholding the Supremacy of Law. Indonesia is a law-based country, where there are lots of rules passed by the Government in running good governance. These regulations are regulated by the government to run a government that will later bewill be the controller of all activities carried out by the government. Therefore, in running the

Government is required to follow the rules that apply. In Financial Management, Regional Government is required to implement all rules that have been passed by the central government to run good governance and avoid anything detrimental to the state.

(c) Concern for the Community. Caring for the community is everything that is planned by a government institution and must be able to serve all interested parties, especially the community. In planning development in an area, the government must know what the community needs and what facilities are needed by the community because it is the community that will use these facilities.

(d) Transparency. Transparency increases the transparency of local government performance on a regular and timely basis as well as being correct and reliable. Transparency here means that members of the community have the same rights and access to know the budget process. This is related to the aspirations and desires of the people, especially in fulfilling the needs of people's lives.

(e) Responsibilities. Responsibility the government is responsible for complying with applicable laws and regulations including being responsive to the public interest. Responsible or responsible is a form of a person's obligation to be accountable for the management and control of resources and the implementation of policies entrusted to him to achieve the stated goals.

(f) Consensus Oriented. Good governance must be able to bridge the interests of different communities to build an overall consensus on what is best for society. Development carried out by the government must be oriented towards the interests of the community.

(g) Fair. Justice or fairness is protecting all the interests of society from manipulations and transactions that are contrary to applicable regulations. Equality is a balance in the distribution of authority and funding and a balance in the distribution of rights and obligations based on objective considerations.

(h) Effectiveness and Efficiency. Government processes and institutions must be able to produce results that are by the needs of citizens according to the interests of the community and use existing resources as optimally as possible. Management of public resources must be carried out efficiently and effectively.

(i) Accountability. The principle of accountability will create an effective oversight system based on the distribution and balance of power. Accountability is the principle of public accountability which means that the budgeting process starting from planning, preparation, and implementation must be truly reportable and accountable to the DPRD and the public.

2.3. Conceptual Framework

Figure 1. SEM-PLS Concept Framework
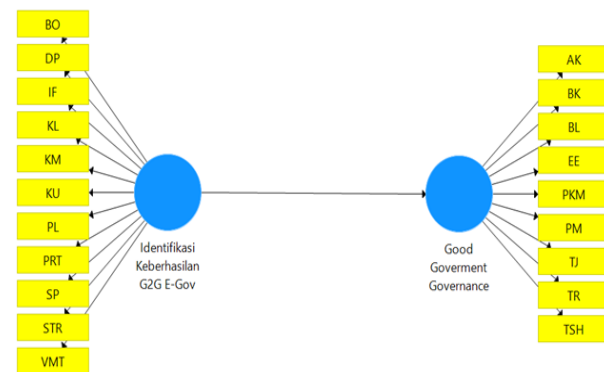
3. RESEARCH METHODS

3.1. Data Of Research.

This research was carried out at SKPDs that have PPK-SKPD and SKPD Expenditure Treasurers in the Binjai City Government

Environment totaling 39 offices and offices where each service is taken by 3 people namely Budget User Authorities, General Affairs and Personnel Sub-Sections, Finance, and Program Sub-Sections so that obtained a sample of 117 respondents. This research was conducted from March 2021 to July 2021. The data analysis technique used was Structural Equation Modeling-PLS (SEM-PLS) analysis. Overall tabulation and data management using SMART-PLS software.

Table 2. Operational Limitations and Variable Indicators

Variable	Operational Definition	Indicator	Measure Scale
Identify the success of e-Government	Use of information technology (egWide Area Networks, the Internet,Andmobile computing) by government institutions that have the ability to establish relationships/communication with citizens, businesses and between various government institutions aiming to build interactions between government and society (G2C), government and business companies (G2B), and relations between institutions (G2G) are friendlier , convenient, transparent, and cheap	1. Security 2. Organizational culture 3. Training 4. Vision and goals 5. strategic planning 6. leadership support 7. Infrastructure 8. Finance 9. Collaboration 10. Regulation 11. Reward system.	Likert scale
Good Government Governance	An implementation of responsible development management in line with democratic principles, avoidance of misallocation of investment funds, and prevention of corruption by using a set of state rules co-created by the state government and the interests of society	1. Society participation 2. Upholding the Supremacy of Law 3. Care for the Community 4. Transparency 5. Responsibility 6. Consensus Oriented 7. fair 8. Effectiveness and Efficiency 9. Accountability	Likert scale

3.2. Hypothesis test

Hypothesis testing (γ and λ) was carried out using the Bootstrap resampling method with a minimum number of bootstrap of 117 and the number of cases must be the same as the number of observations in the original sample. The hypothesis used is as follows.

