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The Impact of Knowledge Management, Administrative Management, Information Technology for E-Government Success

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ABSTRACT

E-Government success is needed to improve all related public services to the community. This study aims to analyze the success factors of E-Government related to Knowledge Management, Administrative Management, and Information Technology. Data were gathered through the use of questionnaires to 100 E-Government managers in the Yogyakarta, Indonesia Special Region. Partial Last Square data were analyzed (PLS). The results found that information technology and administrative management positively affected E-Government Success, but knowledge management had no effect on E-Government Success. The application of this research finding is to resolve management problems. It's necessary to maintain a level of trust acceptable to all partiesinvolved.The contribution of this research is to emphasize that to achieve E-Government Success, adequate information technology and good administrative management are needed.

Keywords:
E-Government, Partial Least Square, Information Technology, Administrative Management, Knowledge Management.

Introduction

Based on the phenomenon of E-Government in Indonesia, there are many factors that still need to be improved, such as applicable regulations and policies, information technology facilities and infrastructure, empowerment of human resources, and administrative governance (Hardjaloka, 2014). For example, the websites of several Local Governments in Indonesia show differences, some cities in Java are far better than other cities (Sitokdana, 2015). The tendency to use information technology in the service of public organizations is important in the application and development of E-Government. Therefore, it must be carefully prepared in order to achieve the success E-Government (Assery et al., 2017; Kumorotomo, 2014).
Meanwhile, in several other regions in Indonesia, there is a cultural aspect that needs to reviewed to implement and develop E-Government. For example, in Special Region Yogyakarta, it is important to understand that there are cultural elements of the local community that are related to the values, perspectives, and attitudes adopted by community members. The values need to be understood in the implementation and development of E-Government, as well as the operational processes of government services (Kumorotomo, 2014). As for Bali Province, there are several problems in implementing and developing E-Government such as the lack of development support, the absence of stages being referred to, the absence of an independent governing body, the lack of ability to use information technology, and inadequate information technology infrastructure (Jayanti, 2017).

In general, a government must focus on transparency and correct handling of information by using information technology as one of the important mechanisms in encouraging public services

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(David, 2019). On the other hand, there are still some risks associated with information technology for implementing E-Government such as information security issues and the risk of cyber-attacks which are obstacles (Mohamed et al., 2019). Whereas security, trust, convenience, quality, affect the benefits and satisfaction felt by users (Assery et al., 2020; Muritala& Jennifer, 2019).

The E-Government success depends on many aspects such as Information Technology, Administrative Management, and Knowledge Management (Abu-Shanab&Shehabat, 2018). However, electronic data management alone is not enough to support the success of E-Government but it also needs for continuous improvement (Mutundu et al., 2019; Purnama et al., 2020). Although information technology is needed in empowering citizens to provide ideas and support to the Government (Hasna et al., 2019), but knowledge management of E-Government and a good government service delivery system are also needed (Amit et al., 2018). The need for public information disclosure which is very important in the implementation and development of E-Government supported by good administrative management (Yu-Che&Yunseung, 2019).

Based on some of the explanations above, it is known that there is still a need to research more about the E-Government success in terms of various factors that support it, including information technology, administrative management, and related to knowledge management held by E-Government support managers. Therefore, the research questions are raised. Does information technology influences E-Government success? Does administrative management influence E-Government success? Does knowledge management influence E-Government success?

Literature Review

2.1Definition of E-Government

The concept of E-Government has evolved since the 1990s and is now increasingly clear aimed at increasing the effectiveness of government services to stakeholders such as citizens and businesses. The World Bank defines e-government as an information and communication technology-based application to provide public services(WorldBank, 2007). Governments everywhere are looking for ways to utilize information technology to change the public sector in terms of administrative management, information disclosure, and policy making. The application of E-Government is often faced with administrative management problems. It is necessary to maintain a level of trust acceptable to all parties involved(Gjermundrød&Dionysiou, 2015).
E-Government is the use of government services electronically with information technology that has the ability to transform, to the public, business circles, between governments, as well as to its employees. Government to Citizen services are services to the community for daily business interactions. Government to Business services are services to businesses for interaction between the Government and Business Entities. Government to Government services are services for interactions between government organizations.

