

ORGANIZATIONAL WORKFORCE TRANSFORMATION: E-GOVERNMENT AS A BRIDGE WITH DIGITAL CAPABILITIES AND MONITORING MEDIAS

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Abstract

The concept of good government (good government governance) is one of the elements that must be intertwined with the E-Government and the private sector. The aim of this research is to determine the influence of E-Government and Employee Commitment on improving employee performance through Digital Competence at the Greater Surabaya General Election Supervisory Agency. This study uses a quantitative approach. The data collection technique used in this research is Google Form. Data analysis was carried out through direct and indirect influence tests. This test was carried out using the SmartPLS statistical program and looked at the total direct effect and indirect effect calculations. The results of this research are that employee commitment has a positive and significant direct influence on employee performance, employee commitment has a positive and significant direct influence on digital competence, digital competency has a positive and significant direct influence on employee performance, E-Government has an influence positive and significant direct influence on employee performance, while the indirect influence is that employee commitment has a positive and significant direct influence on employee performance through digital competency as mediation, and digital competency functions as partial mediation, and for E-Government it has a positive direct influence and significant to employee performance through digital competence as mediation, where competence functions as partial mediation. This means that the better the implementation of E-Government and Employee Commitment, the greater the increase in Digital Competence so that it can improve employee performance at the Greater Surabaya General Election Supervisory Agency.

Keywords : E-Government; Employee Commitment; Digital Competence; Employee Performance

INTRODUCTION

The implementation of e-government is developing very rapidly in the General Election Supervisory Agency (Bawaslu), this development occurred due to instructions from Bawaslu of the Republic of Indonesia for Provincial/City Bawaslu to implement an electronic-based government system to make it easier for the public to reach Bawaslu regarding reporting and non-reporting matters especially in the E-Government concept (Mutiarasari & Herawati, 2020). The definition of e-government is the use of information technology by the E-Government which enables the E-Government to transform relations with society, the business world and interested parties, and in practice e-government is the use of the internet to carry out government affairs and provide public services so that they are better and oriented towards public service (Ashaye & Irani, 2019), in public service there needs to be a contribution from the performance of employees related to E-Government in Bawaslu.

The performance of the Bawaslu Secretariat employees in Greater Surabaya, the expected achievements are based on many factors, including work effectiveness and efficiency. The Greater Surabaya Bawaslu secretariat has attempted to improve work processes through the use of information and communication technology by building digitalization of government administration systems known as e-government. With the implementation of e-government, it is hoped that it will not be viewed only as a tool or device, but will also become an important part of the service process and operational development. The results of research on the influence of implementing e-government on employee performance show that the implementation of e-government policies has an influence of 54.85% on the performance of government officials in Cimahi City (Maduwinarti & Taali, 2023).

The results of the same research concluded that there is a strong and positive influence between the implementation of e-government on employee performance at the Women's Empowerment and Child Protection Service of South Sumatra Province Handayani et al., (2022), where employee performance requires Human Resources who manage well. Good. The capacity of human resources (HR) of technical managers is still a factor that causes the lack of best practices for e-government development at the Bawaslu Secretariat in Greater Surabaya. Human resources (HR) are an important factor in the successful implementation of e-government, where human resources are capable and reliable in the field of information technology. The inability to adapt to technological advances is caused by poor

work results from existing human resources, even though it must be acknowledged that humans are an important factor that determines the success of e-government (Malodia et al., 2021).

The implementation of e-government is still not supported by the digital competence of employees. This can be seen from the fact that human resources are not yet ready to face the implementation of e-government, so that there are still many employees who do not understand the procedures for using computers and other technology. For example, in sending data which requires using email and coordinating in terms of data collection and how to access internet sites, there are some employees who do not understand how to use or access it, so they have to ask for help from other people who are working (Adae et al., 2023; Sumaya M. Kagoya & Gilbert, 2020).

Competencies related to the role of human resources in an organization or company have the same role as the job itself. Competence is a determining aspect of the success of an organization or company. With the high level of competence possessed by employees in an organization or company, of course this will determine the quality of the human resources they have, which will ultimately determine the quality of organizational performance (Tarigan & Setiawan, 2020).

