

E-Government as Intervening of Work Culture To Increase Internal Customer Satisfaction

Aldri Frinaldi^{1*}, Muhamad Ali Embi², Aziza Bila³, Miftah Urrahmi⁴

Abstract: Work culture change among employee in local governance organization have become concrete and important issues to discussed. Massive change in dynamic of life in various sector during industrial revolution era 4.0 effected acceleration of information technology. It also effect to the way of work as an urgent matter. Acceleration of information technology must be accompanied by transformation of performance achievement based on digital governance. However, the implementation of digital governance is not parallel with adaptive work culture of employees in local governance organization that have been entrenched on the agency. As an effect, there are still many of governance work which grope technology. The objective of this paper was proved that implementation of digital governance can be carried out optimally when accompanied by adaptive work culture. This research used quantitative approach with survey strategy. The collected data was analyzed using T test, F test and path analysis. The result of study found that the work culture have direct and indirect effect toward employee satisfaction.

Keywords: Employee Satisfaction, Electronic Government and Work Culture

INTRODUCTION

The development of information technology has become a tangible and critical issue. Advancement becomes requisite and inevitable. This dynamic development has brought about massive changes in civilization. One form of transformation transpires in the employee's work culture within an organization. This change in work culture can affect the behavior and demeanor of employees in fulfilling their duties and roles. The employees are required to move dynamically while performing their duties and roles. Thus, the advancement of technology can be utilized to assist the employee's duties and roles. Advances in information technology also have a major influence on society and culture. Changes in information technology will induce alterations in communication. If communication patterns change, then the way-of-thinking, behavior, and movements will also transform. Transformation in communication patterns will influence interactions between individuals. It will also create a culture, both within the work environment and society.

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The incorporation of industrial revolution 4.0 within the Indonesia government, requires the government to possess natural resources that were outfitted to challenge this new era. Initial preparation can be made for students and also graduates who'll become the future of this nation. Furthermore, attempts to increase the capacity of technology-based human resources are equally important. The preparation and capacity building should be based on knowledge and abilities. This balance of knowledge and human resources ability provides an opportunity for the country to maximize the potential of its region. The potential growth of a region is closely related to the culture within the region. The existence of technological advances in the industrial revolution is expected to be a supporter in preserving the culture in an area and improving the work culture that exists within formal and informal organizations. For this adjustment, adaptive work culture is also needed, so that the employees at work do not feel burdened due to the demands of employing technology. Adaptive work culture comes as a solution to allow the implementation of proper and accurate electronic government, notably in government.

The government has currently taken various ways to keep informed of advances in information technology. One of which is by implementing electronic government. The government attempts to use information technology is aiming to achieve an effective and efficient government. Furthermore, the application of information technology in government activities aims to improve convenience and good accessibility of providing services to the public. Information technology acceleration that occurs in government, requires employees to be able to conform to these changes. One of the strategies is the transformation of employee performance based on digital governance. The transformation includes steps that allow the government to enhance existing technology initiatives and adopt a more holistic approach to the usage of information technology as a supporter of the government's performance and the government's information disclosure agenda.

Nowadays, the utilization of information technology in social life is very prominent. The existence of several online-based programs such as online service for Citizen Identification Card (KTP), online planning, online payment, online health services, online licensing services has been implemented in several regions such as Surabaya, Jakarta, and other major cities in Indonesia. In the West Sumatra Province, several regions have implemented electronic government systems are the Government of West Sumatra Province, Padang Panjang City, Pariaman City, and Padang City. By principle, the service provided to the public through an online system is aimed to improve the quality of the service process provided by agencies/institutions/ organizations to the community, which in turn will increase community satisfaction. In implementing the utilization of technology as a supporter of performance, employees are obligated to adjust their attitudes and behaviors to the development of existing technology. The logical consequence means that employees must be able to change the existing work culture within the organization/agency.