Government to Employee are services for interaction between the Government and its employees (Hardjaloka, 2014). Thus, E-Government is the government's effort to develop services electronically to improve the quality of services to stakeholders, namely citizens, businesses, employees, and between governments. The broad scope of services to the stakeholders becomes the importance of superior service quality from the implementation of E-Government by a government (Jayanti, 2017). There are several E-Government Models proposed by experts. According to the Gartner Group there are 4 stages: official website, interaction, transactions, and

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transformation. The other model proposed by Hiller and Belanger more broadly, there are 5 stages: information, communication, transaction, integration, and participation. The Indonesian E-Government Model consists of 4 stages: preparation, maturation, consolidation and use (Hardjaloka, 2014). However, the E-Government problems still need to be fixed (Aziz, 2008).

2.2E-Government Success

E-Government Success has become a phenomenon of government management so far in offering online services. The government has a tendency to study, implement and develop E-Government. The E-Government framework needs to limit the strategic policies and stages of E-Government in terms of their implementation and development (Rabaiah&Vandijck, 2009). E-Government success requires the application and development of well-standardized services. There is research in Jordan about the success of E-Government. With a quantitative approach to the survey method, an analysis of structural equation modelling is found that Information Technology and Administrative Management are significant predictors of E-Government Success (Abu-Shanab&Shehabat, 2018).

There is a research to validate a community response-based framework for evaluating E-Government performance. A quantitative approach with a survey method is carried out on E-Government users and data are analyzed with the aid of structural equation modeling.Research findings indicate that information quality, service functionality, and openness of public organizations, are important factors of E-Government. The performance of E-Government needs to be better understood in terms of the important factors that support it (Hepu et al., 2018). There is also a research related to the use of local government websites in India as a government service delivery system. With a quantitative approach and structural equation modelling done it was found that the increasing electronic government service system also increases user's easy to use perception of government websites and increases user satisfaction. The process of electronic government service delivery systems has a significant effect on user benefits and satisfaction. This means that the IT capability of government websites is important in determining the quality of e-government services(Amit et al., 2018).

Some obstacles to the success of E-Government as follows. First, there is no reference in implementing and developing E-Government because of the lack of understanding benefits of E-Government and clarity about the vision of its application. Second, it is not yet clear which stages must be carried out in implementing E-Government projects since there is no definite stages in implementing E-Government. The result is that not all government offices have implemented E-Government (Jayanti, 2017).

2.3Information Technology

Research has been conducted in Mexico to identify factors which generate public value through information technology for electronic government services. The relationship between the public value of e-government services is tested using information technology through a quantitative approach. There are five elements to understand the value of the public: anti-corruption strategies, access to information, platforms for transparency, social media and service kiosks. Government efforts must focus on the prevention of corruption, transparency of governments, data openness and proper handling of privacy. IT is a vital mechanism for promoting greater public value(David, 2019).

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Other research explores the role of information technology in the utilization of information gathering by citizens in providing ideas and support to the Government in relation to security. The case study method investigates images and faces analysis automatically. The findings show that community empowerment using mobile devices has successfully strengthened the ability of the identification process with automatic facial analysis techniques (Hasna et al., 2019). There is research on E-Government in Saudi Arabia that ranks 75th worldwide for online services index. The Government of Saudi Arabia considers the importance of the official government website as the main portal for providing online services to all stakeholders. However, there are still obstacles, namely the existence of number of websites that have not been created so as to hamper the delivery of services (Alfarraj et al., 2011).The Malaysian government also provides online services through E-Government websites. However, there are differences in design, technology and content, between the websites of the Central Government, the State and Local Governments. It was found that the Central Government portal was very good, compared to the State Government website, which was quite good, however the local government website was good enough for the rich Local Government only. The goodness problem can be measured by shortcomings in several aspects, such as the lack of online payments, e- procurement and online applications on its websites, it means all aspects related with information technology (Bakar, 2011).

