

The Impact of E-Government System Policy on Employee Performance and its Influence on the Effectiveness of Public Services in the Regional Government of Pesawaran Regency

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Abstract. *Implementing a government electronic system changes the work environment by improving efficiency, cooperation, data accuracy, flexibility, skill development, feedback systems, and customer service while lowering administrative costs. These adjustments, taken together, contribute to enhanced employee performance across a variety of parameters. As a result, it is vital to research how government electronic system rules affect staff performance, particularly public service efficacy. This study involves quantitative research methodologies, with data collected using a Google Form questionnaire emailed to the staff of the Pesawaran Regency Government Administration Office. After collecting 100 replies, the data were analyzed using the Partial Least Squares Path Modelling (PLS-PM) approach to evaluate the hypothesis. The study's findings show that government electronic systems policy has a major impact on staff performance, which in turn influences the effectiveness of public services.*

Keywords: *E-Government system; employee performance; public services; effectiveness, partial least squares*

Abstrak. *Penerapan sistem elektronik pemerintah mengubah lingkungan kerja dengan meningkatkan efisiensi, kerja sama, akurasi data, fleksibilitas, pengembangan keterampilan, sistem umpan balik, dan layanan pelanggan sekaligus menurunkan biaya administrasi. Penyesuaian ini, jika digabungkan, berkontribusi pada peningkatan kinerja pegawai di berbagai parameter. Oleh karena itu, penting untuk meneliti bagaimana aturan sistem elektronik pemerintah memengaruhi kinerja staf, khususnya efektivitas layanan publik. Penelitian ini melibatkan metodologi penelitian kuantitatif, dengan data yang dikumpulkan menggunakan kuesioner Google Form yang dikirim melalui email kepada staf Kantor Administrasi Pemerintah Kabupaten Pesawaran. Setelah mengumpulkan 100 balasan, data dianalisis menggunakan pendekatan Partial Least Squares Path Modelling (PLS-PM) untuk mengevaluasi hipotesis. Temuan penelitian menunjukkan bahwa kebijakan sistem elektronik pemerintah memiliki dampak besar pada kinerja staf, yang pada gilirannya memengaruhi efektivitas layanan publik.*

Kata kunci: *Sistem e-Government; kinerja pegawai; layanan publik; efektivitas, partial least squares*

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Introduction

The background of implementing an electronic government (e-government) system in the context of the performance issues of government officials is a crucial consideration in enhancing the effectiveness and efficiency of governance. Government officials face performance challenges due to complex issues such as inefficient administrative processes, inadequate transparency, and increasing demands for enhanced accountability and public service quality.

Efficient governance is a fundamental prerequisite for achieving development goals. Facing the demands for faster and more effective public services, e-government emerges as a strategic solution. By leveraging information technology, implementing e-government can reduce the burden of routine administrative tasks, allowing government officials to focus on more strategic activities. The primary goal of implementing e-government is to enhance the quality of public services. The government can provide faster, more efficient, and responsive public services through technology utilisation. The ability to deliver better services is anticipated to shape a positive perception of government performance among the public.

Moreover, amidst the ongoing digital transformation, the implementation of e-government is imperative. Governments need to keep pace with information technology developments to address challenges and opportunities in the digital era. In this context, e-government is not only viewed as a tool to improve administrative efficiency but also as a means to enhance the capabilities and competitiveness of governance on a global scale. In the context of external uncertainties, such as rapid crises or policy changes, e-government can provide the necessary flexibility to adapt to such changes. Thus, e-government is also considered an instrument supporting the resilience and adaptability of governance in dynamic external environments.

Considering these various aspects, the background of implementing e-government to enhance the performance of government officials creates a strong foundation for moving towards a more modern, efficient, and responsive form of governance that meets the demands of society.

The deployment of an electronic government (e-government) system in Indonesia demonstrates creditable progress in various dimensions. Nevertheless, apart from the concerted efforts of the government to enact numerous laws and regulations about information technology, several challenges persist. The multifaceted nature of these challenges is influenced by various factors, with human resource quality emerging as the foremost determinant. According to Kusmanto et al. (2022), the competency of government personnel exerts a substantial influence on the performance of electronic government systems. Some government employees may resist the adoption of new technologies, especially if they perceive the transition to e-government as disruptive to established work practices. Change management strategies are crucial to address this challenge. Assessing the overall satisfaction with the implementation of e-government systems in Indonesia involves considering various perspectives, including those of citizens, businesses, and government officials. In the execution of e-government initiatives, the pivotal role of employees within a government agency is integral. Consequently, a correlation exists between the implementation of e-government and the performance of employees within the said agency. The performance of employees stands as a crucial determinant for the success of e-government implementation.