Empirical study with Williams, (2023), regarding the study of digital competency and career development on employee performance. Explaining the results of his research, there is a significant influence of digital competence and career development on employee performance. Furthermore, judging from the empirical study by Goloshchapova et al., (2023), it can be concluded that appropriate digital competence will be able to encourage optimal employee performance. On the other hand, the research results of Pereira et al., (2022), in research on the direct relationship between digital competence and employee performance. The results of his research show that there is an insignificant relationship between digital competence and performance. The difference in the research findings of Al-Mahrezi et al., (2021), is a research gap or research gap for further research to be carried out and provides an opportunity to develop research models using adding a mediating variable, namely commitment.

Employee commitment is oriented towards company or organizational relationships so that they contribute and are committed through activities and involvement in the company to achieve company goals. Employees who have strong employee commitment will have

different attitudes compared to employees who have weak employee commitment. A strong organizational commitment will produce work performance, low absenteeism and low employee turnover. Guerra-Tamez et al., (2020) commitment is a form of identification, loyalty and involvement expressed by employees towards the organization or work unit. A person's successful performance is determined by their level of competence, professionalism and commitment to the work they do. Employees with high commitment are more comfortable working, loyal and participate, thereby showing optimal performance results. The research results presented by Astiti & Surya, (2020) said that employee commitment has a strong and positive relationship with employee performance, and employee performance is expected to be competent.

The research results of Edelman et al., (2023) shows that employee competency has a significant positive effect on employee performance through employee commitment. Positive influence shows that competence is in line with employee performance. These findings contribute to the fact that the influence of employee competence on employee performance can be increased through organizational commitment as a mediating variable. Several research results regarding the influence of implementing e-government on employee performance show that the implementation of e-government policies has an influence of 54.85% on the performance of government officials (Kovacova & Lewis, 2021). The results of the same research concluded that there is a strong and positive influence between the implementation of e-government on employee performance at the Women's Empowerment and Child Protection Service (Handayani et al., 2022).

Another phenomenon in the Greater Surabaya Bawaslu is thought to be the influence of employee commitment, where in the last 3 years the commitment of employees at the Greater Surabaya Bawaslu has been optimal in their work. The commitment of employees at the Bawaslu secretariat in Greater Surabaya shows optimum results because for the last 3 (three) years the attendance of Monday morning roll call shows in the Good category or above 95%.

Naimah & Mukti, (2019), the results of the analysis show that the Employee Commitment Variable has an effect on Employee Commitment. These results test the reflective and formative indicators in this study which have a p value of <0.001 for all research variables and are declared significant because <0.05 . The AVE test results in this research were X with a value of 2.698. Y value is 2.145 and Organizational Support value is 1.716. The AVE

value for all variables has exceeded 0.05, so it can be said to have met the standards for the AVE value. In this research, what is interesting is that Bawaslu Surabaya Raya has optimum performance, but knowledge regarding the implementation of E-Government is still not optimal, while employee commitment is very good in supporting the tasks assigned, whereas previous research on mediating factors regarding digital competence has not done much research on influencing factors. employee performance is linear to employee performance results.

The aim of this research is to determine the influence of E-Government and Employee Commitment on improving employee performance through Digital Competence at the Greater Surabaya General Election Supervisory Agency

METHODS

The approach used in this research is quantitative with a planative type. The research was conducted at Bawaslu Surabaya during October - December 2023. The research was conducted at Bawaslu, Greater Surabaya with a population of 154 people as respondents. The sampling technique used was a saturated sample, where all members of the population were selected to be the research sample. Thus, the number of samples in this study was 154 employees. The data collection technique used is through a questionnaire distributed using gform. Analysis of research results using the Partial Least Square (PLS) test. This research uses structural tests or inner models. The structural model or inner model test consists of the path coefficient test, goodness of fit test and hypothesis test.

RESULTS

1. Evaluation of the Measurement Model Test or Outer Model

Outer model analysis is carried out to ensure that the measurements used are suitable for measurement (valid and reliable). In this model analysis, it specifies the relationship between latent variables and their indicators. Based on the results of the PLS analysis in the PLS Algorithm for validity and reliability testing, the model determination coefficient and path coefficient for the equation model have been shown based on the PLS Algorithm Smart PLS output results, which can be observed in Figure 1 as follows:

