



## The Impact of E-Government Implementation and Leadership on Organizational Performance mediated by Employee Work Motivation at the Directorate General of Foreign Trade, Ministry of Trade

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**Abstract:** This research finds out and analyzes the impact of E-Government Implementation and Leadership on Organizational Performance mediated by Employee Work Motivation at the Directorate General of Foreign Trade, Ministry of Trade. A quantitative method using primary data in the form of a survey. This research sample used was 162 employees. Data was collected using a questionnaire with a Likert scale of 1-5. The data analysis technique used is SEM with PLS software. The results of this study show; (1) Implementation of *e-government* has a significant effect on employee work motivation, (2) Leadership has no significant effect on employee work motivation, (3) *E-government* implementation has no significant effect on organizational performance, (4) Leadership has a significant effect on organizational performance, (5) Employee work motivation has a significant effect on organizational performance, (6) Employee work motivation significantly mediates *e-government implementation* on organizational performance, (7) Employee work motivation has no significant effect in mediating leadership on organizational performance.

**Keywords:** E-Government Implementation, Leadership, Employee Work Motivation, Organizational Performance

### INTRODUCTION

Indonesia's January-December 2020 trade balance recorded a surplus of USD 21.7 billion. This surplus was due to a decrease in imports due to the Covid-19 pandemic which disrupted industrial and trade activities. In supporting the performance of export and import commodity governance, the Directorate General of Foreign Trade has duties and functions regulated in the Strategic Plan which are reflected in performance achievements. The performance achievements of the Directorate General of Foreign Trade can be seen from the Performance Accountability Report of the Directorate General of Foreign Trade. Target achievement still requires continuous hard work in the following year.

Therefore, a pre-survey was conducted of 30 civil servants within the Directorate General of Foreign Trade of the Ministry of Trade regarding the factors influencing organizational performance. Following up on the results of the preliminary survey, e-government implementation was chosen as the first independent variable (X1) in this study because the use of information technology is a necessity in the current era in order to improve bureaucratic performance. The second independent variable (X2) is leadership because leaders who can set a good example and make efforts to change subordinates so that they do better can improve performance. The first dependent variable (Y1) selected in this study is employee motivation, bearing in mind that motivation is the driving force for employees to have high enthusiasm in carrying out their duties and responsibilities in accordance with the main tasks and additional tasks, so as to improve organizational performance. For this reason, the second dependent variable (Y2) is organizational performance.

Based on the phenomenon above, researchers conducted research on "The Impact of E-Government Implementation and Leadership on Organizational Performance mediated by Employee Work Motivation at the Directorate General of Foreign Trade, Ministry of Trade"

## LITERATURE REVIEW

In the previous studies, several researchers used various factors that have performance, all of which are E-Government Implementation, Leadership and Employee Work Motivation. According to Banin, et.al. (2020), Leadership has a significant effect on employee motivation, leadership has no significant effect on performance, leadership has a significant effect on performance through motivation, motivation has a significant effect on performance. The other study by Eem Nurnawati (2020), Implementation of e-government affects the performance of apparatus, especially in the dimensions of the quantity of work and timeliness. The similar study was found in a research conducted by Koesharijadi, Hardiyansyah, M. Akbar (2019), e-government policy implementation, leadership commitment and apparatus human resource development have a significant effect on public service performance.

This study aims to identify and analyze the effectiveness to find out and explain the effect of e-government implementation on employee motivation, the influence of leadership on employee motivation, the effect of e-government implementation on organizational performance, the influence of leadership on organizational performance, the effect of employee motivation on organizational performance, the relationship between employee motivation in mediating e-government implementation on organizational performance, the relationship between employee motivation in mediating leadership on organizational performance.