- H1 = Information Technology has a positive effect on E-Government Success
- H3 = Information Technology has a positive effect on Knowledge Management

2.4Administrative Management

There is a study to investigate E-Government practices in Kenya using a qualitative approach to the phenomenological method. The findings show that electronic data management is insufficient to support the success of E-Government even though several initiatives have been carried out to improve it. There are still good administrative management practices to support E-Government success (Mutundu et al., 2019).

There is also research in the United States with a quantitative approach to the survey method carried out primary data collection in various cities in the United States through a website. Data analysis uses logistic regression. The findings show that there are differences that influence E-Government adoption in small cities compared to big cities. For e-government and transactional services driven by good administrative management, openness of the public sector is very important. This study combines capacity and networking with motivation for management support. This study provides a wealth of understanding of IT and electronic government transaction services(Yu-Che&Yunseung, 2019).

There are several factors that contribute to the delay in E-Government in Yemen. The absence of in-depth studies for preparation and development, the absence of investigation into user preferences, and the absence of supporting policies, related with administrative management, are some of the factors causing E-Government delays. All of these are critical factors that contribute to the failure of E-Government in Yemen (Alsebaeai et al., 2012).There is other research on E-Government policy in the European Union. The main implementation instruments used by EU institutions encourage interoperability in all member countries' public administrations. There is an integrated approach to E-Government policy interoperability. Open coordination is used as an

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administrative management system. The role of interoperability advances the integration process in administrative management (Criado, 2012).

- H2 = Administrative Management has a positive effect on E-Government Success
- H4 = Administrative Management has a positive effect on Knowledge Management

2.5Knowledge Management

There are other studies to analyzed the role of individuals in avoiding the use of electronic services related to the problem of cyber-attacks or cyberattacks. It is predicted that the role of government security readiness in the avoidance of electronic services. It was found that the problem of personal information security and the risk of cyber-attacks are barrier to the use of electronic services. Government readiness can significantly reduce security problems and the risk of cyber-attacks (Mohamed et al., 2019).Other research identifies the use of E-Government services in Nigeria from the user's perspective. In order to capture user responses on the website, an online survey approach has been developed.There are factors of security, support, trust, convenience, quality, information, benefits, comfort, and obstacles. The research findings show evidence that transaction security, use of personal data and mutual trust are still high but there are deficiencies in ease of use, website quality, and content (Muritala& Jennifer, 2019).

Knowledge management is very important in E-Government. A holistic understanding is needed in changing public organizations. There are 4 theoretical perspectives related to E-Government covering institutional theory, organizational culture, organizational politics, and organizational learning. There is an inseparable interaction between elements from various perspectives that can provide theoretical and practical benefits for developing E-Government (Phan et al., 2008).

There is a change in interaction between government and citizens in using information technology for E-Government services. Research in countries in the early stages of E-Government development found a partnership between citizens and the government and a consensus of structure and role in E-Government. Partnerships between government and citizens further enhance social inclusion. There is a collective social responsibility that is needed in social inclusion through E-Government development (Wong et al., 2007).

- H5 = Knowledge Management has a positive effect on E-Government Success
- H6 = Knowledge Management mediates the influence of Information Technology on E-Government Success
- H7 = Knowledge Management mediates the influence of Administrative Management on E-Government Success.

