

THE INFLUENCE OF E-GOVERNMENT IMPLEMENTATION IN PUBLIC SERVICES ON PERFORMANCE EFFECTIVENESS AND PROFESSOR SATISFACTION AT THE UNIVERSITY OF JEMBER



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Abstract

The implementation of E-Government-based services is expected to provide added value to public services. Jember University as a higher education institution implements E-Government through the Integrated Information System (SISTER) application or sister.unej.ac.id. The purpose of the study is to know and explain the effect of the Implementation of E-Government Public Service on the effectiveness of professor performance and professor satisfaction. This study uses a quantitative approach. The population of this study is all professors of the University of Jember who are active until 2023, as many as 88 people and the samples is 72 people was carried out using a simple random sampling method. Data analysis uses path analysis with a linear regression approach. The results of the study prove that there is an effect of the Implementation of E-Government Public Service on the effectiveness of the performance and the satisfaction of professors. There is an effect of the effectiveness of professor performance on the satisfaction of professors. The research findings provide practical implications, that the University of Jember always pays attention to matters especially those related to the Implementation of Public Service E-Government. This means that theoretically, this research opens up opportunities for future research agendas to develop concepts with other variables such as facilities and infrastructure, trust, accountability, and others.

Keywords: Implementation of E-Government Public Service, Effectiveness Of Professor Performance, and Professor Satisfaction.

INTRODUCTION

The development of the 21st century is marked by the rapid advancement of technology, particularly in the field of information technology (IT). Around the world, many governments have adopted electronic methods and systems in carrying out their operations, providing significant benefits for governments, citizens, and businesses (Batara et al., 2017). E-Government has emerged as a medium that facilitates relationships, management, and public services. The growth of e-Government depends on various factors such as information technology, human resource management, legislative will, infrastructure, and public trust. Consequently, governments worldwide have made considerable efforts to adopt specific e-Government initiatives for the advancement of e-Government itself (Andriandafiarisoa et al., 2021).

The implementation of e-Government-based services is considered capable of delivering user satisfaction when it includes improvements and organization related to internal operations, external communication, and the ability to deliver services to a diverse user base. The implementation of e-Government-based services is expected to add value to public services. The University of Jember, as a higher education institution, has implemented e-Government through the Integrated Information System (SISTER) application, accessible via *sister.unej.ac.id*. This platform offers a wide range of services for students, lecturers, administrative staff, the general public, and even goods and service providers. One of the objectives of e-Government-based services at the University of Jember is to enhance professors' effectiveness and satisfaction in carrying out academic and administrative tasks. The adoption of e-Government affects employee workflows, as all academic and student administrative services are no longer performed manually but instead are computerized through the e-Government system.

Professors, including those at the University of Jember, have a vested interest in e-Government. The implementation of e-Government-based services at the University of Jember is considered to support professors' performance by facilitating the learning process, aiding decision-making, improving service quality, enhancing data accessibility, and increasing both effectiveness and efficiency. The presence of e-Government-based services at the University of Jember is part of efforts to improve the quality of learning in line with the dynamics of change and competency demands. As a higher education institution, the University of Jember must be able to transform into a more flexible, innovative, integrative, collaborative, and impactful institution, thus producing excellent and well-rounded graduates.

Based on interviews conducted during the pre-research stage, it was found that the implementation of e-Government-based services at the University of Jember helps simplify all administrative processes within the institution. Lecturers, students, and staff can easily access *sister.unej.ac.id*. While they recognize the benefits of e-Government-based services at the University of Jember, interviews with the Academic Division also revealed several shortcomings in its implementation. These include unstable internet connectivity, data entry errors when inputting correspondence information into the *sister.unej.ac.id* database such as letter numbering, date, recipient, content, and type which result in delays in correspondence processing, as well as low awareness among some e-Government users regarding internet usage. The implementation of e-Government also faces technical issues such as server

downtime and lengthy approval processes for certain services that require managerial-level authorization.

Based on the above background, this study aims to identify and explain: (1) the effect of Public Service E-Government Implementation on professors' performance effectiveness and satisfaction, (2) the effect of professors' performance effectiveness on their satisfaction, and (3) the effect of Public Service E-Government Implementation on professors' satisfaction at the University of Jember through the intervening role of performance effectiveness.