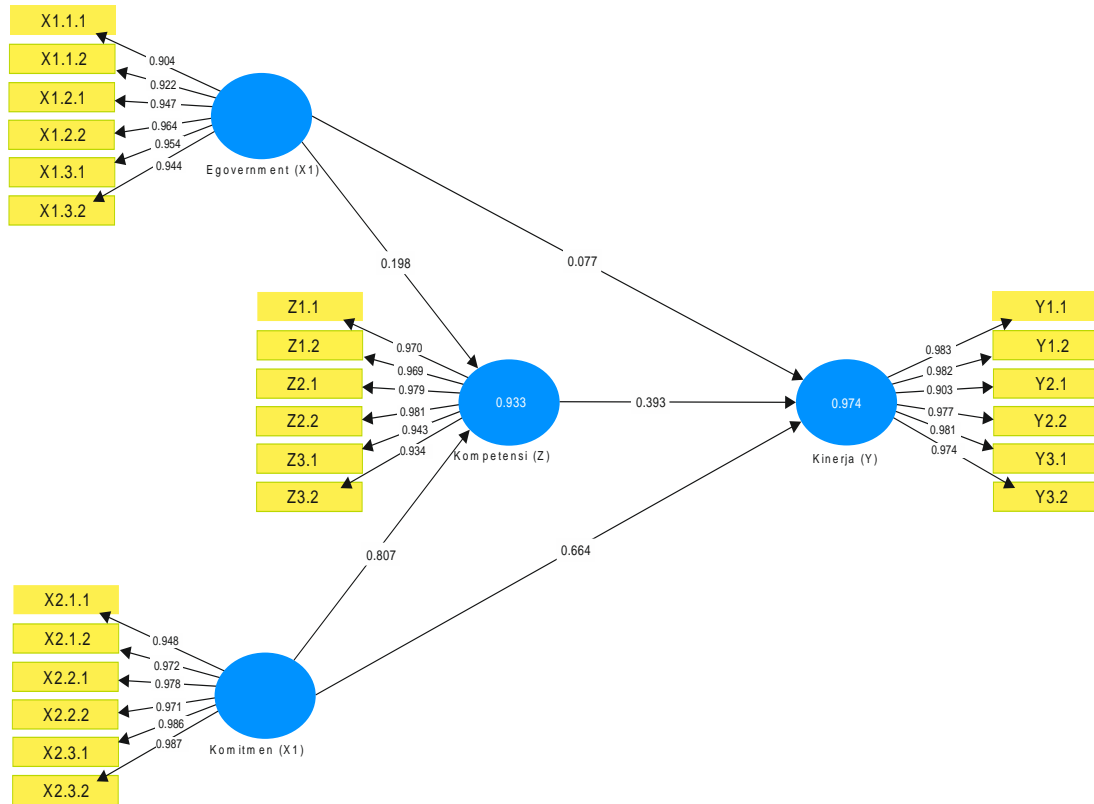


Figure 1. Outer Model Test Results

2. Convergent Validity Result Test

Below the researcher displays a list of outer loading values for each indicator of the research variable which can be explained in Table 1.

Table 1. Outer Loading Convergent Validity

Indicator	Employee Commitment	Performance	Digital Competence	E-Government
X1.1.1				0.904
X1.1.2				0.922
X1.2.1				0.947
X1.2.2				0.964
X1.3.1				0.954
X1.3.2				0.944
X2.1.1	0.948			
X2.1.2	0.972			
X2.2.1	0.978			
X2.2.2	0.971			
X2.3.1	0.986			

X2.3.2	0.987	
Y1.1		0.983
Y1.2		0.982
Y2.1		0.903
Y2.2		0.977
Y3.1		0.981
Y3.2		0.974
Z1.1		0.970
Z1.2		0.969
Z2.1		0.979
Z2.2		0.981
Z3.1		0.943
Z3.2		0.934

The results of the convergent validity test on the variables e-government, employee commitment, digital competence, and employee performance using the reflective measurement model obtained a loading factor value for the indicators of more than 0.700 so that the indicators for the variables met convergent validity.

3. Discriminant Validity Test (Discriminant Validity)

Table 2 below shows the cross-loading value of each indicator.