The successful operation of the e-government system in Pesawaran Regency necessitates the support of technologically proficient employees. In recent years, there has been a significant push towards digitization across governmental functions globally, as evidenced by the growing number of e-government

initiatives aimed at enhancing efficiency, transparency, and citizen engagement. In Pesawaran, a region plagued by bureaucratic inefficiencies and limited access to public services, the implementation of e-government platforms is increasingly seen as a critical solution to these enduring challenges.

Pesawaran currently faces substantial challenges in administrative efficiency. Reports indicate that processing times for key services such as business registrations and land approvals exceed 30 days on average, significantly longer than the 5-7 days observed in regions with robust e-government systems (Local Government Survey, 2023). Additionally, over 40% of citizens report difficulties in accessing basic government services due to limited office hours and geographic constraints.

The technological readiness of Pesawaran supports the feasibility of such initiatives. According to the Ministry of Communication and Informatics, internet penetration in the region stands at 75%, and smartphone adoption is at 68% (Ministry of Communication and Informatics, 2023). This indicates a significant proportion of the population is already equipped to utilize digital services, underscoring the region's potential to leverage e-government platforms effectively.

This strategic initiative is grounded in the belief that the seamless execution of governmental duties and regional development in Pesawaran Regency is profoundly contingent upon the exemplary performance of its personnel. As the frontline service providers to the community, government officials play a pivotal role. The proficient performance of these officers becomes instrumental in supporting core responsibilities such as resource development and employee management (Kurniasih, Fidowaty, and Sukaesih, 2013). Furthermore, the Pesawaran Regency Government is actively working towards establishing a government structure that remains attuned to evolving developments and aligns with the aspirations of the community.

This effort is bolstered by cultivating a workforce characterized by professionalism and work performance grounded in comprehensive education and training. The attainment of high-quality government employees is intricately tied to their ability to implement the principles of good governance across administrative and public service domains. In examining the e-government system policy within Pesawaran Regency, this study seeks to understand its impact on both employee performance and the effectiveness of public services. The research aims to uncover key insights that will aid in enhancing e-government initiatives for improved governance. The objectives of this study are as follows:

- a) To assess how e-government systems influence employee productivity.
- b) To evaluate the overall effectiveness of public services as impacted by e-government initiatives.

The study is guided by the following research questions:

- a. What are the measurable impacts of e-government policies on employee performance?
- b. What are the success factors for effective e-government adoption?

Literature Review

Policy

Performance denotes the outcome attainable by an individual or a group within a company. According to Kasmir (2018), it encompasses the qualitative and quantitative achievements resulting from an employee's fulfilment of their responsibilities and duties. Public policies, as defined by Sirajuddin (2016), are regulations and measures about the public sphere. These policies arise in response to the needs and challenges encountered by society. Stakeholders involved in the formulation of public policies, often referred to as policymakers, primarily include the government. Their objective is to address the requisites of the community guided by the overarching principle of serving the public interest. Policy implementation can be

construed as a procedural endeavour entailing the execution of a policy. As articulated by Ramdhani and Ramdhani (2017), the outputs of policy implementation manifest in the form of actions, activities, mechanisms, and procedures framed within a systematic framework. The assessment of policy implementation is undertaken to ensure that the formulated policies effectively address challenges and prioritize the welfare of the community (Aziz et al., 2020). This serves as the foundational rationale for composing this paper, aiming to contribute to the discourse on crafting public policies that can attain objectives aligned with societal interests.

Employee Performance

Anggraeni & Rahardja (2018) define performance as the willingness of an individual or a group to fulfil job responsibilities, yielding results as anticipated. Employee performance is further characterised as the accomplishment of work-related tasks and the application of skills by an employee (Sinulingga and Aseanty, 2017). Several factors play a role in influencing employee performance, including job insecurity, employee involvement, organizational support, and organizational commitment (Pawestri and Pradhanawati, 2017). The decline in employee commitment, as indicated by Dwita and Rozikan (2022), is associated with concerns about a potential reduction in employee performance. Additionally, Mangkunegara (2017) and Yang et al. (2020) have delineated four dimensions of employee performance, encompassing attendance and punctuality, interpersonal skills, group support, and planning and coordination.