REVIEW OF LITERATURE

E-Government

E-Government refers to the use of ICT by the government to improve citizens' access to government services as well as the delivery of governmental activities and services (Bélanger & Carter, 2012). It also refers to the use of technology to enhance public service and communication, as well as to make governance more effective and efficient (Krishnan & Teo, 2013). E-Government is more concerned with various governmental functions and activities influenced by the continuous integration of ICT with certain other management paradigms (Ziamba et al., 2016).

E-Government can be considered from various perspectives such as e-society, e-administration, and e-citizen. The successful implementation of E-Government can lead to improved internal efficiency, stakeholder satisfaction, and enhanced services through standardized operational processes, the transformation of paper-based information into electronic forms, and integrated databases (Nawafleh, 2020). Such activities help stakeholders gain easy access to government services. Furthermore, public service E-Government platforms are not only provided by the government but also involve citizen participation enabled by ICT development (Andriandafiarisoa et al., 2021).

Concept of Performance Effectiveness

Organizational effectiveness is generally defined as the degree of success achieved by an organization in its efforts to reach predetermined goals. As Gibson et al. (2012) state, effectiveness is "the achievement of set objectives through cooperative effort." An organization's success or failure in achieving its goals depends on the employees' ability to carry out their assigned duties and responsibilities. If the work results meet the predetermined standards, the condition can be considered effective. Effectiveness is the relationship between output and objectives the greater the contribution of the output toward achieving the intended goals, the more effective the organization, program, or activity (Mahmudi, 2019).

From these expert opinions, it can be concluded that a task can be carried out accurately, effectively, and efficiently if it is executed precisely according to the plan. Thus, work effectiveness essentially refers to the ability of an individual or a group of employees within an organizational unit or company to achieve objectives within a defined system aimed at meeting the needs of that system.

Concept of Service User Satisfaction

Kotler & Keller (2016) state that satisfaction, in general, is the customer's feeling when they experience pleasure or disappointment as a result of comparing the perceived performance of a product or service with their expectations. Meanwhile, Ranjbarian et al. (2012) define e-satisfaction, or online customer satisfaction, as the result of consumers'

perceptions of online convenience, transaction methods, website design, security, and service.

User satisfaction with a system refers to the response and feedback expressed by users after using an information system. Users' attitudes toward the system serve as a subjective criterion of how much they like the system they use. According to Stanton (1996), the level of customer satisfaction is determined by comparing the expected results from a product or service with the results based on actual experience in consuming the product or service. Matching results indicate satisfaction, whereas results that fall significantly short of expectations indicate dissatisfaction. Satisfaction with an information system (online service) directly benefits its users.

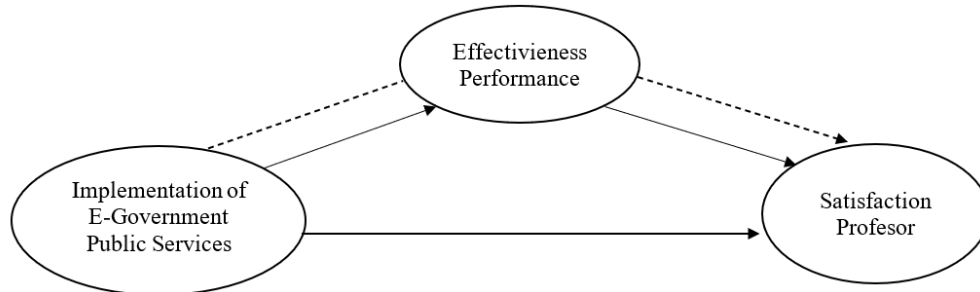


Figure 1.
Conceptual Framework

Hypothesis Development

Relationship between Public Service E-Government Implementation and Professors' Performance Effectiveness

Public services delivered through e-government are considered capable of improving government performance and realizing service management that adheres to the principles of good governance. In the effort to achieve accountable and transparent governance, e-government practices involve the use of the internet to conduct governmental affairs and provide better public services in a citizen-oriented manner (Effendi, 2006). E-government can foster good coordination within the government, and externally, it enhances accessibility to public services, thereby making democratization more tangible to the public (Noto, 2015). Good service is linked to the performance of the apparatus, making them a key factor in the success of the government in serving the public. Based on this explanation, e-government can be seen as an effort to support electronic-based government performance aimed at organizing and improving the quality of public services effectively and efficiently. **H1:** There is an effect of Public Service E-Government Implementation on the performance effectiveness of professors at the University of Jember.