Work culture in organizations is very important because it illustrates the principles of an organization. Work culture can shape the perspective of positive values and negative values in understanding the way of work, norms, thought patterns and behavior of several people or groups (Frinaldi, 2017b). Work culture will change the attitudes and behavior of human resources and play a role in boosting achievement into a higher level (Frinaldi & Embi, 2014). Work culture also has a positive influence on improving employee's performance and in the process of developing an organization if the work culture is implemented carefully and continuously (Frinaldi & Embi, 2014, 2015). The development of work culture is an important part of bureaucratic reform to improve the quality of human resources. Increasing the capacity of human resources indicates that the government apparatus play a vital role in the governance and development of a country by carrying out tasks and development that are effective, efficient, professional, fair and responsible (Frinaldi, Khaidir, & Rahayu, 2019). Work culture has a very significant meaning. Values that exist within the work culture served to evaluate motivation and managerial in increasing employee confidence, appreciation, and welfare (Shokef & Erez, 2006). Work culture in an organization, can be measured using six indicators of work culture as follows: a) Leadership; b) Appearance; c) Awareness of time; d) Communication; e) Awards and Recognition; f) Value and Trust (Frinaldi, 2017a).

Electronic government is current governance where the public expectations on services, availability of information, and interaction with the government can be easily accessed and will contribute to the improvement of confidence in the government. The development of e-government affords the government to provide services quickly and efficiently. The existence of electronic government also indicates an effective design of government systems to consumers (G2C) and government to consumers (C2G). This electronic government model combines the satisfaction obtained through electronic governance and the satisfaction obtained by government employees who generally are contributors to the trust of the community held over the government (Welch, Hinnant, & Moon, 2005). Furthermore, the electronic government also has the potential to transform public administration to be more customer oriented. To be more customer-oriented, the government must understand customer needs (Schedler & Summermatter, 2007). E-Government is defined as the utilization of information and communication technology by the administration in building network structures for interconnectivity, service delivery, service efficiency and effectiveness, transparency and accountability (Yildiz, 2007). There are four indicators of E-Government success, namely: a) data and information available in the data center; b) availability of data and information for regional promotion needs; c) availability of E-government applications to support office work and public services; d) availability of public dialogue applications to improve communication between governments, between the government and the private sector including the community through e-mail, SMS or teleconference applications (Rianto & Lestari, 2012).

Employee satisfaction is one of the determinants of work culture that has been widely studied to supervision. Employee satisfaction is a multi-dimensional phenomenon that is influenced by

individual values, principles, personality, job expectations and opportunities provided (Belias, Koustelios, Vairaktarakis, & Sdrolas, 2015). Customer expectations at work influencing the developing sense of satisfaction and desire to work competently (Tanriverdi, 2008). Job satisfaction can be measured from two equities, namely vertical equity and horizontal equity (Murti, 2001). Employee satisfaction not only can be evaluated when the work has been completed. Because an organization has values that serve as references in its work, those values influence the performance of employees. But the current work culture is no longer the same as the work culture in the previous era. Advances in technology and information require government and human resources to develop and keep up with the times. Thus, the birth of electronic government is a solution to improve the performance of digital-based employees. This study will observe the influence of the work culture that exists in an organization toward the immediate satisfaction of its employees. Finally, this research will also examine the effect of e-government in improving work culture to increase employee satisfaction in working at the Pariaman City Health Office.

METHOD

This research uses a quantitative approach with a survey strategy. The study was conducted at the Pariaman City Health Office. The population of the research is all employees under the City of Pariaman Health Service, totaling to 82 people. This research employs the Total Sampling technique. The total number of respondents is all existing employees. Data was collected using a questionnaire instrument that has been tested both for validity and reliability. The data that has been collected then tabulated and processed using the SPSS version 20.0 Ibm application. Then, the data is analyzed with the F-Test and T-Test, followed by analysis with the path analysis manually.

RESULT AND DISCUSSION

Based on the collected data, the Classical Assumption Test is conducted before carrying the T-test and the F-test. The first Classical Assumption Test that is being conducted is The Normality Test. The test results can be seen as follows:

Table 1. Normality Test Result

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		82
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	2.18057608
	Absolute	.106
Most Extreme Differences	Positive	.080
	Negative	-.106
Kolmogorov-Smirnov Z		.956
Asymp. Sig. (2-tailed)		.320
a. Test distribution is Normal.		
b. Calculated from data.		