## Organizational Performance

Measurement of organizational performance (ministries/institutions) is regulated in the Regulation of the Minister of Finance of the Republic of Indonesia Number 214/PMK.02/2017 concerning Measurement and Evaluation of Budget Performance on the Implementation of Work Plans and Budgets of State Ministries/Institutions. The performance of public organizations is work performance in the form of output from activities or programs, and results from programs with measurable quantity and quality. Budget Performance is performance achievement on the use of budget contained in budget documents. Budget Performance Evaluation is a process for measuring, evaluating, and analyzing the Budget Performance of the current and previous fiscal years to formulate recommendations in order to improve Budget Performance. The work unit as activity manager has an important role in carrying out regular budget performance evaluations on

implementation aspects of the attainment of activity *output* as measured by the following dimensions:

1. Output Achievements ( *Output* )
2. Efficiency
3. Consistency of Budget Absorption on Planning
4. Budget Absorption

### **Employee Work Motivation**

Motivation is the provision of driving force that creates enthusiasm for someone's work, so that they want to work together, work effectively and integrate with all their efforts to achieve satisfaction (Hasibuan, 2015: 219). According to Uno (2012: 71) work motivation is a factor that also determines one's performance. The size of the influence of motivation on a person's performance depends on how much intensity the motivation is given. The dimensions of employee work motivation are divided into three consisting of the need for achievement, the need for affiliation, and the need for power. These three dimensions of need are reinforced by McClelland in (Hasibuan, 2015:230).

1. Need for achievement
  - a. Develop creativity
  - b. Enthusiasm for high achievers
2. Need for affiliation
  - a. The need to feel accepted by others in the environment where he lives and works (sense of belonging)
  - b. The need to feel respected (sense of importance)
  - c. The need to feel advanced and not fail (sense of achievement)
  - d. The need for a sense of participation
3. Need for power
  - a. Achieve the best position / power
  - b. Exerting potential to achieve power

### **E-government Implementation**

E-government is the use of information technology by government offices to provide better services to citizens, businesses and to facilitate cooperation between government institutions (The World Bank). The implementation of e-government is a form of new change in the government system to improve efficiency, effectiveness, transparency and accountability in government administration. Rules regarding the implementation of e-government are set forth in Presidential Instruction Number 3 of 2003 concerning the National Policy and Strategy for the Development of e-government.

The dimensions of e-government implementation are divided into four consisting of technology, organization, environment and people (Afrizal, et.al. 2015) can be seen below.

1. Technology
  - a. Collaboration and integrated systems
  - b. Security and Privacy
  - c. Infrastructure Information Technology
  - d. *Disaster Recovery*
2. Organization
  - a. Vision, Mission & Strategy
  - b. Top Management Support
  - c. Employee Training
  - d. Budget (Funding) & Time
  - e. Regulations and Policies

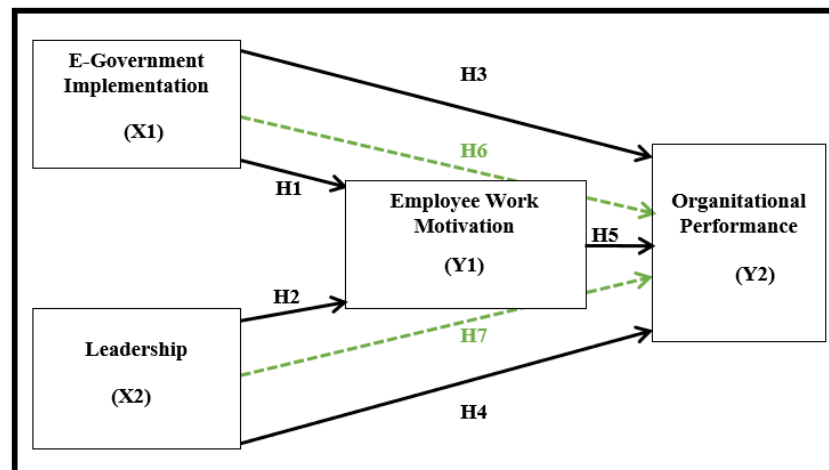
- f. Documentation
- 3. Environment
  - a. Awareness Social Culture
- 4. People (Users/HR)
  - a. Staff capability with technology
  - b. Technical staff

### Leadership

Leadership is the process of influencing others to understand and agree on what is required of carrying out tasks and how to perform those tasks, as well as the process of facilitating individual and collective efforts to achieve common goals. Leadership dimensions and indicators are presented by Bass and Avolio in (Suwatno and Priansa, 2011:159) below.