1.   The statistical hypothesis for the inner model is:

H0 : $\gamma i = 0$ (the i-th exogenous variable is not significant)

H1 : $\gamma i \neq 0$ (significant i-th exogenous variable)

2.   While the hypothesis for the outer model is:

H0 : $\lambda i = 0$(the i-indicator is not significant)

H1 : $\lambda i \neq 0$ (significant i-indicator) Test with the t-test statistic as follows:

$$t = \frac{\hat{\gamma}}{SE(\hat{\gamma})} \text{ atau } t = \frac{\hat{\lambda}}{SE(\hat{\lambda})}$$

If the t statistic is greater than the critical value z at 2tailed, including 1.65 (at a significance level of 10%), 1.96 (at a significance level of 5%), and 2.58 (at a significance level of 1%), it can be concluded that the path coefficient is significant and vice versa.

3.3. Structural Model

The structural equation model is a model of the relationship between latent variables with the following equation:

$$\eta = B\eta + \Gamma\xi + \zeta$$

1.   The measurement model for y

$$\gamma = \Lambda\gamma\eta + \varepsilon$$

Endogenous Latent Variables$\eta 1$:

$Y1 = \lambda 1.1\eta 1 + \varepsilon 1$ $\quad Y4 = \lambda 4.1\eta 1 + \varepsilon 4$ $\quad Y7 = \lambda 7.1\eta 1 + \varepsilon 7$

$Y2 = \lambda 2.1\eta 1 + \varepsilon 2$ $\quad Y5 = \lambda 5.1\eta 1 + \varepsilon 5$ $\quad Y8 = \lambda 8.1\eta 1 + \varepsilon 8$

$Y3 = \lambda 3.1\eta 1 + \varepsilon 3$ $\quad Y6 = \lambda 6.1\eta 1 + \varepsilon 6$ $\quad Y9 = \lambda 9.1\eta 1 + \varepsilon 9$

2.   The measurement model for x

$$X = \Lambda\chi\eta + \delta$$

Exogenous Latent Variables$\xi 1$

$X1 = \lambda 1.1\xi 1 + \delta 1$ $\quad X5 = \lambda 5.1\xi 1 + \delta 5$ $\quad X9 = \lambda 9.1\xi 1 + \delta 9$

$X2 = \lambda 2.1\xi 1 + \delta 2$ $\quad X6 = \lambda 6.1\xi 1 + \delta 6$ $\quad X10 = \lambda 10.1\xi 1 + \delta 10$

$X3 = \lambda 3.1\xi 1 + \delta 3$ $\quad X7 = \lambda 7.1\xi 1 + \delta 7$ $\quad X11 = \lambda 11.1\xi 1 + \delta 11$

$X4 = \lambda 4.1\xi 1 + \delta 4$ $\quad X8 = \lambda 8.1\xi 1 + \delta 8$

With assumption :

1. ζnot correlated withξ
2. εnot correlated withη
3. δnot correlated withξ
4. ζ, εAndδnot correlated (mutually uncorrelated)

4. RESEARCH RESULT

4.1. Characteristics of Respondents Based on Gender

Characteristics Samosir tourism visitors based on gender can be seen in the explanation Table 3 below:

Table 3. Respondents by Gender

No	Gender	Number of Respondents	Proportion (%)
1	Man	65	55.56%
2	Woman	52	44.44%
	Amount	**117**	**100**

Source: primary data processed, 2020

From Table 4.1 it can be seen that the respondents in this study based on female gender totaled 52 people or 44.44%, while the number of male employees was 65 people or 55.56%. The data shows that the majority of employees in the SKPD environment are male.

4.2.   Characteristics of Respondents Based on Education

Respondents' majors working in Samosir can also be seen in the explanation in Table 4.4 below:

Table 4. Proportion of Respondents by Department

| No	Gender	Number of Respondents	Proportion (%)
1	SENIOR HIGH SCHOOL	0	0.00%
2	Diploma	10	8.55%
3	Bachelor	72	61.54%
4	Postgraduate	35	29.91%
	Amount	**217**	**217**

Source: primary data processed, 2020

From Table 4.it can be seen that 0 people or 0% of respondents in this study based on high school education, 10 people or 8.55% of Diploma education, 72 people or 61.54% of Bachelor's education, while 35 people or 29.91% of postgraduate education. The data shows that the majority of employees in the SKPD environment have a bachelor's degree.