Source: Research Data Results

Based on the data above, it can be determined that the significance value is 0.320 and the value is higher than 0.05. Therefore, it can be stated that the data in this study are distributed normally. Then, the next Classical Assumption Test being conducted is Multicollinierias Test. The results are as follows:

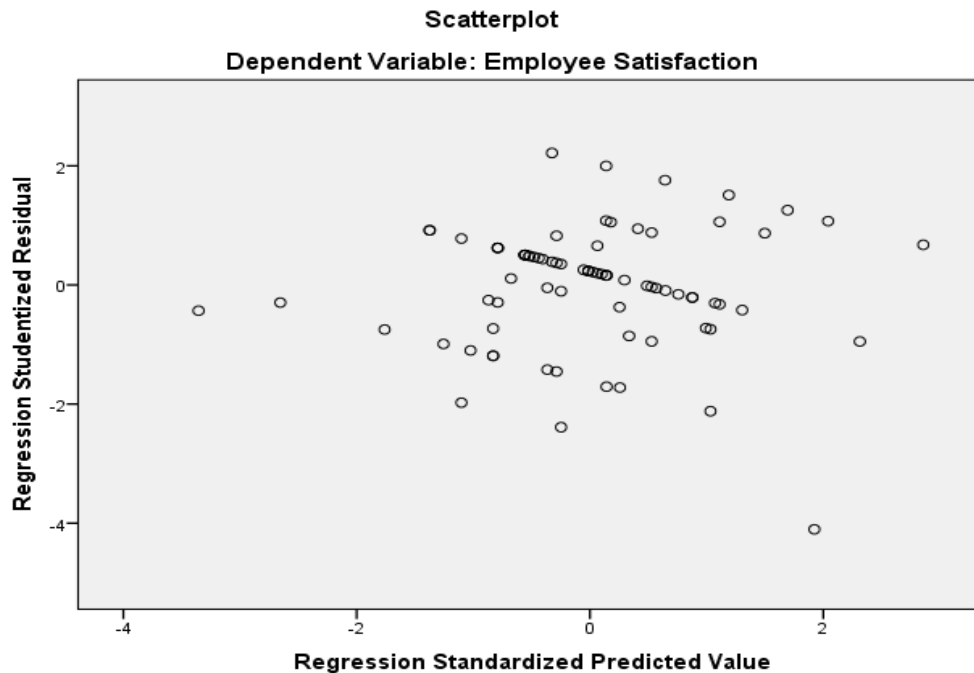
Table 2. Multicolonierity Test Result

Coefficients^a								
Model		Unstandardized Coefficients		Standardize d Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	7.133	2.999		2.379	.020		
	Work Culture	.295	.070	.438	4.210	.000	.939	1.065
	Egov	-.252	.107	-.244	-2.352	.021	.939	1.065
a. Dependent Variable: Employee Satisfaction								

Source: Research Data Results

Based on the data above, it can be known that the tolerance value is higher than 0.10. This states that there is no multicollinearity between variables in this study. Next, the Classic Assumption Test that was conducted is the Heteroscedasticity Test, which can be seen in the figure below:

Figure 1. Heteroscedasticity Test Result



Source: Research Data Results

Based on the data above, it can be explained that the highest data is above and below zero. Therefore, it can be stated that there is no symptom of heteroscedasticity in this research data. Since the Classic Assumption has been fulfilled, the further test can be performed, namely T-test and F-test.