- 1. Idealized influence
  - a. Respect from employees
  - b. Trust
  - c. Can be a role model
- 2. Inspirational motivation
  - a. Motivator
  - b. Goal setting
- 3. Intellectual stimulation
  - a. Creative idea
  - b. Problem solver
- 4. Individualized consideration
  - a. Career development
  - b. Creating a good work environment
  - c. Relations with subordinates

### Conceptual Framework



### Hypothesis

- H1: E-government Implementation has a significant effect on employee work motivation
- H2: Leadership has a significant effect on employee work motivation
- H3: E-government Implementation has a significant effect on organizational performance
- H4: Leadership has a significant effect on organizational performance
- H5: Employee work motivation has a significant effect on organizational performance

H6: Employee work motivation significantly mediates e-government implementation on organizational performance

H7: Employee work motivation significantly mediates leadership on organizational performance

## RESEARCH METHOD

The research was conducted using a quantitative descriptive method with a causal relationship approach. This research was designed with the aim of being able to understand, explain and analyze the correlation between the independent variables and the dependent variable. This research was conducted at the work unit of the Directorate General of Foreign Trade, Ministry of Trade, Jl. MI Ridwan Rais No.5 Central Jakarta - 10110. The population in this study were all employees within the Directorate General of Foreign Trade, Ministry of Trade, with a total population of 271 employees. The sample size is based on the Slovin are 162 sample. The method to obtain data in this study are Interview; Questionnaire; and Documentation.

Data analysis technique uses Structural Equation Modeling (SEM), with PLS (Partial Least Square) software. SEM allows researchers to test measurement errors (measurement model/outer model) and examine the relationship between independent and dependent constructs (structural model / inner model) together.

## RESULT AND DISCUSSION

### Descriptive Analysis

**Table 1. Description of Respondents**

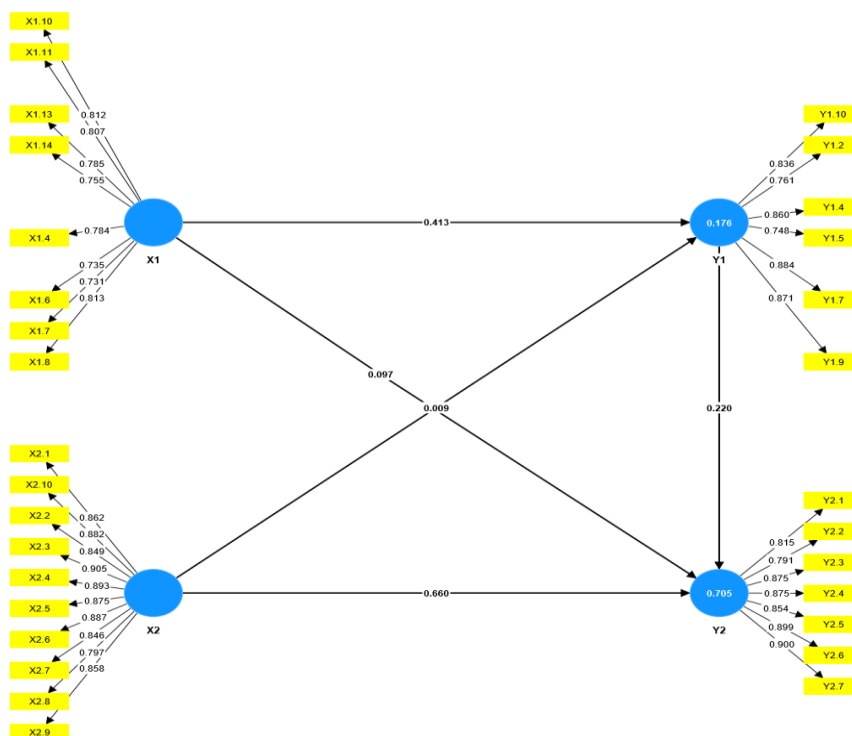
Identity	Classification	Frequency	Percentage
Age	< 30 years	38	23%
	30 – 40 years	69	43%
	41 – 50 years	35	22%
	> 50 years	20	12%
Gender	Woman	94	58%
	Man	68	42%
Education	Senior High School	7	4%
	D3	8	5%
	S1	94	58%
	S2	50	31%
	S3	2	1%
	other	1	1%
Position	general functionality	67	41%
	certain functional	85	52%
	specific function as a team leader	4	2%
	other	6	4%
Length of work	1-5 years	48	30%
	6-10 years	28	17%
	11-15 years	36	22%
	>15 years	50	31%
Work unit	Secretariat of the Directorate General of Foreign Trade	29	18%
	Dit. Export of Agricultural and Forestry Products	25	15%
	Dit. Export of Industrial and Mining Products	23	14%
	Dit. Export and Import Facilitation	22	14%
	Dit. Import	24	15%
	Dit. Trade Security	39	24%