Relationship between Public Service E-Government Implementation and Satisfaction

The utilization or development of e-government is an effort to support electronic-based government performance in organizing and improving the quality of public services effectively and efficiently. Through the development and application of e-government, there is a restructuring of management systems and work processes within government institutions, particularly those responsible for public service functions. With the operation of e-government, it is expected that all government organizational activities can be carried out electronically, thereby facilitating policymaking and service functions (Effendi, 2006).

In practice, the implementation of e-government in public service will be assessed by the public based on the performance of existing services. User satisfaction is the response or feeling of users after using an information system. Overall, user satisfaction is influenced by the quality of information, system quality, and service quality. An information system is considered successful if it operates well, is easy to use, and is compatible with existing technology. The success of an information system can be measured by user satisfaction (Kar, 2021). Ease of use in e-government makes user satisfaction a crucial objective. User satisfaction serves not only as a primary driver of sustainable user behavior but also as the key to building and maintaining loyalty among e-government users.

H2: There is an effect of Public Service E-Government Implementation on the satisfaction of professors at the University of Jember.

Relationship between Performance Effectiveness and Professors' Satisfaction

Public service is an activity or series of activities aimed at meeting the needs of the public, carried out by public service providers (Ahmad & Batinggi, 2014). Excellent public services require strong support from these providers. At this point, public service providers are required to be able to enhance performance effectiveness. Good employee performance effectiveness will ensure the achievement of organizational goals to the fullest. Conversely, suboptimal performance by public service providers can lead to public dissatisfaction or disappointment. Therefore, it is essential for governments/organizations to assess and understand the level of satisfaction experienced by the public when receiving public services (Ahmad & Batinggi, 2014)

High-quality and satisfying services are necessary to increase public participation in government programs. When the public is satisfied with services, it can enhance and sustain their participation in such programs. According to (Tjiptono, 2015), "Service quality is a measure of how well the delivered service matches customer expectations."

H3: There is an effect of professors' performance effectiveness on the satisfaction of professors at the University of Jember.

H4: There is an effect of Public Service E-Government Implementation on the satisfaction of professors at the University of Jember through the intervening variable of professors' performance effectiveness.

RESEARCH METHOD

This study uses a quantitative approach. The research population consists of all professors at the University of Jember who were actively registered up to 2023, totaling 88 individuals. The sample size, determined using the Slovin formula, is 72 individuals. The sampling technique used is *simple random sampling*.

The independent variable is the factor of E-Government Implementation in public services. The intervening dependent variable is performance effectiveness, while the dependent variable is professors' satisfaction.

Table 1.
Identification of Research Variable Measurements

Variable	Indicator	Item
Implementation of E-Government	a. Communication Dimension 1) Transformation	1-12

in Public Services (X)	2) Clarity 3) Consistency b. Resource Dimension 1) Human resources 2) Budget resources 3) Equipment resources 4) Information and authority resources c. Disposition Dimension 1) Commitment 2) Knowledge 3) Understanding d. Bureaucratic Structure Dimension 1) Standard operating procedures 2) Fragmentation	
Performance Effectiveness (Z)	a. Clarity of objectives to be achieved b. Clarity of strategies to achieve objectives c. A solid process of policy analysis and formulation d. Careful planning e. Proper program development f. Availability of facilities and infrastructure g. Effective and efficient implementation h. Monitoring and control system	13-20
Professor Satisfaction (Y)	a. Security and confidentiality b. Trust c. Ease of access d. Understanding of services e. Service quality	20-24

Data collection was carried out using a questionnaire instrument. The researcher prepared the research instrument, and prior to distributing the questionnaire, validity and reliability tests were conducted. Data analysis employed path analysis with a linear regression approach. Hypothesis testing was performed using the t-test.

RESULTS AND DISCUSSION

Descriptive Analysis of Respondents' Demographics

The respondents in this study were university professors. The following presents a detailed description of the respondents' characteristics.