Effectiveness of Public Services

Effectiveness is a measure of the accomplishment of an activity or program to ensure the attainment of stated goals. Marlina (2017) and Aris & Idkhan (2021) define effectiveness as the organization's capacity to execute tasks and functions with minimal emphasis. It signifies how well the intended targets are reached, typically prioritizing

outcomes over inputs. According to Article 23 of Law Number 25 of 2009 concerning Public Services, public service providers are mandated to manage both electronic and non-electronic information systems. These systems encompass organizer profiles, implementer profiles, service standards, service announcements, complaint management, and performance evaluations. This comprehensive management is essential for delivering services in a practical, prompt, and transparent manner (Handayani, 2020).

E-Government Systems: Overview and Influencing Factors

E-government, or electronic government, refers to the use of digital technology, particularly the Internet, to improve the delivery of government services to citizens, businesses, and other government entities. This concept aims to make government operations more efficient, transparent, and accessible, ultimately enhancing public service delivery and citizen engagement. E-government systems encompass a range of applications and services, including online portals for tax filing, permit applications, public records access, and other services traditionally conducted in person. The success and effectiveness of e-government systems are influenced by various factors, one of them being organizational factors. Strong leadership and commitment from government officials are vital for driving the implementation and continuous improvement of e-government initiatives. Adequate financial and human resources are also necessary to develop, maintain, and expand e-government systems. On the other hand, effective strategies for managing organizational change, including training programs for government employees and initiatives to promote a culture of innovation, are important for successful e-government adoption.

Hypothesis Development

The implementation of the e-government system policy does have an impact on the performance of government officials in Pesawaran Regency. The alternative hypothesis

posits that the implementation of the e-government system policy indeed has a significant impact on the performance of government officials. To expound on the development of this hypothesis, it is imperative to explore the key components of the e-government system policy and their potential influence on the various facets of government employee performance. A critical examination of the e-government system policy might involve an in-depth analysis of its provisions, including training initiatives, technology integration strategies, and organizational restructuring. This examination aims to identify how these elements align with the factors known to contribute to enhanced government employee performance.

A comprehensive review of existing literature on similar policy implementations and their outcomes in analogous settings can provide valuable insights and establish a theoretical foundation for the hypothesis. Understanding the perspectives of government employees and assessing any discernible improvements or challenges in their performance following the introduction of the e-government system policy is essential for validating the hypothesis. In summary, developing the hypothesis asserting the impact of e-government system policy on government employee performance necessitates a comprehensive exploration of the policy's components, a review of pertinent literature, and the application of empirical research methods. This holistic approach is crucial for establishing a robust understanding of the potential positive effects of e-government system policy implementation on the performance of government officials.

The implementation of the e-government system policy does have an impact on the effectiveness of public services in Pesawaran Regency.

The hypothesis suggests that the implementation of the e-government policy does have a significant impact on the performance of government officials. To delve into the development of this hypothesis, it is essential to consider various factors that contribute to government employee

performance and assess whether the introduction of the e-government system policy has demonstrable effects. One potential line of inquiry involves an examination of the specific components of the e-government system policy and their alignment with the key determinants of government employee performance. This may encompass scrutinizing elements such as training programs, technological integration, and organizational restructuring introduced by the e-government policy. An analysis of the existing literature on similar policies and their outcomes in comparable contexts can provide valuable insights into potential correlations. Furthermore, empirical research methodologies, such as surveys, interviews, or performance metrics analysis, can be employed to gather data on the actual impact of e-government policy implementation on the day-to-day e-government responsibilities and effectiveness of government officials. Understanding the perceptions of government employees, as well as assessing any observable changes in their performance following the introduction of the policy, will contribute to the comprehensive evaluation of the hypothesis. Additionally, considering contextual factors, such as the organizational culture, leadership style, and readiness for change within the government agencies affected by the e-government system policy, is crucial.

These factors can significantly influence the success or challenges encountered during policy implementation and subsequently impact the performance of government officials. In summary, developing the hypothesis regarding the impact of e-government system policy on government employee performance involves a thorough exploration of the policy components, a review of relevant literature, and the application of empirical research methods. This holistic approach is necessary to provide a nuanced understanding of the relationship between e-government system policy implementation and its potential effects on the performance of government officials.

The government employee performance has an impact on the effectiveness of public services in Pesawaran Regency

The hypothesis posits a direct correlation between government employee performance and the effectiveness of public services in Pesawaran Regency. It is developed on the premise that the proficiency, commitment, and overall effectiveness of government employees directly influence the quality and efficiency of public services provided to the community. The hypothesis anticipates that an enhancement in the performance of government officials, characterized by competence, dedication, and responsiveness, will lead to a subsequent improvement in the overall effectiveness of public services. This hypothesis aligns with the overarching goal of ensuring that government actions and services positively impact and meet the needs of the community in Pesawaran Regency.