Table 2. Cross-loading Discriminant Validity

Indicator	Employee Commitment	Performance	Digital Competence	E-Government
X1.1.1	0.820	0.811	0.846	0.904
X1.1.2	0.807	0.795	0.823	0.922
X1.2.1	0.670	0.661	0.745	0.947
X1.2.2	0.663	0.647	0.727	0.964
X1.3.1	0.636	0.619	0.697	0.954
X1.3.2	0.622	0.605	0.681	0.944
X2.1.1	0.948	0.921	0.899	0.741
X2.1.2	0.972	0.961	0.930	0.748
X2.2.1	0.978	0.965	0.940	0.722
X2.2.2	0.971	0.940	0.914	0.730
X2.3.1	0.986	0.973	0.955	0.739
X2.3.2	0.987	0.973	0.952	0.748

Y1.1	0.963	0.983	0.959	0.717
Y1.2	0.968	0.982	0.950	0.713
Y2.1	0.893	0.903	0.865	0.729
Y2.2	0.956	0.977	0.935	0.697
Y3.1	0.959	0.981	0.953	0.738
Y3.2	0.955	0.974	0.939	0.728
Z1.1	0.967	0.966	0.970	0.745
Z1.2	0.961	0.964	0.969	0.737
Z2.1	0.940	0.948	0.979	0.777
Z2.2	0.939	0.947	0.981	0.772
Z3.1	0.861	0.878	0.943	0.843
Z3.2	0.851	0.869	0.934	0.811

Based on the data display in Table 2 above, it can be seen that each research variable indicator has the largest cross-loading value on the variable it forms compared to the cross-loading value on other variables. Based on the results obtained, it can be said that the indicators used in the following research already have good Discriminant Validity Test Cross-loading values in compiling their respective variables.

Apart from observing the cross-loading value, discriminant validity can also be determined through another method, namely observing the Average Variance Extracted (AVE) value in Table 3.

Table 3. Average Variance Extracted (AVE) Value

Variable	Average Variance Extracted (AVE)
E-Government	0.883
Employee Commitment	0.948
Digital Competency	0.926
Employee Performance	0.935

Based on the data display in Table 3, it can be observed that each research variable has an Average Variance Extracted (AVE) value greater than 0.5. Thus, it can be stated that each variable has a good discriminant validity value.

Test the Structural Model or Inner Model

The table below is the results of hypothesis testing obtained by researchers from measurements using the inner model:

Table 4. T-Statistics and P-Value

HP	Variable	Original Sample	T-Statistic	P Values
1	Employee Commitment -> Employee Performance	0.282	2.365	0.018
2	Employee Commitment -> Digital Competence	0.121	1.019	0.308
3	Digital Competence -> Employee Performance	0.427	3.421	0.001
4	E-Government -> Employee Performance	0.095	0.776	0.438
5	E-Government -> Digital Competence	0.439	5.388	0.000
6	Employee Commitment -> Digital Competence -> Employee Performance	0.188	2.774	0.006
7	E-Government -> Digital Competency -> Employee Performance	0.042	0.750	0.453

Based on the data display in Table 4, it can be seen that the composite reliability value for all research variables is > 0.7 . Based on the data display in Table 4, it can be seen that the Cronbach alpha value for each research variable is > 0.7 . So based on this, the results of the following research show that each research variable has met the Cronbach's alpha value requirements, finally a conclusion can be made that all variables have a high level of reliability.

Evaluation of Structural Model or Inner Model Tests

The results of the researcher's data testing, using the help of the SmartPLS application, obtained the following R-Square values:

Table 5. R-Square Value

Variable	R-Square
Employee Performance	0.974
Digital Competence	0.933

Based on the data in the image above, it can be seen that the value of the performance variable is 0.974. This states that the percentage for employee performance is 97.4%. The value for the digital competency variable is 0.933. This states that the presentation for digital competency is 93.3%.

The goodness of fit assessment is observed from the Q-Square value. The Q-Square value is the same and equivalent to the determination coefficient (R-Square) in regression analysis, where the higher the Q-Square, the better it can be said.

The results of calculating the Q-Square value are:

$$\begin{aligned} \text{Q-Square} &= 1 - [(1 - R_{21}) \times (1 - R_{22})] \\ &= 1 - [(1 - 0,624) \times (1 - 0,541)] \\ &= 1 - (0,376 \times 0,459) \\ &= 1 - 0,173 \\ &= 0,827 \end{aligned}$$

Based on the results of these calculations, the Q-Square value was 0.827, meaning it shows how much diversity in research data can be influenced by the research model, namely 82.7%. Meanwhile, the remaining 17.3% was explained by other factors outside the research model. Therefore, this research can be said to have good and positive goodness of fit. The Performance R Square value of 0.974 is higher than the Digital Competence R Square value of 0.933, so it is stated that this model is acceptable.