4.3.   Result Assessing the Outer Model or Measurement Model

There are three criteria in the use of data analysis techniques with Smart PLS to assessouter model namely Convergent Validity, Discriminant Validity and Composite Reliability. Convergent validity of the measurement model with reflexive indicators is assessed based on the correlation between the item score/component score estimated by the PLS Software. The individual reflexive measure is said to be high if it correlates more than 0.70 with the construct being measured. However, according to Chin, 1998, for early stage research, the development of a measurement scale for a loading value of 0.5 to 0.6 was considered sufficient. In this study, a loading factor limit of 0.60 will be used.
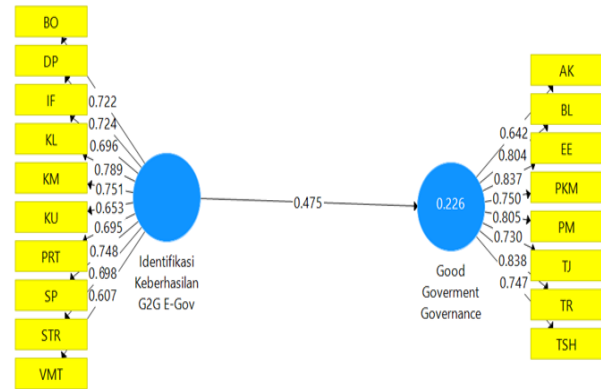
Figure 2. Next PLS Concept
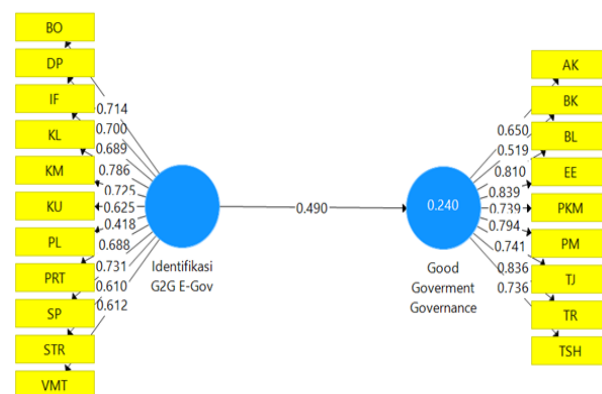
Table 5. Outer Loadings (Measurement Model)

Variable	Indicator		AVE
Good Government Governance	Society participation	PM	0.794
	Upholding the Supremacy of Law	TSH	0.736
	Care for the Community	PKM	0.739
	Transparency	TR	0.836
	Responsibility	TJ	0.741
	Consensus Oriented	BK	0.519
	Fair	bl	0.810
	Effectiveness and Efficiency	EE	0839
	Accountability	AK	0.650
Identification of E-Government Successernment	Organizational culture	BO	0.714
	Leadership Support	DP	0.700
	Infrastructure	IF	0.689
	Collaboration	KL	0.786
	Security	km	0.725
	Finance	MY	0.625
	Training	PL	0.418
	Regulation	dome stic work er	0.688
	Reward System	SP	0.731
	Strategy	STR	0.610
	Vision, Mission & Goals	VMT	0.612

The results of processing using SmartPLS can be seen in Table 5. The value of the outer model or the correlation between the construct and the variables has met convergent validity because the indicator has a loading factor value above 0.60 so it is feasible to continue in the next analysis. However, there are 2 indicators that do not meet the criteria, namely Consensus Oriented (BK) indicators on variables Good Government Governance and Training indicators (PL) on the variable Identification of E-Government Success must be excluded from the SEM-PLS model. Here are the results the loading factor value after subtracting invalid indicators.

Figure 3. Framework G2G Gov

Table 6. Outer Loadings (Measurement Model)

Variable	Indicator		AVE
Good Government Governance	Society participation	PM	0.805
	Upholding the Supremacy of Law	TSH	0.747
	Care for the Community	PKM	0.750
	Transparency	TR	0.838
	Responsibility	TJ	0.730
	Fair	bl	0.804
	Effectiveness and Efficiency	EE	0837
	Accountability	AK	0.642
Identify Successe-Government	Organizational culture	BO	0.722
	Leadership Support	DP	0.724
	Infrastructure	IF	0.696
	Collaboration	KL	0.789
	Security	km	0.751
	Finance	MY	0.653
	Regulation	domestic worker	0.695
	Reward System	SP	0.748
	Strategy	STR	0.698
	Vision, Mission & Goals	VMT	0.607

The value of the outer model or the correlation between the construct and the variables has met convergent validity because the indicator has a loading factor value above 0.60 so it is feasible to continue in the next analysis.