Source: Data Processing with SmartPLS (2022)

Based on the table above, it can be described that the majority of respondents are aged 30-40 years as many as 69 people (43%). In gender identity, the majority of respondents were

female, 94 people (58%). In educational identity, 94 people (58%) dominated with Bachelor's degree. In job identity, the majority of respondents occupy certain functional positions as many as 85 people (52%). In the identity of the length of work, the majority of respondents have worked > 15 years as many as 50 people (31%). In the identity of the work unit, the majority of respondents are located in the Directorate of Trade Security as many as 39 people (24%), and the rest are in 5 other work units.

### Measurement Model (Outer Model)



#### 1. Convergent Validity

Convergent validity of the measurement model is obtained from the correlation between the item/instrument value and the construct value (loading factor) with the criteria for the loading factor value of each instrument > 0.7. Based on the first data processing with the E-Government Implementation variable, there are 6 invalid instruments. The leadership variable for all instruments is valid. There are 4 invalid instruments for Employee Work Motivation Variables. While the Organizational Performance variables of all instruments are valid. So that the invalid loading factor value must be eliminated from the model and the second data processing is carried out so that it is valid.

#### 2. Discriminant Validity

**Tabel 2. Fornell-Larcker Criterion Discriminant Validity**

	Implementasi <i>E-Government</i>	Kepemimpinan	Motivasi Kerja Pegawai	Kinerja Organisasi
Implementasi <i>E-Government</i>	0,778			
Kepemimpinan	0,768	0,866		
Motivasi Kerja Pegawai	0,420	0,326	0,828	
Kinerja Organisasi	0,697	0,807	0,476	0,859

Source: Data Processing with SmartPLS (2022)

Discriminant validity is the level of differentiation of an indicator in measuring the instrument construct. The value of the indicator correlation construct must be greater than



the association construct than the other constructs. This higher value indicates the suitability of an indicator to explain the association construct compared to explaining other constructs. (Jorg Henseler et al., 2014). The results that have been carried out, it shows that the loading value of each indicator item on the construct is greater than the cross loading value. Thus it can be concluded that all constructs or latent variables already have good discriminant validity, where the construct indicator block is better than the other block indicators.

### 3. Composite Reliability

**Tabel 3. Composite Reliability**

Variabel	Composite Reliability	Rule of Thumb	Kesimpulan
Implementasi E-Government	0,924	0,600	Reliabel
Kepemimpinan	0,971	0,600	Reliabel
Motivasi Kerja Pegawai	0,931	0,600	Reliabel
Kinerja Organisasi	0,947	0,600	Reliabel

Source: Data Processing with SmartPLS (2022)

Composite Reliability is used to display good reliability. A construct is declared reliable if the composite reliability value is  $> 0.6$ . Based on the results of the tests that have been carried out, it is known that the results of the composite reliability test show a value of  $> 0.6$ , which means that all variables are declared reliable.