DISCUSSION

1. E-Government has a direct effect on Performance

The influence between E-Government on Employee Performance was obtained by a t statistic of 2.555. These results show that the t statistic value is greater than the t table value ($t_{stat} > 1.960$). The p-value is 0.011, this value is more than 0.05 so it is stated that E-Government has a significant influence on employee performance, meaning that the better E-Government will have a significant influence on the better employee performance. These results indicate that the hypothesis is accepted. The implementation of E-Government in Regency/City General Election Supervisory Bodies is carried out based on the decision letter (KPT) of Bawaslu of the Republic of Indonesia number 66 of 2021 dated 14 February 2021 concerning the use of digital-based systems (Siwaslu) in General Election Supervisory Bodies, the launching of the application was carried out simultaneously on February 15, 2021.

From the results of these calculations, it can be seen that there are significant implications of implementing E-Government on efforts to improve employee performance at the Greater Surabaya General Election Supervisory Agency. Socialization about the Siwaslu application, starting from the input method to processing electoral data, needs to be further improved by holding outreach/training. The results of this research agree with Goloshchapova et al., (2023) research which explains that the implementation of E-

Government has a significant effect on improving employee performance. The results of this research reveal that the use of technology in the form of implementing E-Government is able to improve employee performance and can have a significant influence on improving institutional performance, therefore it is hoped that agency/institution leaders will continue to provide motivation in other forms to their employees so that the employee's work rhythm increases.

2. Employee commitment has a direct effect on employee performance

The Influence of Employee Commitment on Employee Performance. The original sample result of 0.664 is positive because it is above zero below one, the t statistic value is more than t table ($t_{stat} > 1.960$), namely 8.238 and the P-Values value is 0.000, less than 0.05, so it is stated that employee commitment has a significant influence on performance. Employees, meaning that the better the employee commitment will have a significant influence on the better the employee's performance. These results indicate that the hypothesis is accepted. All employees of the Greater Surabaya General Election Supervisory Agency are aware and understand that the level of commitment to the institution will influence their level of performance. So far, they have applied and carried out the basic values of employee commitment in carrying out their daily duties. Structural officials or leaders at the Greater Surabaya General Election Supervisory Agency have made every effort to maintain the level of commitment of their employees so that the level of employee performance remains good.

The results of this research are also supported by research by Kawabata & Camargo, (2023) which explains that there is an influence of employee commitment on employee performance. Thus, the results of this research prove that an employee's commitment will greatly influence the level of an employee's performance towards their agency.

3. E-Government influences Digital Competence

The hypothesis of the influence of E Government on digital competence was obtained, the original sample 0.198 was positive because the value was above zero and below one. The t statistical value is 4.173, these results show that the t statistical value is more than the t table value ($t_{stat} > 1.960$) and the p-value is 0.000 less than 0.05, so it is stated that E Government has a significant influence on digital competence, meaning that the better E Government will have a significant influence on improving digital competence. These results show that the hypothesis is accepted. The results of this calculation explain that the

implementation of E-Government has been proven to be able to increase the digital competency of each employee at the Greater Surabaya General Election Supervisory Agency. The implementation of E-Government requires Bawaslu Greater Surabaya employees to learn about digitalization so that the digital competence of Bawaslu Greater Surabaya employees experiences a significant increase.

The results of this research are the same as research conducted by David et al., (2023) which states that E Government has a positive and significant effect on digital competence, so it can be concluded that the better the implementation of E Government by employees, the better the digital competence possessed by employees. Bawaslu Greater Surabaya.

4. Employee commitment has a direct effect on Digital Competence

The influence between employee commitment to digital competency resulted in an original sample value of 0.807 which was positive with values above zero and below one. The T statistic value of 18.507 shows that the t statistic value is more than the t table ($t_{stat} > 1.960$). The P-values are 0.000, this value is less than 0.05, so it is stated that employee commitment has a significant influence on digital competency, meaning that the better the employee commitment, the better the digital competency. These results indicate that the hypothesis is accepted.

These results illustrate that so far the leaders/officials and employees at Bawaslu Greater Surabaya have implemented employee commitments including commitment to digitalization as instructed by Bawaslu of the Republic of Indonesia so that these employees have high digital abilities or competencies. The results of this research are in line with research conducted by Sariwulan et al., (2019) which explains that employee commitment influences an employee's digital competence at work. All of this proves how important the role of a leader is in instilling a sense of commitment in an employee because it will have an impact on the level of digital knowledge or competence and will improve the employee's performance.