Figure 4. Spread Result Data E-Goverment
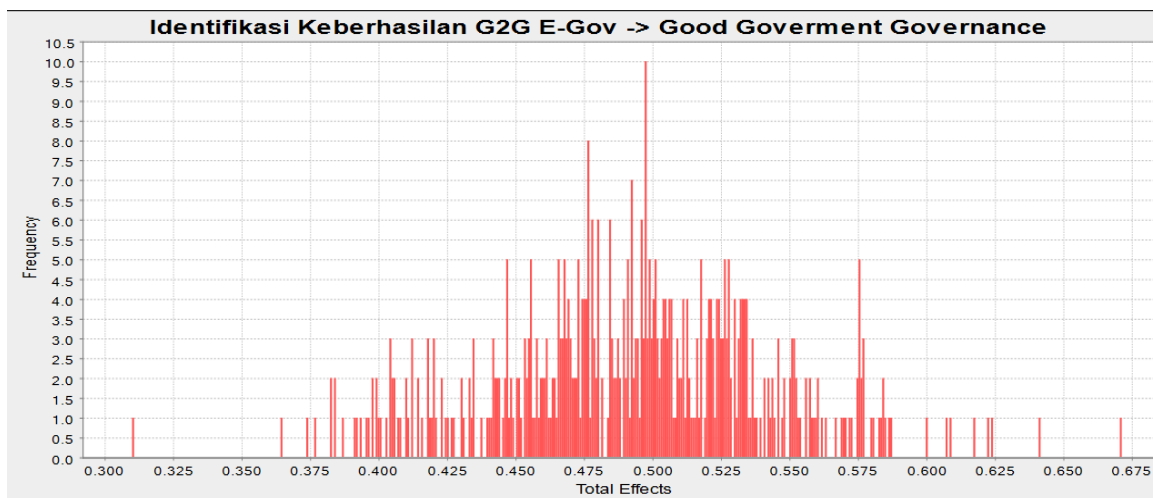
The graph above shows the spread of the data influence Identification of the success of E-Government towards Good Government Governance which is seen to be in the middle and has a random distribution. This shows that the identification of the success of E-Government affects Good Government Governance.

4.4. Discussion

The test results provide empirical evidence that Identification of the success of E-Government influencing Good Government Governance where it proves the hypothesis is accepted. It meansbetterE-Government then it will improve Good Government Governance.This research examines eleven determinants of identifying the success of E-Government and nine factors in realizing Good Government Governance. The eleven determinants of the identification of the success of E-Government are factors received in the first phase of the research coupled with new factors that appear in the open questions in the first phase of the research and interviews in the second phase of the research, namely Vision, Mission and Objectives, strategy, training, security, collaboration , infrastructure, leadership support, organizational culture, finance, regulation, reward system and sanction system.

The results of the third phase of quantitative testing are that eleven factors are accepted as determining factors for the success of E-Government, namely Vision, Mission and Objectives, strategy, security, collaboration, infrastructure, leadership support, organizational culture, finance, rules and reward system. While one factor, namely training, was responded neutrally by respondents or the quantity between those who agreed and those who disagreed was the same so that it was not valid in the factor. Nine factors of Good Government Governance which consists of Community Participation, Upholding the Rule of Law, Care for the Community,Transparency,Responsibility,fair, Effectiveness and EfficiencyAndAccountability. Furthermore, based on this it can be stated that this study supports previous research which states that there are 17 (seventeen) critical success factorsE-Government (Sudarsono, B.G, 2018). However, this study has not yet discussed in depth aboutsuccessE-Governmentsuch as from website service providers, information services and server capacity (Sitokdana, M. N, 2015).

5. CONCLUSION

The conclusions obtained from this study are that the success of E-Government can be identified which consists of Vision, Mission and Goals, strategy, security, collaboration, infrastructure, leadership support, organizational culture, finance, regulations and reward systems can influence the realization of Good Government Governance as assessed from Community Participation, Upholding the Rule of Law, Care for the Community, Transparency, Responsibility, fair, Effectiveness and Efficiency And Accountability.

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