Research Methodology

This research aims to elucidate and analyze the extent of influence exerted by both independent and intermediate variables on the dependent variable.

Employing a quantitative research design, specifically the explanatory survey method, the study seeks to clarify and assess the impact of the e-government system policy implementation directly on the performance of government officials. We used a probability sampling method to identify 100 responders. This method was adopted to ensure that each participant in the target population had an equal chance of being picked, hence increasing the reliability and generalizability of our findings. Questionnaires were distributed as the primary means of data collection, employing a 5-point Likert scale where Point 1 indicated disagreement, and Point 5 signified strong agreement. Subsequently, the collected data were processed and analyzed utilizing path analysis techniques.

Depiction from the aforementioned explanation, the conceptual framework illustrating the relationship between research variables is depicted in Figure 1.

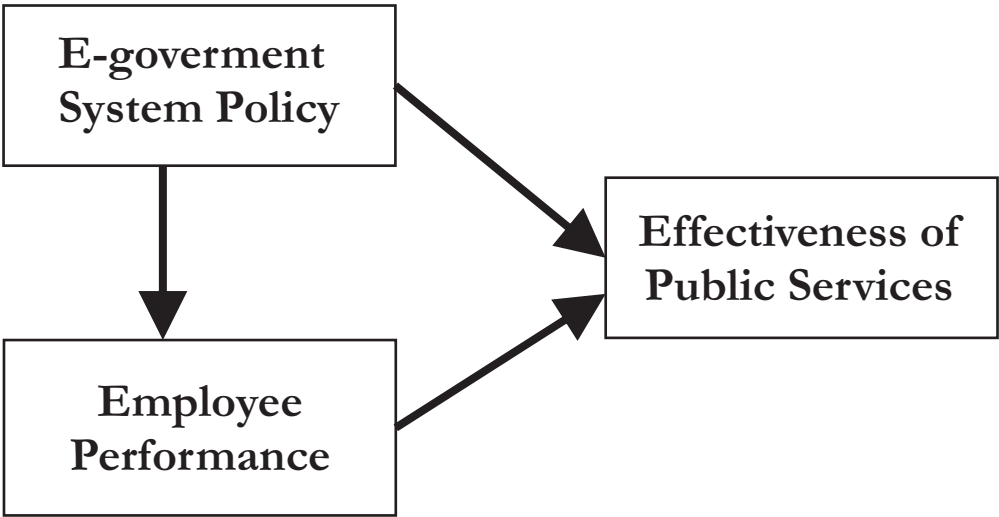


Figure 1.
Framework Conceptual Study

Results and Discussion

A. Inner Model Testing

The examination of the Structural Model (Inner Model) involved assessing the relationships between latent constructs. The tests conducted within the evaluation of the structural model encompassed the determination of R Square on the Endogenous construct and Prediction Relevance (Q Square). Additionally, the Structural Models were executed to forecast the causal relationships among latent variables. In Smart-PLS, the testing of the Structural Model is executed through bootstrapping simulations applied to samples. This testing procedure is designed to mitigate concerns associated with the non-normal distribution of research data. The outcomes of the bootstrapping method in this research, conducted using Smart-PLS 3.2.8, are presented in Figure 2.

B. Reliability Test

All variables employed in this study demonstrated reliability and suitability for use as research instruments. Based on the results of the reliability test, each variable yielded a Cronbach's Alpha value exceeding 0.6. The subsequent analysis produced the outcomes as shown in Table 1.

C. R2 (Square) Analysis

The R2 value performs as an indicator of the exogenous variable's degree of determination concerning the endogenous variable. A higher R2 value signifies a more robust level of determination. The outcomes of the R2 test conducted in this study are presented in Table 2.

The R2 value can be classified into three categories: Strong (0.67), Moderate (0.33), and Weak (0.19). As per the findings detailed in Table 2, the analysis reveals that the endogenous variable is reasonably explained by the E-Government System Policy variable, exerting a moderate influence. Specifically, the R2 value for the Employee Performance variable is 0.493, while the R2 value for the Effectiveness of Public Services variable is 0.398.