The results of the T-test and F-test can be seen in the table below:

Table 3. Simultaneous Influence Value

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.445 ^a	.198	.178	2.208
a. Predictors: (Constant), Egov, Work Culture				
b. Dependent Variable: Employee Satisfaction				

Source: Research Data Result

Table 4. F Test Result

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	95.352	2	47.676	9.779	.000 ^b
	Residual	385.148	79	4.875		
	Total	480.500	81			

a. Dependent Variable: Employee Satisfaction

b. Predictors: (Constant), Egov, Work Culture

Source: Research Data Result

Table 5. t Test Result (X1, X2 toward Y)

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.133	2.999		2.379	.020
	Work Culture	.295	.070	.438	4.210	.000
	Egov	-.252	.107	-.244	-2.352	.021

a. Dependent Variable: Employee Satisfaction

Source: Research Data Result

Table 6. Partial Influence Value

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.247 ^a	.061	.049	2.301

a. Predictors: (Constant), Work Culture

Source: Research Data Result

Table 7. t Test Result (X1 toward X2)

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.890	2.964		3.000	.004
	Work Culture	.161	.071	.247	2.280	.025

a. Dependent Variable: Egov

Source: Research Data Result

Based on tables 4, 5 and 7 it can be seen that the research data has a significance value of less than 0.05. It states that there is an influence from each independent variable on the dependent variable which level of trust in the influence is bigger than 95%. The impact of work culture and e-government variables simultaneously on employee satisfaction is 19.8%. Partially, variables X1 and X2 have an influence toward Y. According to table 6, X1 also influences X2 is 6,1%.

According to the regression results of path analysis, the data needed is the beta value of the regression test result. The value of beta X1 to X2 is 0.247. Beta X1 against Y is equal to 0.438, while beta X2 against Y is equal to 0.244. To determine the degree of the direct effect, it can be determined through the value of beta coefficient X1 against Y for 0.438. Meanwhile, to determine the magnitude of the effect of X1 on Y through X2 is by multiplying the coefficient of beta X1 against X2 with beta X2 on Y. So, the indirect effect is 0.247 x 0.244 equals to 0.06027. It can be affirmed that the total effect of work culture on employee satisfaction, directly and indirectly, is 0.49827.

To determine the path coefficient outside the model, the calculation as follows:

$$\rho_{XE1} = \sqrt{1 - R^2}$$

$$\rho_{XE1} = \sqrt{1 - 0.061}$$

$$\rho_{XE1} = 0,939$$

According to the data above, it can be perceived that there is another variable that has a bigger influence on e-government, in addition to the other variables in this model, which amounted to 0.998. Whereas the path coefficient outside the model in the second model is as follows.

