The Impact of Information Technology, Human Resources Competency and Transformational Leadership on the Implementation of E-Government in the Medan Veterinary Center of the Ministry of Agriculture

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ABSTRACT

E-government is a government effort in utilizing and using information technology in communicating between government, society, the business world and related parties in providing appropriate and fast services. The purpose of this study was to examine the impact of information technology, human resource competence, and transformational leadership on the application of e-government at the Medan Veterinary Center, Ministry of Agriculture. This type of research is a descriptive study with quantitative methods. The population in this study were all civil servants at the Medan Veterinary Center. The sampling technique used a census, with a total sample of 54 people. The method of data analysis was carried out using multiple linear regression analysis. The results showed that partially information technology and human resource competencies have a positive and significant effect on e-government with human resource competence being the more dominant variable in the application of e-government. Meanwhile, transformational leadership has a positive but insignificant effect on the application of e-government. Simultaneously, information technology, human resource competence, and transformational leadership have a positive and significant effect on the application of e-government at the Medan Veterinary Center.

Keyword: e-government, information technology, human resource competencies, transformational leadership.

INTRODUCTION

E-government plays an important role in efforts towards bureaucratic reform as stated in the Regulation of the Minister of State for Empowerment of State Apparatus and Bureaucratic Reform No. 11 of 2011 concerning Success Indicators of Bureaucratic Reform. The regulation describes the output indicators for the availability of e-government at each Ministry/Agency and Regional Government which has (outcome) an increase in the effectiveness and efficiency of service tasks and functions of the Ministry of Institutions and Regional Governments which can accelerate bureaucratic reform. These criteria and measures are intended to increase understanding and synergize perceptions of the success standards of bureaucratic reform.

This is a challenge and needs to be followed up by the Ministry of Agriculture to make changes in optimizing public services through the use of e-government in all UPTs of the Ministry of Agriculture in Indonesia. Besides, it is in accordance with the Evaluation Results of the Ministry of State Apparatus Empowerment and

Bureaucratic Reform (KemenPAN-RB) of the Republic of Indonesia Number B/174/ M.RB.06/2018 dated December 31, 2018 which contains several things that are noted and need to be refined by the Ministry of Agriculture, namely one of which is increasing the implementation of e-government so that the implementation of agency tasks and the process of providing services to the community becomes easier and faster. With the implementation of e-government, the Ministry of Agriculture is expected to minimize direct meetings between service providers and service recipients so as to prevent possible irregularities.

The Medan Veterinary Center is one of the Technical Service Units under the General of Animal Husbandry and Animal Health of the Ministry of Agriculture, which is tasked with carrying out observation and identification of diagnoses, veterinary testing and animal products. The number of Civil Servants who work at the Medan Veterinary Center (BVET) is 55 people, 3 people THL at the Directorate General of Animal Husbandry and Animal Health, 20 people for PPNPN B-Vet Medan and 6 people for Outsourcing Security. Based on the official website of the Medan Veterinary Center, the application of e-government is quite good, seen from the community satisfaction index which is 83.71 in 2018 and the stage of implementing e-government is already in the third phase, namely the transaction phase where online applications / forms have been implemented for transactions to Public. However, the public information displayed on the official website of the Medan Veterinary Center is still limited, such as the Public Satisfaction Index report, Annual Report, Performance Report and so on when accessed in May 2020.

Human resource competence is one of the determining factors in the successful implementation of e-government because human resources in this government function to develop manage and use e-government. The competence of supporting civil servants in operating computers and the internet at the Medan Veterinary Center is currently quite good considering that most of the employees' latest educational backgrounds are undergraduate degrees, but there are still some civil servants who are less competent in operating computers and the internet.

According to Elnaghi & Alshawi (2007) strong leadership can accelerate the implementation of e-government, encourage cooperation within and between institutions and strengthen the achievement of good governance. One of the important factors of leadership is the behavior of the leader or leadership style because the leadership style will greatly affect working conditions and can cause an increase or decrease in organizational performance. In this case, transformational leadership can be used to encourage change in government organizations.

Based on the results of the Pre-survey, it can be seen that the level of leadership in providing commitment and support to the implementation of e-government is 74.67%, the involvement of leaders in the application of e-government is 72% and the evaluation of leaders on the implementation of e-government is 69.33%. The accumulated amount of the total ideal score is 225 or 72%. These results indicate that the leadership of the Medan Veterinary Center work unit is in moderate criteria.

Besides information technology, human resource competence is a key factor in the successful implementation and development of e-government. The availability of human resources with the capabilities and expertise needed by an organization is a determining factor so that the implementation of e-government can be carried out according to the expected benefits. Wicaksono (2013) in his research stated that human resources have a positive and significant effect on e-government implementation. Meanwhile, according to Husain (2018) in his research concluded that the human resource variable does not have a

significant effect on the implementation of e-government.