Table 2.
Descriptive Statistics of Respondents' Demographics

No	Criteria	Total (People)	Percentage (%)
1	Gender		
	Male	55	76,4
	Female	17	23,6

		Total	72	100,0
2	Age	40 years or less	1	1,4
		31 yeasr - 50 years	7	9,7
		50 years or more	64	88,9
		Total	72	100,0

Source: Processed Data, 2024

Based on Table 2, it can be seen that there are 55 male respondents (76.4%) and 17 female respondents (23.6%). This indicates that the proportion of professors at the University of Jember is predominantly male compared to female. In terms of age, the majority of respondents are over 50 years old (88.9%). This shows that most professors at the University of Jember are senior lecturers with extensive teaching experience.

Path Analysis Results

The results of the data analysis produced a structural equation model, which can be seen in the figure below.

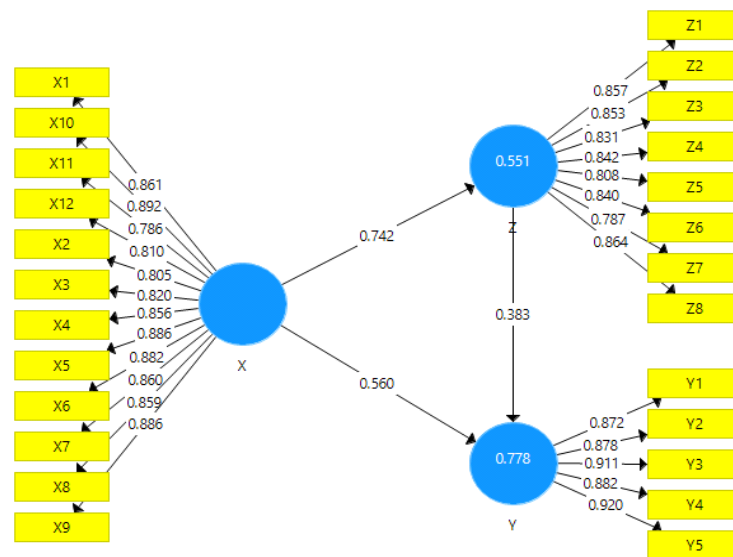


Figure 1.
Full Model PLS

Source: Processed Data, 2024

Direct Effect Test Results

Hypothesis testing at this stage relates to the direct effect of exogenous variables on endogenous variables. The summary of hypothesis testing results is presented in Table 3.

Table 3.

Summary of Direct Effect Hypothesis Testing Results

	Regression Coefficient	T Count	P Value	Information
X -> Z	0,742	7,791	0,000	H1 Accepted
X -> Y	0,560	5,398	0,000	H2 Accepted
Z -> Y	0,383	3,658	0,000	H3 Accepted

Source: Processed Data, 2024

The results in Table 3 represent the PLS analysis outcomes, which will be further interpreted to address the proposed hypotheses. The explanation of the hypothesis testing results is as follows:

- a. The path coefficient from *Public Service E-Government Implementation* to performance effectiveness is 0.742 with a P-value of 0.000. Since the P-value is smaller than $\alpha = 0.05$, it is concluded that *Public Service E-Government Implementation* has a positive and significant effect on performance effectiveness. The positive path coefficient indicates that the better the *Public Service E-Government Implementation*, the better the performance effectiveness. Thus, the hypothesis stating that *Public Service E-Government Implementation* affects the performance effectiveness of professors at the University of Jember is proven true (H1 accepted).
- b. The path coefficient from *Public Service E-Government Implementation* to professor satisfaction is 0.560 with a P-value of 0.000. Since the P-value is smaller than $\alpha = 0.05$, it is concluded that *Public Service E-Government Implementation* has a positive and significant effect on professor satisfaction. The positive path coefficient indicates that the better the *Public Service E-Government Implementation*, the higher the professor satisfaction. Thus, the hypothesis stating that *Public Service E-Government Implementation* affects professor satisfaction at the University of Jember is proven true (H2 accepted).
- c. The path coefficient from performance effectiveness to professor satisfaction is 0.383 with a P-value of 0.000. Since the P-value is smaller than $\alpha = 0.05$, it is concluded that performance effectiveness has a positive and significant effect on professor satisfaction. The positive path coefficient indicates that the better the performance effectiveness, the higher the professor satisfaction. Thus, the hypothesis stating that performance effectiveness affects professor satisfaction at the University of Jember is proven true (H3 accepted).

Indirect Effect Test Results

This stage tests the effect of exogenous variables on endogenous variables through an intervening or mediating variable. The summary of the indirect effect test results is presented in Table 4.