D. Goodness of Fit Testing

The evaluation of goodness of fit is ascertained through the Q-Square value. The Q-Square value shares a similar interpretation with the determinant coefficient (R-Square) in regression analysis, signifying that a higher Q-Square implies a better fit of the model to the data. The computed Q-Square values are presented below:

$$\begin{aligned}
 Q\text{-Square} &= 1 - [(1-R21) \times (1-R22)] \\
 &= 1 - [(1-0.493) \times (1-0.398)] \\
 &= 1 - (0.507 \times 0.602) \\
 &= 1 - 0.305 \\
 &= 0.695
 \end{aligned}$$

Table 1.
Reliability Test Result

Variables	Cronbach Alpha	Description
E-Government System Policy	0.867	Reliable
Employee Performance	0.865	Reliable
Effectiveness of Public Services	0.833	Reliable

Table 2.
R-Square Result

Endogenous Variables	R Square	R Square Adjusted
Employee Performance	0.493	0.488
Effectiveness of Public Services	0.398	0.386

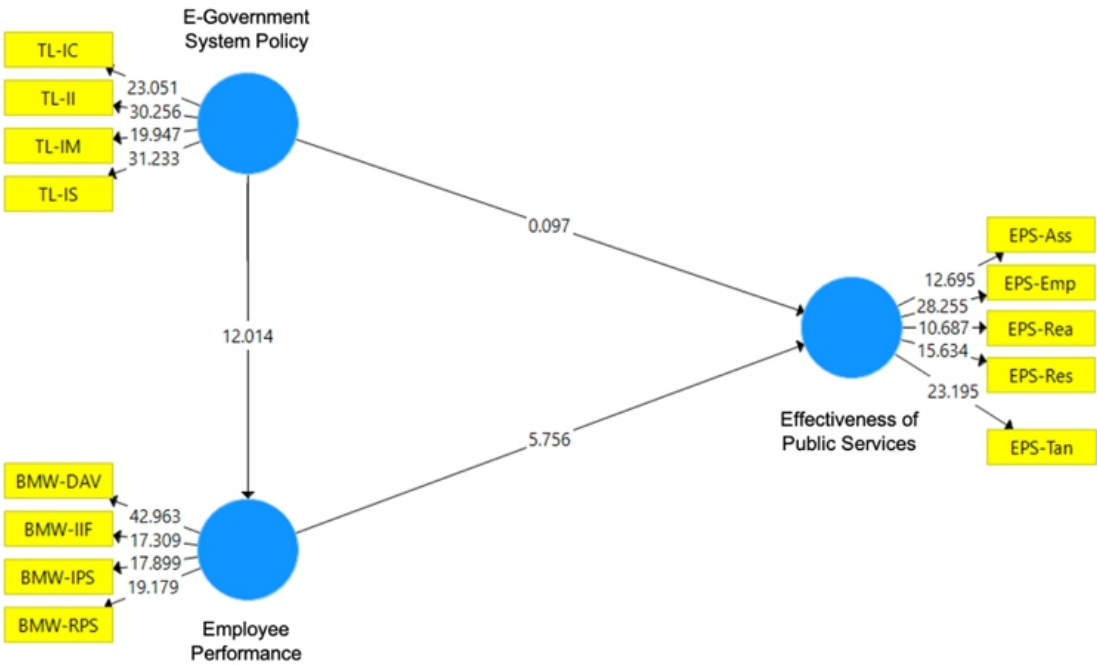


Figure 2.
Inner Model – Bootstrapping

E. Path Coefficients Test

The path coefficient test is employed to demonstrate the strength of the impact of exogenous variables on endogenous variables. In conducting the path coefficient test, several criteria must be satisfied, namely: Original Sample, t-statistics, and p values. The original sample value is utilized to discern the direction of hypothesis testing. A positive original sample value indicates a positive direction, while a negative value implies a negative direction. Subsequently, t-statistics are employed to indicate the significance level and the degree of influence between exogenous and endogenous variables.

In this research, all hypotheses are formulated using a one-tailed direction, and the t-statistic value must exceed 1.96. In this study, a p-value of 5% (or <0.05) is considered acceptable for hypothesis testing. To deem a hypothesis acceptable, all three criteria must be fulfilled. Table 3. presents the results of the hypothesis tests obtained in this research using the bootstrapping method.