According to Elnaghi & Alshawi (2007) Strong leadership can accelerate the implementation of e-government, encourage cooperation within and between institutions and strengthen the achievement of good governance. One of the important factors of leadership is the behavior of the leader or leadership style because the leadership style will greatly affect working conditions and can cause an increase or decrease in organizational performance. In this case, transformational leadership can be used to encourage change in government organizations.

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Based on research by Elnaghi & Alshawi (2007) strong leadership can accelerate the implementation of e-government, encourage cooperation within and between institutions and strengthen the

achievement of good governance. In this case transformational leadership can be applied to provide encouragement for change. According to Bass in Yukl (1998), transformational leadership is the ability of leaders to influence followers, make followers feel trust, admiration, loyalty and respect for leaders and motivate them to do more than what is expected of them.

Information Technology

The definition of Information Technology according to Haag and Keen (1996) in Kadir and Triwahyuni (2013) is a set of tools used in working and performing tasks related to information and information processing. According to Martin (1999) in Kadir and Triwahyuni (2013) information technology is the use of computer technology that functions to process and store information along with communication technology to transmit that information. According to Williams and Wawyer (2003) in Murhada and Giap (2011), information technology is a combination of computers and communication lines that have high speed to transmit data, voice and video.

Meanwhile, according to Indrajit (2016) information technology is a technology that can process data into information and then distribute the data and information through communication networks. Thus it can be concluded that information technology is a combination of computer technology with telecommunications technology.

Human Resources Competence

According to Spencer and Spencer in Busro (2018) competence is a characteristic related to work performance or basic characteristics related to individual standards in displaying their excellence in the workplace or in certain circumstances.

Based on the Decree of the Head of the State Personnel Agency Number 46A of 2003, competence is the ability and characteristics possessed by a Civil Servant in the form of knowledge, skills and behavioral attitudes needed in carrying out

their duties, so that these civil servants can carry out their duties professionally, effectively and efficient.

Transformational leadership

Strong leadership is the main component that must be owned by the government if the implementation of e-government is to be successful. Leadership style is needed by a leader in guiding his employees to carry out the vision and mission of the organization in order to achieve the expected goals (Avilla, 2017). One of the leadership styles according to Bass in Wirawan (2017) is a transformational leadership style.

The term transformational or transformation means changes in appearance (form, nature, function, etc.) (Setiawan & Muhith, 2013). According to Bass in Wirawan (2017) defines transformational leadership as the ability of a leader to change followers from a lower level of need to a higher level of need. The leader also changes the desire for success in subordinates, and enhances the organizational culture in achieving the goals set by the leader. Through transformational leadership, subordinates are expected to achieve work performance that exceeds the expectations of the leaders.

E-government

E-government means of communication between the public and the government and other parties with an interest in improving public services that are accountable, transparent, efficient and effective. According to Angguna (2015) e-government is a government effort in utilizing and using information technology in communicating between government, society, the business world and related parties in providing appropriate and fast services.

Based on Presidential Instruction of the Republic of Indonesia Number 3 of 2003 concerning. By using an information technology in government processes will increase:
1. Efficiency is a measure in achieving the expected results using limited resources
2. Effectiveness, a level of success in an organization in accordance with the goals to be achieved.
3. Transparency, the availability of adequate information to the public regarding the making and implementation of public policies.
4. Accountability, making and implementation of policies that must be accountable.

Conceptual Framework

In accordance with the description on the background of the problem, literature review and previous research, a conceptual research framework is prepared as follows:
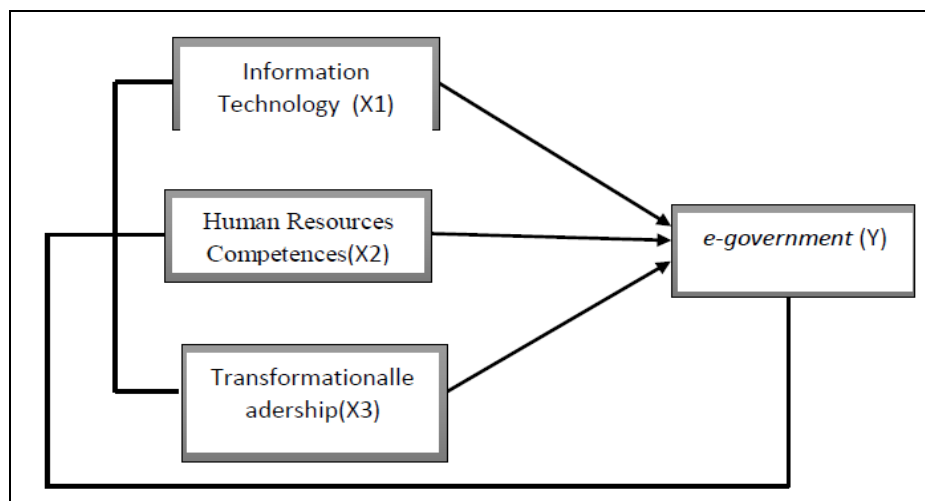
Picture 1.Conceptual Framework

The operational definition and measurement of the variables are explained as follows:

1. Information Technology (X1) is a technology used to process data into information that is useful in making decisions and transmitting data / information through communication networks. The dimensions used are computer hardware and software, communication networks (LAN, WAN, Internet) and applications.