5. Digital Competency has a direct effect on Employee Performance

The influence of digital competence on employee performance obtained by the original sample value of 0.393 is positive because it is above zero below one. The t statistical value of 4.308 is more than the t table ($t_{stat} > 1.960$) and the P-value of 0.000 is less than 0.05, so it is stated that digital competency has a significant influence on employee performance,

meaning that the better digital competency will have a significant influence on the better employee performance. These results indicate that the hypothesis is accepted. The leaders and employees of the Greater Surabaya General Election Supervisory Agency have been able to improve their digital competence following instructions from Bawaslu of the Republic of Indonesia so that the performance of Greater Surabaya Bawaslu employees has increased because the process of operating and inputting the siwaslu application is faster due to good digital or siwaslu related knowledge.

The results of this research are the same as the results of research by Edelmann et al., (2023) where digital competence has a significant influence on employee performance. Thus, digital competence in an employee greatly influences the quality or level of employee performance in an institution/agency.

6. E-Government has an indirect influence on performance through the mediation of Digital Competence

The influence of E-Government on Employee Performance through digital competency resulted in an original sample value of 0.078 with a statistical t value of 4.678 and p-values of 0.000. The p-values are less than 0.05 and the statistical t value is more than the t table (t start > 1.960), so there is a significant influence, so it is stated that E-Government has a significant influence on employee performance through digital competency.

If we compare the t-statistic value between H4 and H7 where the E-Government value on employee performance is only 2,555, the result is smaller when compared to the E-Government value on employee performance through digital competency mediation which gets a t-statistic value of 4.678, then based on this it means the influence E-Government on employee performance does not have a significant effect, but E-Government on employee performance through digital competence shows that digital competence is able to mediate the influence of E-Government on employee performance.

Partially, E-Government cannot influence improving employee performance, but if mediated by digital competence, E-Government can influence improving employee performance. Based on this, it is hoped that the leaders of the Greater Surabaya General Election Supervisory Agency will continue to maintain the level of digital competence of their employees using various methods to ensure high performance, because it has been proven that the implementation of E-Government alone has no effect on efforts to improve employee performance. The results of this research are in line with research by

Goloshchapova et al., (2023) which states that there are insignificant implications of E-Government on employee performance.

7. Employee Commitment has an indirect effect on Employee Performance through the mediation of Digital Competence

The influence of employee commitment on employee performance through digital competence resulted in an original sample value of 0.317 with a statistical t value of 3.710 and a p-value of 0.000. The p-values are less than 0.05 and the statistical t value is more than the t table value ($t_{start} > 1.960$), so there is a significant influence, so it is stated that employee commitment has a significant influence on employee performance through digital competence. If we compare the t-static value between H1 and H6, namely employee commitment to employee performance which is worth 8.238 which is greater than employee commitment to employee performance through digital competence where the original value is at a t-statistic value of 3.710, then in conditions like this it shows that employee commitment can influence performance directly even without being mediated by digital competence.

Partial and simultaneous digital competency variables can have a significant influence on improving employee performance in an institution or agency. The commitment of Bawaslu Greater Surabaya employees can directly or indirectly influence the high and low performance of employees at the Bawaslu Greater Surabaya agency.

The results of this research are in line with research by Ahmed, (2019) which explains that digital competence has been proven to be able to mediate the influence of employee commitment and self-efficacy on employee performance.

CONCLUSION

Based on the test results and discussion that the researcher has described in Chapter IV above, the researcher drew several conclusions including the following:

1. E-Government has a direct influence on employee performance.
2. Employee commitment has a direct effect on employee performance.
3. E-Government has a direct influence on Digital Competence.
4. Employee commitment has a direct influence on Digital Competence.

5. Digital Competence has a direct effect on employee performance
6. E-Government has a direct influence on employee performance through digital competency.
7. Employee commitment has a direct influence on employee performance through the mediation of digital competency. The suggestion of this research is that it is hoped that Bawaslu Greater Surabaya will provide more frequent outreach or training about siwaslu so that employees can further improve their performance. Bawaslu Greater Surabaya employees are expected to further increase their commitment to their agency so that their performance will improve and become outstanding employees.

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