Methodology

This research uses quantitative research methods and literature study, namely data collection through secondary data sourced from processed data by researchers(Juanamasta, Wati, Hendrawati, Wahyuni, Pramudianti, Wisnujati, Setiawati, Susetyorini, Elan, Rusdiyanto, Muharlisiani, et al., 2019; Luwihono et al., 2021; Prabowo et al., 2020; Rusdiyanto, Agustia, et al., 2020; Rusdiyanto, Hidayat, et al., 2020; Shabbir et al., 2021; Susanto et al., 2021), (Juanamasta, Wati, Hendrawati, Wahyuni, Pramudianti, Wisnujati, Setiawati, Susetyorini, Elan, Rusdiyanto, Astanto, et al., 2019), (R. Rusdiyanto&Narsa, 2019), (Gazali, Kusuma, Aina,

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Bustaram, Amar, et al., 2020), (Syafii et al., 2020), (Lamtiar et al., 2021), (Gazali, Kusuma, Aina, Bustaram, Risal, 2020), (Rusdiyanto, Sawarjuwono, 2020), (Shabbir, 2021), (Susanto, 2021), (Luwihono, 2021), (Rahayu et al., 2020), (Utari, 2020), (Prabowo, 2020), (Astanto, 2020), (H. T. Rusdiyanto, 2020), (Rusdiyanto, Sawarjuwono, 2020), (HIDAYAT, 2020), (Rusdiyanto&Narsa, 2020), (Ulum, 2020), (R. Rusdiyanto, 2019), (Hidayat, 2020), (Zainurrafiqi, 2020), (Zainurrafiqi, 2020), (Hadi Susanto, 2021), (Woro Utari, 2020), (Susanto, 2021).

3.1Population and Sample

The population in this study was all managers or Heads of Division (Kabid) who are leaders of implementing E-Government services in the Special Region of Yogyakarta (DIY) Indonesia. Samples were taken as many as 100 managers (Kabid) by purposive sampling for specific aims.

3.2 Measurement of Variables

There are 4 latent variables in this study that are measured through indicators using a Likert scale, 1 meaning Very Disagree to 5 meaning Very Agree. E-Government Success (EGOV) is measured by 5 indicators namely transparency, improved government performance,improvedparticipation,better service and governance. Information Technology (INFO) is measured by 5 indicators namely internet, Content, Database, Search Tools, Portal, and Email. Administration Management (ADMIN) is measured by 5 indicators namely Policies and Regulations, Organizational Culture, Social Environment, Processes, and Code of Practices. Knowledge Management (KNOW) is measured by 5 indicators namely Acquisition, Collect, Store, Disseminate, and Share(Abu-Shanab&Shehabat, 2018).

3.3Statistical Analysis

Descriptive Statistics was conducted to explain characteristics of respondents and variables. Inductive Statistics was performed by using SEM (Variance-Based Structural Equation Modelling). Path analysis that employs Partial Least Square (PLS) consists of 3 relationships. Outer-model that specifies the relationship between latent variable with its indicator (measurement model).Inner-model that specifies relationship between latent variable (structural model). And weight relation in assessing latent variables to be estimated (Ringle et al., 2015).

Reliability refers to internal consistency of construction indicators, which shows how high a common latent factor is shown for each indicator. Reliability calculations are assessed by Cronbach's Alpha and composite reliability. Validity refers to the extent to which the precision and accuracy of a measuring instrument can measure a construct. Construct validity calculations are assessed by convergent validity and discriminant validity (Ringle et al., 2015).

Result

4.1Characteristic of Respondents

Based on data analysis, it is found that managers are men (60%) and women (40%), age is ranged between 20-30 years (40%) and 31-40 years (60%), educational background as Master Degree (60%) and Bachelor Degree (40%), and length of work as more 10 years (60%) and less than 10 years (40%).

Annals of R.S.C.B., ISSN:1583-6258, Vol. 25, Issue 4, 2021, Pages. 12728 - 12741
Received 05 March 2021; Accepted 01 April 2021.

Table 1: Characteristic of Respondents

Description	Percentage	Percentage
Managers	Men 60%	Women 40%
Age	Between 20-30 40%	Between 31-40 60%
Education	Master Degree 60%	Bachelor Degree 40%
Work	Less 10 Years 60%	Above 10 Years 40%

4.2Outer Model Evaluation (Reliability and Validity)

Based on Figure 1, it can be evaluated convergent value of outer loading for all indicators that were declared valid. Validity can be seen from convergent value of outer loading that all indicators valid if has value > 0.60 (Ringle et al., 2015).