2. Human Resource Competence (X2) is the competence of employees in providing excellent service to the community based on knowledge, skills and attitudes. The dimensions used are Knowledge and Skills.

3. Transformational Leadership (X3) is the leadership based on the influence and relationship between leaders and subordinates by paying attention, stimulating creativity, motivating and providing idealized influence on subordinates to achieve organizational goals. The dimensions used are individual attention, intellectual stimulation, inspirational motivation and idealized influence.

4. E-government (Y) means of communication between government and society and utilizes information technology in communicating and providing services. The dimensions used are effective bureaucratic administration, paperless, time efficiency, access to data and information, accountability and prevention of corruption.

RESEARCH METHOD

This is a descriptive study with a quantitative method (descriptive quantitative research) in which the purpose of this study is to determine how the influence of the independent variables on information technology (X1), human resource competence (X2) and Transformational Leadership (X3) affects the dependent variable. e-government (Y).

The questionnaire was conducted on the population, namely employees of the Medan Veterinary Center office, the Ministry of Agriculture at Jalan Gatot Subroto No. 255A, Medan. The population in this study were all civil servants who served at Balai Veterniner Medan, amounting to 54 people. According to Sinulingga (2016) the sample is a subset consisting of many elements taken from the population through mechanisms and objectives. This study uses a census method or sampling with a saturated sampling method. Therefore, the number of samples in this study amounted to 54 employees of the Medan Veterinary Center.

The data analysis technique was carried out. The data analysis technique in this study used descriptive statistical analysis and multiple linear regression. Descriptive statistics is a data analysis technique with activities to collect data, organize and present data to make it easier for data users to understand the data presented. Descriptive statistics are generally in the form of graphs or diagrams. Multiple linear regression analysis aims to measure the effect of several independent variables on the dependent variable.

The multiple linear regression equation model is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Y : Dependent variable
X_1, X_2 dan X_3 : Independent variable
a : Constant
b_1, b_2 dan b_3 : Regression coefficient
e : Standard Error

RESULT AND DISCUSSION
Descriptive Respondents

It is known that the majority of civil servants of the Medan Veterinary Center are over 40 years old as many as 29 people (53.7%), then 17 people aged 31-40 years (31.5%), and between 20-30 years as many as 8 people (14 , 8%). These results indicate that the majority of civil servants at the Medan Veterinary Center are employees who have worked for a long time.

The majority of civil servants' working period is over 20 years with 19 people (35.2%), then 11 employees with 6-10 years (20.4%), then employees with 1-5 years of service, 11 -15 years and 16-20 years respectively as many as 8 respondents (14.8%). These results indicate that the majority of employees who work at the Medan Veterinary Center have quite a long experience working at the Medan Veterinary Center. Civil servants who work at the Medan Veterinary Center are dominated by employees with the latest undergraduate / undergraduate educational background, namely a total of 20 people (37%), then 19 people (35.2%) from high school (35.2%) then 12 Strata Two / S2 1 person (22.2%) and employees with a Strata 3 / S3 education (1.9%).

Validity and Reliability Test

The validity test was carried out on 30 samples. The condition for a statement is considered valid if the correlation value (r count) is greater than r table (0.361). Where the r table is obtained at α = 0.05 and n (number of samples) = 30. The reliability test in this study used a Cronbach alpha value greater than 0.60.

The results of the validity test show that all statement items related to all variables are declared valid because the calculated r value is greater than the r table.

Table1: Reliability Test Results

No	Variables	Cronbach's Alpha	Description
1	Information Technology (X1)	0.966	Reliable
2	Human Resources Competence (X2)	0.981	Reliable
3	Transformational Leadership (X3)	0.978	Reliable
4	E-government (Y)	0.984	Reliable

From table 1, we can conclude that all research variables consisting of information technology, human resource competence, transformational leadership and e-government are declared reliable because the Cronbach's Alpha value is greater than 0.6.

Classic Assumption Test

From table 2, it is obtained that the VIF value for the information technology variable is 1.333, the VIF value for the human resource competency variable is 1.560 and for the transformational leadership variable is 1.476. From the VIF value in the results of this study, all values are less than 10, it can be concluded that in all the independent variables of this study there is no multicollinearity.