Table 4.
Summary of Indirect Effect Testing Results

	Regression Coefficient	T Count	P Value	Information
X -> Z -> Y	0,284	3,062	0,002	H4 Accepted

Source: Processed Data, 2024

The results in Table 4 show that the path coefficient from Public Service E-Government Implementation to professor satisfaction through performance effectiveness is 0.284 with a P-value of 0.002. Since the P-value is smaller than $\alpha = 0.05$, it is concluded that Public Service E-Government Implementation has a positive and significant effect on professor satisfaction through the mediation of performance effectiveness. This finding proves that performance effectiveness serves as an intervening variable in the relationship between Public Service E-Government Implementation and professor satisfaction. Thus, the hypothesis stating that Public Service E-Government Implementation affects professor

satisfaction at the University of Jember through performance effectiveness is proven true (H4 accepted).

Coefficient of Determination / R-Square (R^2)

The results of the R-square test can be seen in Table 5.

Table 5.
R-Square Values

Variable	Variable Name	R-square
Z	Performance Effectiveness	0,551
Y	Professor Satisfaction	0,778

Source: Processed Data, 2024

The R-square value for performance effectiveness is 0.551. This means that 55.1% of the variability in performance effectiveness can be explained by the *Public Service E-Government Implementation* variable, while the remaining 44.9% is explained by other factors outside the studied model.

The R-square value for professor satisfaction is 0.778. This means that 77.8% of the variability in professor satisfaction can be explained by *Public Service E-Government Implementation* and performance effectiveness, while the remaining 22.2% is explained by other factors outside the studied mode

The Influence of Public Service E-Government Implementation on Performance Effectiveness

The regression test results show that the variable *Public Service E-Government Implementation* has a positive and significant effect on performance effectiveness. Therefore, the hypothesis stating that there is an influence of *Public Service E-Government Implementation* on the performance effectiveness of professors at the University of Jember is proven to be true (H1 accepted). This means that the factor of *Public Service E-Government Implementation*, as measured through the openness in conveying information during e-Government implementation; the clarity of e-Government policy goals/objectives; well-established two-way communication between university staff and lecturers (professors) in the implementation of e-Government; adequate competence of the staff providing services in the implementation of e-Government; sufficient budgetary resource support for the implementation of e-Government; proper facilities and infrastructure; adequate and clear information and authority in e-Government implementation; staff commitment to achieving the goals and objectives of e-Government policy; staff knowledge and understanding in achieving these goals and objectives; standard operating procedures (SOPs) that ensure established and scheduled processes run as intended; and the presence of fragmentation (distribution of responsibilities) in e-Government implementation—are determining factors in the performance effectiveness of professors at the University of Jember.

Along with advances in information and communication technology (ICT), e-Government is becoming increasingly popular. E-Government is a method of administering government electronically (Indrajit, 2006). The most expected benefits of e-Government are increased efficiency, convenience, and accessibility in public services. Furthermore, the Ministry of Communication and Information stated that e-Government is the government's serious effort through the development of internet/electronic-based public services to realize efficient and effective public services. Public services carried out with e-Government are

considered capable of improving government performance and realizing service management that meets the principles of good governance.

To achieve an accountable and transparent government, the practice of e-Government involves using the internet to carry out government affairs and provide better public services in a citizen-oriented manner (Effendi, 2006). E-Government can create good coordination within government, and externally it can improve accessibility to public services, thereby allowing citizens to experience greater democratization (Noto, 2015). Quality public services are related to the performance of government officials, making them a key determinant of success in serving the community. Based on the above, e-Government can be seen as an effort to support government performance through electronic-based administration in order to deliver and improve the quality of public services effectively and efficiently.

The Influence of Public Service E-Government Implementation on Professor Satisfaction

The regression test results show that the variable *Public Service E-Government Implementation* has a positive and significant effect on professor satisfaction. Therefore, the hypothesis stating that there is an influence of *Public Service E-Government Implementation* on the satisfaction of professors at the University of Jember is proven to be true (H2 accepted). This means that the factor of *Public Service E-Government Implementation*, measured using the same indicators described previously, is a determining factor in the satisfaction of professors at the University of Jember.

The utilization or development of e-Government is an effort to support government performance based on electronics for organizing and improving the quality of services to the public effectively and efficiently. Through the development and implementation of e-Government, there is a reorganization of management systems and work processes within government institutions, particularly those performing public service functions. With e-Government in place, it is expected that all activities of government organizations can be carried out electronically, thereby facilitating policy-making and service functions (Effendi, 2006).