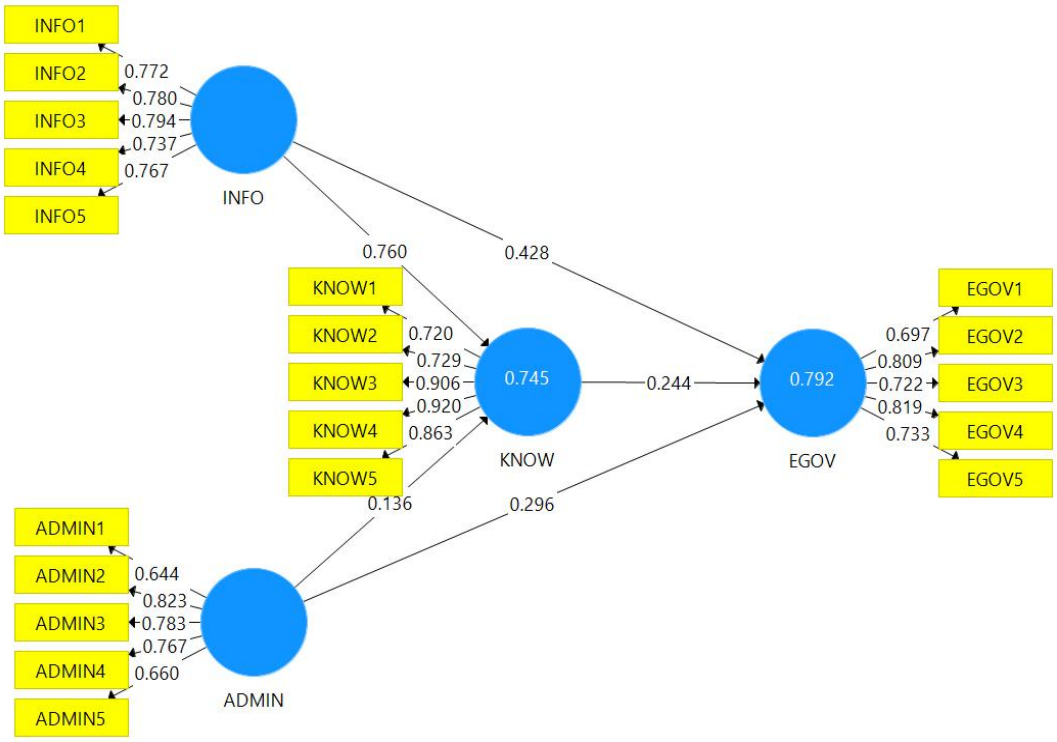

Figure 1. PLS Algorithm

Based on Table 1, it can be evaluated the of Cronbach's Alpha and Composite Reliability for all variables that were declared reliable. Reliability of each variable that Composite Reliability > 0.80, Cronbach's Alpha > 0.70 and Average Variance Extracted > 0.50 (Ringle et al., 2015).

Table 2.Variables Reliability

Variables	Cronbach's Alpha	Composite Reliability	Average Var. Extracted
ADMIN	0.789	0.856	0.546
EGOV	0.814	0.870	0.574
INFO	0.830	0.879	0.593
KNOW	0.886	0.918	0.693

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4.3Inner Model Evaluation (GoF and Testing)

Based on Figure 1, R-square is valued as 0.745 on Knowledge Management (KNOW), it means 74.5% can be explained by variables under study while the remaining 25.5% explained by other variables that are not existed in this research model. Also, a R-square 0.792 on E-Government Success (EGOV) can be explained by variables under study while the remaining 20.8% explained by other variables that are not existed in this research model.