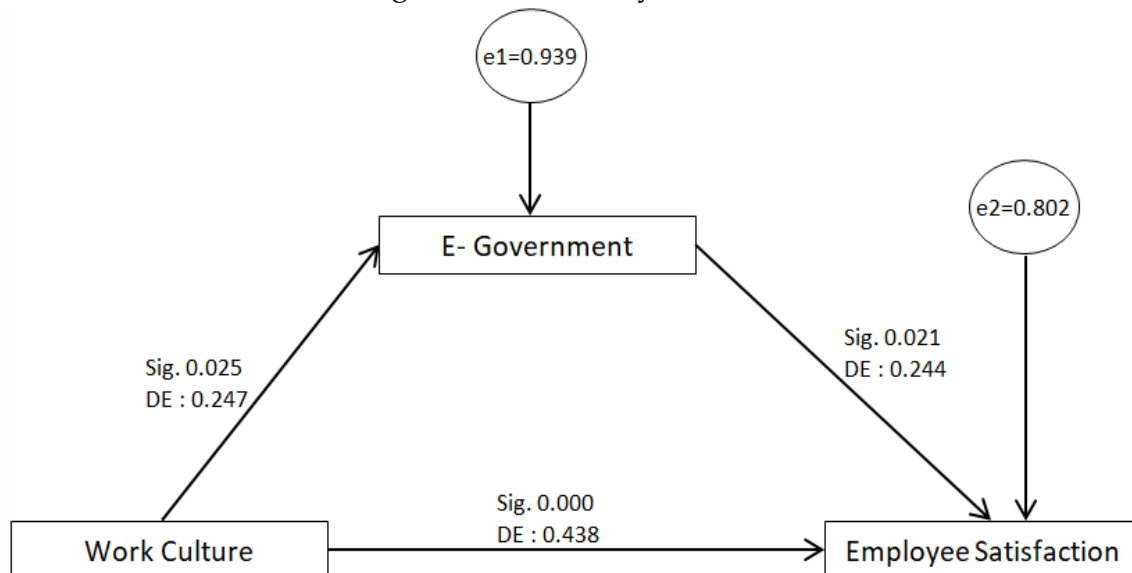
$$\rho_{XE1} = \sqrt{1 - R^2}$$

$$\rho_{XE1} = \sqrt{1 - 0.198}$$

$$\rho_{XE1} = 0.802$$

Based on the data above, the results of this study are:

Figure 2. Path Analysis Result



Source: Research Data Results

According to the data above, it can be determined that simultaneously, the direct influence of work culture is higher than its indirect influence. The direct influence will have a strong impact.

However, entering the Fourth Industrial Revolution, changes must be challenged. Unpreparedness in dealing with this era will cause an organization to be left behind. Although it has an inadequate influence in realizing customer satisfaction, e-government still contributes, with a 97.9% confidence level. The low influence of e-government in this study certainly has its reason, one of which is the mindset of respondents who have greater expectations than the current circumstances in this country can offer. In research, this cannot be controlled directly by the researcher.

Currently, the gap between developed and developing countries is the implementation of e-government in the country. The existence of this gap becomes a comparison between employees in developing countries with developed countries. These gaps often become a passage to declare the chasm of technology and information (Kalsi, 2013). In an organization, employee job satisfaction depends on the organizational context. That is, employees in an organization or company will be satisfied with their work if contingencies that exist in the organization, such as human resource development systems, organizational structure, incentives, job promotion, leadership, code of ethics, communication patterns, rewards and recognition, and trust can be obtained by employees at work. If this can be fulfilled and appreciated, then employees will be satisfied in their work (Nielsen, Joanna, Olof, Raymond, & Vilhelm, 2008). Strong organizations have similarities with the employee code of ethics to complete the tasks that have been given.

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Satisfaction is a reflection of the quality of service provided to customers (internal and external) and the work culture of an organization (Frinaldi et al., 2019). Job satisfaction will be achieved if employees can complete their work and are supported by work culture within the organization (Tsai, 2011). Based on research results, leadership is part of a work culture that influences employee satisfaction. The measurement of employee satisfaction horizontally is closely related to superiors and their leadership. Thus, It is very apparent that leadership and satisfaction become inseparable (Ann E, 1999). The relationship between work culture and employee satisfaction at work cannot be separated. Aside from being dependent on work culture,

there are also other influencing factors on employee satisfaction at work such as sex, age, and family status (Rothausen, Gonzalez, & Griffin, 2009), but this research solely focuses on work culture.

To this point, the information gap that exists in the public and the government has become the crux that can diminish public confidence. But the proper use of information and communication technology will provide satisfaction to the government and society. Transparent services will provide satisfaction to employees and can increase employee confidence in agencies (Welch et al., 2005). The study result discovered that electronic government could be a mediating variable between work culture and employee satisfaction at work. Electronic government has the potential to increase customer satisfaction, not only internally but also externally. To realize a customer-oriented government, it requires knowledge regarding customer needs (Yaghoubi, Haghi, & Asl, 2011).

CONCLUSIONS

Work culture is essential in an organization. Since work culture can not be segregated from employees, who have a level of satisfaction at work. A work culture that promotes employee performance will provide convenience in achieving organizational goals. However, the implementation of e-government bears the sign of the industrial revolution 4.0 coming to Indonesia. To develop employee satisfaction at work, e-government is needed to improve good work culture in an organization, particularly government organizations. The goal of the government to provide good, appropriate and fast services can be achieved by implementing e-government. The service is not only for the public but also for agency employees as organizational mobilizers. This study found that through the implementation of e-government, work culture can increase employee satisfaction at work. The recommendation of this research is for the development of employees' knowledge and capabilities regarding digital provided by the agency. Subsequently, transform work culture by innovating a digital-based work culture.

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