## Inner Model Analysis

### 1. Path Coefficient

**Table 4. Path Coefficient**

Variable	Path Coefficients
E-Government Implementation → Employee Work Motivation	0.413
Leadership → Employee Work Motivation	0.009
E-Government Implementation → Organizational Performance	0.097
Leadership → Organizational Performance	0.660
Employee Work Motivation → Organizational Performance	0.220

Source: Data Processing with SmartPLS (2022)

Based on Table 4, the E-Government Implementation variable has an influence on Employee Work Motivation variable of 0.413 (41.3%) and the E-Government Implementation variable has an influence on Organizational Performance variable of 0.097 (9.7%). The Leadership variable has an influence on the Employee Work Motivation variable of 0.009 (0.9%) and the Leadership variable has an influence on the Organizational Performance variable of 0.660 (60%). In the employee work motivation variable, it has an influence on organizational performance variables of 0.220 (22%).

### 2. Fit Models

**Table 5. Fit Model**

	Saturated Model	Estimated Model
NFI	0.592	0.592

Source: Data Processing with SmartPLS (2022)

NFI values ranging from 0 to 1 are derived from a comparison between the hypothesized model and a particular independent model. The model has a high fit if the value is close to 1. Based on the table above, the NFI value is at 0.592, which means that it has a good model fit (Ghozali, 2014).

### 3. R Square

**Table 6. R Square**

Variable	R Square
Employee Work Motivation	0.176
Organizational Performance	0.705

Source: Data Processing with SmartPLS (2022)

The R Square value of Employee Work Motivation is 0.176, this means that 17.6% of changes in Employee Work Motivation are influenced by the Implementation of E-Government and Leadership while the remaining 82.4% is explained by other causes. So that R Square on the variable Employee Work Motivation is weak. While the R Square value of Organizational Performance is 0.705, this means that 70.5% change in Organizational Performance is influenced by E-Government Implementation, Leadership and Employee Work Motivation while the remaining 29.5% is explained by other causes. So that R Square on Organizational Performance variable is good.

### Hypothesis Testing

**Table 7. Hypothesis testing**

Variable	Original Sample	t-Statistics	P-Value
Implementation of e-government → Employee work motivation	0.413	3,532	0.001
Leadership → Employee work motivation	0.009	0.076	0.940
E-government implementation → Organizational performance	0.097	0.801	0.424
Leadership → Organizational performance	0.660	6,296	0.000
Employee work motivation → Organizational performance	0.220	3,965	0.000
Implementation of e-government → Employee work motivation → Organizational performance	0.091	2,131	0.035
Leadership → Employee work motivation → Organizational performance	0.002	0.074	0.941

1. Hypothesis 1 – Statistical t - value 3.532 > t - Table 1.9 6 with P- Value 0.001 < 0.05 so that H1 is accepted, namely e-government implementation (X1) has a significant effect on employee work motivation (Y1). This is in line with bureaucratic reform at the Ministry of Trade which is currently continuously innovating. e-Government implementation at the Directorate General of Foreign Trade of the Ministry of Trade, one of which includes Government to Employees through the Ministry of Trade's Intranet/SIASN application which is used as a portal for employees to fill in online presence as well as a portal for employees to fill in the performance achievements of employees/organizational units. These innovations can foster employee work motivation in carrying out their duties.
2. Hypothesis 2 - Statistical t - value 0.076 < t - Table 1.9 6 with P - Value 0.94 > 0.05. So that H2 is rejected and H0 is accepted. Leadership (X2) has no significant effect on employee work motivation (Y1). In this condition the function of leadership as a motivator is unable to produce more motivated employees. This is due to the motivation and hope that comes from within the employee, such as the absence of space and opportunities for innovation and the leader does not provide complete information about the correct work implementation instructions. It makes the leadership has no significant effect on employee work motivation. This finding is in accordance with Herzberg's theory which states that motivation can be influenced by both intrinsic and extrinsic factors (hygiene). These results are in contrast to the research of Banin, et al (2020) which states that leadership has a significant influence on employee work motivation.
3. Hypothesis 3 - Statistical t- Value 0.801 < t - Table 1.9 6 with a P- Value of 0.424 > 0.05. H3 is rejected and H0 is accepted. E-government implementation (X1) has no significant effect on organizational performance (Y2). This shows that the implementation of e-government



within the Directorate General of Foreign Trade is still not optimal. Not all employees understand and are able to maximize the system, so that every time there is an update and additional performance support features, they must be given direction due to a lack of knowledge about Information Technology.