E-Government implementation is an effort to utilize information and communication technology to improve efficiency, effectiveness, transparency, and accountability in delivering better public services. In practice, e-Government implementation in relation to public services will be assessed by the public based on how the service performs. Service quality refers to users' perceptions of the services provided by the information system provider. It is the comparison between customer expectations and their perception of the service quality provided (Tjiptono, 2015). User satisfaction is the response or feeling of a user after using an information system, influenced by information quality, system quality, and service quality. Instruments to measure user satisfaction include satisfaction with reports or outputs, the website, and system provider support services (Kotler, 2016). An information system is considered successful if it operates properly, is easy to use, and is compatible with existing technology. The success of an information system can be measured through user satisfaction (Kar, 2021). E-Government involves issues such as trust, security, privacy, access, habits, awareness, and service quality. Ease of use in e-Government makes user satisfaction essential, not only as the main driver of continued user engagement but also as the key to building and maintaining user loyalty.

The Influence of Performance Effectiveness on Professor Satisfaction

The regression test results show that the variable *performance effectiveness* has a positive and significant effect on professor satisfaction. Therefore, the hypothesis stating that there is an influence of performance effectiveness on the satisfaction of professors at the University of Jember is proven to be true (H3 accepted). This means that performance effectiveness measured through factors such as clarity of goals, clear strategies to achieve these goals, well-established analysis and policy formulation processes, sound planning, appropriate program formulation, adequate facilities and infrastructure, more effective and efficient services, and proper supervision and control is a determining factor in the satisfaction of professors at the University of Jember.

Public service is a set of activities aimed at fulfilling community needs carried out by public service providers (Ahmad & Batinggi, 2014). Dissatisfaction arises when the public perceives that the quality of public services provided is poor (Istianto, 2011). High-quality public services require strong support from providers, who must be able to promote performance effectiveness. Good employee performance ensures that organizational goals are optimally achieved, while poor performance results in public disappointment or dissatisfaction. Therefore, public satisfaction is an evaluative measure of the performance effectiveness of public service providers. Quality and satisfying services are necessary to increase community participation in government programs. When services satisfy the public, they encourage and maintain community participation. Service quality, according to Tjiptono (2015), is “the extent to which the level of service provided meets expectations.”

The Influence of Public Service E-Government Implementation on Professor Satisfaction through the Intervening Role of Performance Effectiveness

The regression test results show that the variable *Public Service E-Government Implementation* has a positive and significant effect on professor satisfaction through the intervening role of performance effectiveness. Therefore, the hypothesis stating that there is an influence of *Public Service E-Government Implementation* on the satisfaction of professors at the University of Jember through the intervening role of performance effectiveness is proven to be true (H4 accepted). In this context, performance effectiveness acts as an intervening variable in the influence of *Public Service E-Government Implementation* on professor satisfaction. This means that better competence will lead to higher performance effectiveness, which in turn plays an important role in improving the satisfaction of professors at the University of Jember.

E-Government implementation aims to utilize information and communication technology to improve efficiency, effectiveness, transparency, and accountability in delivering better public services. In practice, public perception of service quality will influence how e-Government implementation is evaluated. Public service excellence requires strong support from providers to drive performance effectiveness. Good employee performance ensures the achievement of organizational goals, while poor performance leads to dissatisfaction. The concept of performance effectiveness reflects the relationship between output and the intended goals: the greater the contribution of outputs toward the goals, the more effective the organization or program

CONCLUSION

The conclusion of the study is that there is an influence of *Public Service E-Government Implementation* on the performance effectiveness of professors at the University of Jember. There is an influence of *Public Service E-Government Implementation* on the satisfaction of professors at the University of Jember. There is an influence of professors' performance effectiveness on their satisfaction at the University of Jember. There is an influence of *Public Service E-Government Implementation* on the satisfaction of professors at the University of Jember through the intervening variable of professors' performance effectiveness.

The practical implication of this research is that the University of Jember should always pay attention to matters, particularly those related to the implementation of *Public Service E-Government*. The theoretical implication is that this research opens opportunities for future research agendas to develop existing concepts by incorporating other variables such as facilities and infrastructure, trust, accountability, and others, so as to obtain better findings in explaining performance effectiveness and professor satisfaction.

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