Q-square is performed to generate a predictive relevance (Goodness of Fit) by using a Stone-Geisser test to find out relative influence of structural model on observation measurement for endogenous latent variables. Q2 = 1 – (1–0.745) x (1– 0.792) = 0.9469. Since the value of Q2 is positive and > 0.36 it indicates that the observed value has been well reconstructed and model has a strong predictive relevance (Ringle et al., 2015). Later, it can be continued to test all hypotheses by performing PLS Bootstrapping from the SmartPLS as shown in Figure 2 below:

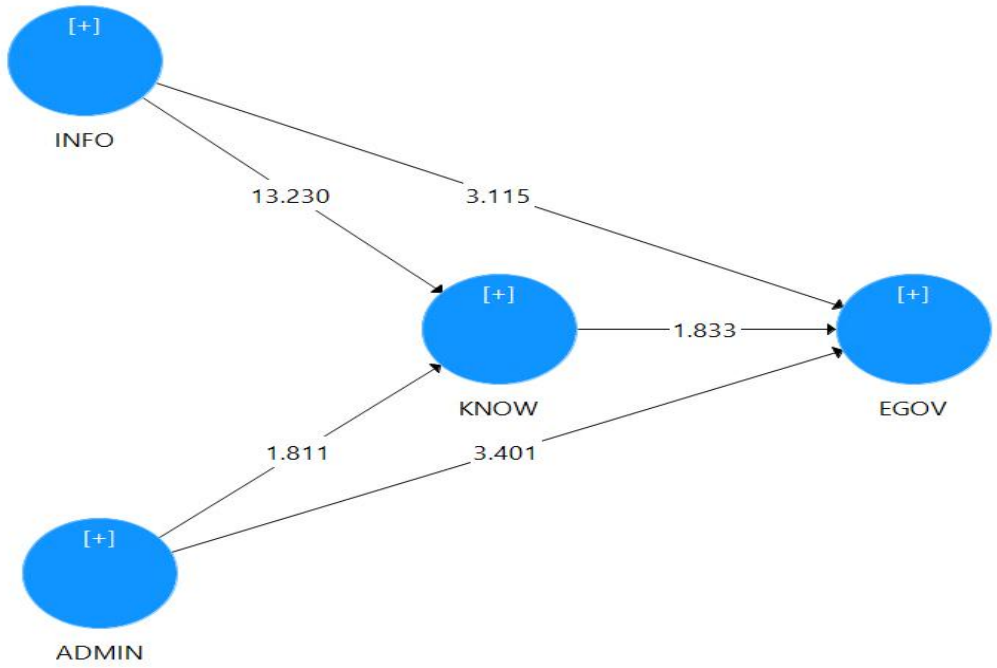

Figure 2. PLS Bootstrapping

By using significance level 5%, the value of acceptance area Ho +/- 1.96. If value of T Statistics is greater than +/- 1.96 then Ho is rejected or alternative hypothesis is accepted. Based on Table 2, it can be evaluated as follows. The impact of Information Technology (INFO) on the on E-Government Success (EGOV) will be positive and significant (r=0.428; t=3.157; p=0.002). Administrative Management (ADMIN) has positive and significant impact on E-Government Success (EGOV) (r=0.296; t=3.352; p=0.001). Information Technology (INFO) has a positive and significant effect on Knowledge Management (KNOW) (r=0.760; t=14.054; p=0.000). Administrative Management (ADMIN) has no effect on Knowledge Management (KNOW)

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(r=0.136; t=1.940; p=0.053). Knowledge Management (KNOW) has no effect on E-Government Success (EGOV) (r=0.233; t=1.952; p=0.051).

Table 3: Path, T-Statistics and P Values for direct relationship of variables

Variables	Path	T Statistics	P Values
ADMIN -> EGOV	0.296	3.352	0.001
ADMIN -> KNOW	0.136	1.940	0.053
INFO -> EGOV	0.428	3.157	0.002
INFO -> KNOW	0.760	14.054	0.000

Based on Table 4, it can be evaluated as follows: Knowledge Management (KNOW) mediates the influence of Information Technology on E-Government Success (EGOV) (r=0.185; t=1.996; p=0.046). However, Knowledge Management (KNOW) does not mediate the influence of Administrative Management (ADMIN) on E-Government Success (EGOV) (r=0.033; t=1.113; p=0.258).