4. Hypothesis 4 - Statistical  $t$ - Value  $6.296 > t$  - Table 1.9 6 with a P- Value of  $0.000 < 0.05$ . H4 is accepted and H0 is rejected. Leadership (X2) has a significant effect on organizational performance (Y2). This indicates that performance can be achieved as expected, if the leader has a strong leadership spirit. A clear division of tasks and roles for results from the highest leadership down to the staff level as well as the role of leadership in directing employees results in increased organizational performance at the Directorate General of Foreign Trade. These results are in line with M. Ismail Hamzah, Endi Sarwoko (2020) that leadership directly has a positive and significant effect on performance
5. Hypothesis 5 - T- Statistics value  $3.965 > t$  - Table 1.9 6 with P- Value  $0.000 < 0.05$ . H5 is accepted and H0 is rejected. Employee work motivation (Y1) has a significant effect on organizational performance (Y2). This indicates that the outcome of organizational performance can be influenced by the work motivation of its employees. So that the higher the work motivation of the employees of the Directorate General of Foreign Trade, the better the organizational performance. This result is in line with Febriansyah, et al (2020) which states that work motivation affects performance. However, this is not in line with Kamel's research (2014) which states that motivation has no significant effect on performance.
6. Hypothesis 6 - T value - Statistics  $2.131 > t$  - Table 1.9 6 with P- Value  $0.035 < 0.05$ . So that H6 is accepted and H 0 is rejected. Employee work motivation (Y1) significantly mediates e-government implementation (X1) on organizational performance (Y2). This shows that the implementation of e-government within the Directorate General of Foreign Trade can run optimally in improving Organizational Performance if it is mediated by Employee work motivation. This means that with motivation from within the employee, the employee can maximize his role in the Intranet/SIASN application which can optimize all elements of work so that e-government implementation have a positive effect on organizational performance.
7. Hypothesis 7 - T value - Statistics  $0.074 < t$  - Table 1.9 6 with P- Value  $0.941 > 0.05$ . H7 rejected and H 0 accepted. Employee work motivation (Y1) has no significant effect in mediating leadership (X2) on organizational performance (Y2). Employee work motivation is not able to mediate the relationship between leadership and organizational performance. Leaders within the Directorate General of Foreign Trade always provide education and knowledge transfer to their employees by setting an example to achieve organizational goals. This means that there is motivation that comes from within employees who have not been able to put aside their personal interests for the good of the organization. This relates to the theory of reward motivation with achievement including employee perceptions of self, self-esteem, personal expectations, needs, desires, job satisfaction, and resulting work performance, so that employee work motivation is unable to mediate the leadership relationship to organizational performance.

## CONCLUSION

1. E-government implementation of Directorate General of Foreign Trade has a significant effect on employee work motivation.
2. Leadership on Directorate General of Foreign Trade has no significant effect on employee work motivation.

3. E-government implementation of Directorate General of Foreign Trade has no significant effect on organizational performance.
4. Leadership on Directorate General of Foreign Trade has a significant effect on organizational performance.
5. Employee work motivation on Directorate General of Foreign Trade has a significant effect on organizational performance.
6. Employee work motivation significantly mediates e-government implementation on organizational performance of Directorate General of Foreign Trade.
7. Employee work motivation has no significant effect in mediating leadership on organizational performance of Directorate General of Foreign Trade.

Leadership is proved to have significant impact on organizational performance. Leader take a personal approach to the achievement of employee performance and the contribution made to organizational performance. Then leader provides awards for each unit in order to increase employee work motivation. Then, it is necessary to organize information technology education and training for employees to support the e-government implementation.

The author hopes that further research can develop research related to existing organizational performance. Future researchers can dig deeper into other variables that affect organizational performance, such as compensation. In addition, the authors also hope that further research can explore other mediating variables besides employee work motivation.

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