Table2: Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Information Technology (X1)	.752	1.330
	Human Resources Competence (X2)	.641	1.560
	Transformational Leadership (X3)	.678	1.476

Based on table 3, the probability value p has a value of 0.749. Because the probability p value, which is 0.749, is greater than the significance level of 0.05, it can be concluded that the residual variables in this study are normally distributed.

Table3: Normality Test

		Unstandardized Residual
N		54
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	.35702122
Most Extreme Differences	Absolute	.092
	Positive	.092
	Negative	-.059
Kolmogorov-Smirnov Z		.677
Asymp. Sig. (2-tailed)		.749

Table4: Heteroscedasticity Test with Glejser Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.610	.371		1.644	.106
	Information Technology (X1)	-.115	.084	-.219	-1.372	.176
	Human Resources Competence (X2)	-.007	.104	-.012	-.068	.946
	Transformational Leadership (X3)	.038	.082	.077	.459	.648

From the table above 4, we can see that the Sig. Glejser of the information technology variable is 0.176, the value of Sig. Glejser of the human resource competency variable is 0.946 and the Sig. Glejser of the transformational leadership variable is 0.648, so that we can conclude that heteroscedasticity does not occur in all these independent variables because of the Sig. glejsernya value above 0.05.

Multiple Linear Regression Analysis

There are 3 independent variables in this study, so the analysis method we use in this study is multiple linear regression analysis.

Based on Table 5, it is known that the F count is 11.833 and the Sig. is 0.000. It is known that the value of F count is

11.833> F table 2.79 and the value of Sig is 0.000 <0.05, so information technology, human resource competence, transformational leadership together or simultaneously have a significant effect on e-government.

Table5: Simultaneous Influence Test with the ANOVA F test[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.796	3	1.599	11.833	.000[a]
	Residual	6.756	50	.135		
	Total	11.552	53			

The t statistical test is used to determine the level of significance of the effect of each independent variable on the dependent variable. Table 7. presents the regression coefficient values, as well as the t statistical value for partial impact testing.

Table6: Partial Effect Significance Test (T*test*) Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.629	.610		1.032	.307		
	Information Technology (X1)	.320	.138	.289	2.317	.025	.752	1.330
	Human Resources Competence (X2)	.348	.170	.276	2.043	.046	.641	1.560
	Transformational Leadership (X3)	.242	.134	.237	1.802	.078	.678	1.476
Dependent Variable: *e-government* (Y)								

Based on the results of the t test in Table 6, the results obtained:
1. It is known that the coefficient value of information technology is 0.320, which is positive. This means that information technology has a positive effect on e-government. It is known that the Sig value of the information technology variable is 0.025 <0.05 and t count 2.317> t table 2.008, so information technology has a positive and significant effect on e-government.
2. It is known that the coefficient value of human resource competence is 0.348, which is positive. This means that human resource competence has a positive effect on e-government. It is

known that the Sig value of the human resource competency variable is 0.000 <0.05 and t count 2.043> t table 2.008, so human resource competence has a positive and significant effect on e-government.
3. It is known that the coefficient value of transformational leadership is 0.242, which is positive. This means that transformational leadership has a positive effect on e-government. It is known that the Sig value of the transformational leadership variable is 0.078> 0.05 and t count 1.802 <t table 2.008, so transformational leadership has a positive effect on e-government, but not significant.

Analysis of the coefficient of determination

The coefficient of determination (R^2) is a value (proportion value) that measures how much the ability of the independent variables used in the regression equation to explain the variation in the dependent variable.

Based on Table 7, it is known that the coefficient of determination (R-Square) is 0.415. This value can be interpreted that the variables of information technology, human resource competence, transformational leadership are able to influence e-government by 41.5%, the remaining 100% - 41.5% = 58.5% explained by other variables or factors.

Table 7: Coefficient of Determination Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.644[a]	.415	.380	.367576
a. Predictors: (Constant), Kepemimpinan Transformasional (X3), Teknologi Informasi (X1), Kompetensi Sumber Daya Manusia (X2)				
b. Dependent Variabel: *e-government* (Y)				

CONCLUSION

1. Partially, the information technology variable has a positive and significant effect on the application of e-government at the Medan Veterinary Center.
2. Partially, the human resource competency variable has a positive and significant effect on the application of e-government and is the most dominant variable compared to the information technology and transformational leadership variables at the Medan Veterinary Center.
3. Partially, the transformational leadership variable has a positive and insignificant effect on the application of e-government at the Medan Veterinary Center.
4. Based on the results of the simultaneous test with the F test, information technology, human resource competence, and transformational leadership together or simultaneously have a significant effect on the application of e-government at the Medan Veterinary Center. And the variables of information technology, human resource competence, and transformational leadership are able to influence e-government at the Medan Veterinary Center by 41.5%, the remaining 100%-41.5%=58.5% explained by other variables or factors.

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