Table 3.
Path Analysis

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STD)	T Statistics	P Value
E-Gover nment System Policy ==> Effectiveness of Public Services	0.011	0.005	0.118	0.094	0.925
E-Gover nment System Policy ==> Employee Performance	0.702	0.705	0.055	12.712	0.000
Employee Performance ==> Effectiveness of Public Services	0.623	0.642	0.11	5.685	0.000

Based on the path analysis presented in Table 3, it is evident that Hypothesis H1, asserting that E-Government System Policy significantly influences the effectiveness of public services, is rejected due to T statistics (0.094) < 1.96 and P Value (0.925) > 0.05. Conversely, Hypothesis 2, positing that E-Government System Policy significantly and positively influences the successful implementation of Employee Performance, is accepted as the T statistics value (12.712) > 1.96 and P Value (0.000) < 0.05. Similarly, Hypothesis 3, which states that Employee Performance significantly and positively influences the Effectiveness of Public Services, is accepted because T Statistics (5.685) > 1.96 and P Value (0.000) < 0.005.

Discussion

In the path coefficients testing phase, as indicated by the path analysis presented in Table 3, the hypothesis asserting that E-Government System Policy significantly influences the effectiveness of public services is rejected. This rejection is based on T statistics (0.094) < 1.96 and a P-value (0.925) > 0.05. It is crucial to note that the outcome of this test is influenced by the efficacy of the applications utilized as testing tools concerning the data. Recognizing the paramount importance of accurate data in formulating effective work plans and budgets, the role of Information and Communication Technology

(ICT) is indispensable in ensuring precision and efficiency. The implementation of e-government systems represents a transformative policy that significantly impacts employee performance and employee performance impacts the effectiveness of public services. The integration of electronic tools and technologies in government operations is designed to enhance efficiency, streamline processes, and ultimately elevate overall performance. One notable aspect is the effect on employee performance, where the adoption of e-government systems fosters a more dynamic and responsive work environment. Employees equipped with digital tools can engage in tasks more seamlessly, leading to increased productivity and adaptability. Moreover, the accessibility of information through electronic platforms empowers government officials to make informed decisions promptly. As a result, the influence of e-government on employee performance is intricately linked to the broader objective of optimizing public service delivery. Our findings show that implementing e-government technologies improves efficiency and minimizes administrative hassles for government employees. This is consistent with findings from Pesawaran, where the implementation of e-government systems has resulted in a significant drop in paperwork and processing times. For example, the Pesawaran

Public Administration Efficiency Report (2023) shows that with the implementation of e-government solutions, manual documentation processes have been reduced by 20%. This demonstrates the favourable influence of digital systems on operational efficiency at Pesawaran.

The study also found that the use of e-government technologies spurred employee skill development, which contributed to improved performance. Evidence from the Pesawaran HR Development Plan (2024) shows that e-government training programs have resulted in considerable improvements in staff skills and performance indicators. This reinforces our conclusion that digital systems improve employee performance by enabling ongoing professional growth. The enhanced capabilities of government personnel, coupled with the efficient utilization of digital resources, contribute to an overall improvement in the effectiveness of public services. E-government policies, therefore, serve as catalysts for positive transformations within government institutions, promoting a symbiotic relationship between advancements in technology, employee performance, and the quality of public services rendered.

In addition to the findings mentioned, this study also has several limitations. The reliance on available data and case studies may restrict the depth of analysis. In some cases, detailed performance metrics or skill development data might be incomplete or not fully representative. Besides, the study captures data from a specific period, which may not account for the long-term effects of e-government systems. Longitudinal studies could provide more insights into the sustained impact of these systems over time. On the other hand, the implication of findings can inform policy decisions regarding the allocation of resources for training programs and the design of e-government initiatives, aligning them with strategic goals for employee development and performance improvement. For future research, long-term studies are required to analyze the long-term effects of e-government

systems on employee performance and skill development, offering a more complete picture of their impact over time.

Conclusion

The adoption of e-government systems policy emerges as a transformative policy with significant consequences. Notably, it has a substantial impact on employee performance, resulting in a dynamic and responsive work environment. Equipping personnel with digital tools improve task engagement, resulting in increased productivity and adaptability. Furthermore, the availability of information via technological platforms allows government officials to make educated judgments quickly. This tight link between e-government and staff performance is consistent with the overall goal of improving public service delivery. The effective use of digital resources, together with the expanded capabilities of government staff, contributes to an overall improvement in the effectiveness of public services. As a result, the implementation of e-government initiatives causes favourable changes within government entities. These policies play a pivotal role in cultivating a synergistic connection between technological advancements, the performance of employees, and the overall quality of public services delivered.

Declarations

Author contribution

All authors contributed equally as the main contributors of this paper. All authors read and approved the final paper.

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Competing interest

The authors declare that they have no conflicts of interest to report regarding the present study.

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