Table 4: Path, T-Statistics and P Values for indirect relationship of variables

Variables	Path	T Statistics	P Values
KNOW->EGOV	-	-	-
INFO->KNOW	-	-	-
INFO->EGOV	0.185	1.996	0.046
ADMIN ->KNOW	-	-	-
ADMIN->EGOV	0.033	1.133	0.258

Discussion

5.1Information Technology has a positive and significant effect on E-Government Success

Information technology is an important mechanism to encourage increased public value (David, 2019). Information technology has successfully strengthened the ability of the process in automatic public service (Hasna et al., 2019). But the E-Government needs to limit the strategic policies and stages of E-Government in terms of their implementation and development (Rabaiah&Vandijck, 2009). Information Technology is significant as predictors of E-Government success (Abu-Shanab&Shehabat, 2018). Information quality, service functionality, and openness of public organizations, are important factors of E-Government success (Hepu et al., 2018). Capacity of embedded information technology in E-Government is critical in determining the quality of E-Government services(Amit et al., 2018).

5.2Administrative Management has a positive and significant effect on E-Government Success

There are still need a good administrative management practices to support E-Government success (Mutundu et al., 2019). E-Government success and transaction services are driven by good administrative management (Yu-Che&Yunseung, 2019) and services (Abu-Shanab&Shehabat, 2018). Openness of public organizations is important factor for E-Government success (Hepu et al., 2018). Some obstacles to the success of E-Government as follows, there is no reference in implementing and developing E-Government, it is not yet clear which stages must be carried out in implementing E-Government (Jayanti, 2017).

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5.3Information Technology has a positive and significant effect on Knowledge Management

In E-Government services, various factors generate public value via information technology(David, 2019). There is the role of information technology in the utilization of information collecting by citizens in providing support to the Government (Hasna et al., 2019). The problem of personal information security is a barrier to the use of electronic services (Mohamed et al., 2019). Mutual trust is still high but there are deficiencies in collecting, processing, and disseminating information (Muritala& Jennifer, 2019).

5.4Knowledge Management mediates of Information Technology on E-Government Success

The use of E-Government services show evidence that transaction security and mutual trust are still needed by E-Government (Muritala& Jennifer, 2019). The success of E-Government has limit the strategic policies and stages of implementation and development (Rabaiah&Vandijck, 2009). E-Government success requires the application and development of well-standardized services (Abu-Shanab&Shehabat, 2018). The increasing electronic government service system also increases user's easy to use perception of government websites and increases user satisfaction (Amit et al., 2018). There is a need for implementing and developing E-Government by explaining the clarity about the vision of its application (Jayanti, 2017).

Conclusion

Information Technology has a positive and significant effect on E-Government Success. Administrative Management has a positive and significant effect on E-Government Success. Information Technology has a positive and significant effect on Knowledge Management. However, it turns out that Administrative Management has no effect on Knowledge Management. Knowledge Management has no effect on E-Government Success. Knowledge Management mediates the influence between Information Technology on E-Government Success even though it does not mediate the influence between Administrative Management on E-Government Success.

The academic implications of the results of this study indicate the important role of Information Technology and Administrative Management in order to achieve E-Government success, however Knowledge Management mediates the influence between Information Technology in achieving E-Government Success. The practical implications of the results of this study for managers of E-Government services in local governments associated with the need for adequate information technology and good administrative management in order to achieve E-Government success.The limitation of this study is resumed that it was conducted with a small number of samples (100) in 1 local government Special Region of Yogyakarta in Java, Indonesia. Suggestions for future research to be carried out with a wider population so that it can draw a larger number of samples and carried out in many Ministries and Institutions and Local Government (KLPD). Future research can also be carried out using a mixed method approach so that it can further improve research results for proper comparisons.

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