

FACTORS AFFECTING IMPLEMENTATION E-GOVERNMENT IN THE GOVERNMENT OF WEST SUMATERA PROVINCE (STUDY ON WEST SUMATRA PROVINCIAL GOVERNMENT EMPLOYEES)

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Abstract

This study aims to determine the factors that influence the implementation of E-Government in the Government of West Sumatra Province. The number of samples taken as many as 100 respondents. Based on the results of the validity test, it can be seen that all statements used to measure the E-Government variable are declared valid, because each statement has a corrected item total correlation coefficient above 0.65. While the reliability test with internal consistency test has a composite reliability value that meets the criteria. Based on the test results, all variable indicator statements have met the criteria of validity and reliability. The results of hypothesis testing using SPSS for windows version 23.0 with t-test analysis or t-test indicate that the quality of Human Resources and Communication has a positive and significant effect on the implementation of E-Government in the government of West Sumatra Province. Meanwhile, Infrastructure and Leadership have no significant effect on the implementation of E-Government in the West Sumatra Provincial government.

Keywords: Implementation, E-Government, West Sumatra Provincial Government

Introduction

Survey data from the Global Growth Competitiveness Index shows Indonesia is ranked 50th out of 144 countries, down four places from last year to 46th out of 142 countries (Utama, 2020). This fact proves that the effectiveness of Indonesia in providing good services to the community is still very dependent on the bureaucracy, hierarchy, rules, and regulations. Most developing countries such as Indonesia are in the process of reinventing public services through the application of Information and Communication Technology, while many developed countries have taken action to increase interaction between citizens and their governments (Turnip et al, 2018). For this reason, currently improving the quality of public services is mostly done through the application of Information Technology or E-Government.

The era of globalization brings Information Technology is growing rapidly, and is able to change the values and culture of a society (Ariana et al, 2020). Utilization of this potential in life will determine the progress of a country (Alghamdi et al, 2011). Therefore, the application of Information Technology in the government environment or with the term E-Government according to Surdin (2016) can provide a positive value, especially on the quality of public services. In line with the opinion of Multama et al (2018) that the main purpose of E-Government is to improve efficiency and service quality.

The province of West Sumatra, which is currently actively growing and developing, also utilizes E-Government or the Electronic-Based Government System (SPBE) in improving service quality and optimizing government performance. In the West Sumatra Provincial Government, the implementation of E-Government or Electronic-Based Government System (SPBE) is regulated in the West Sumatra Provincial Regulation Number 20 of 2018 concerning Management of Electronic-Based Government Systems and Governor's Regulation (Pergub) Number 59 of 2020 concerning the SPBE Master Plan, Architecture SPBE, SPBE Plan Map, SPBE Budget, and SPBE Business Process.

To improve electronic-based services in West Sumatra. The West Sumatra Provincial Government has currently implemented several applications such as www.sumbarprov.go.id, West Sumatra ABON from the e-SPJ Online application (<https://espj.sumbarprov.go.id/>), West Sumatra e-Gov, Surek Application, information system for daily reports (SILAHAR), Information System for Perda Violators (Sipelada Application), access to books in digital format (iSumbar Mambaco) and Dashboard used by the Governor and the Secretary of State. The application is part of the Electronic-Based Government System. its management.

Efforts to provide services to the community and encourage improvements in public corporate governance are continuously carried out by the government, namely by developing information technology to encourage increased implementation of E-Government. This step is carried out by using digital devices in the implementation of E-Government, so that it will make it easier for stakeholders to implement E-Government. The strategy was developed in all government-run offices and agencies, one of which was in West Sumatra.

At this time it is certain that efforts to improve business governance through E-Government continue to be carried out by the West Sumatra regional government by creating a fully integrated network between one agency and another. In addition, to improve government services, it also develops online-based integrated services that can be accessed by all stakeholders.

The performance of E-Government or Electronic-Based Government System (SPBE) in West Sumatra has been evaluated. Through the Ministry of Administrative Reform Bureaucratic Reform, it has conducted an evaluation in 2018. From the evaluation results, it is known that the 2018 SPBE Index for West Sumatra Province, received a good predicate by the West Sumatra Provincial Government (2.78), Padang City Government (2.63), and Pariaman City Government (2.61). Other Regency/City Governments in West Sumatra still have a Sufficient and Insufficient SPBE Index. While the results of the West Sumatra Provincial Government's SPBE index measurement in 2019 were 31 (good), and West Sumatra was ranked 5th with the National SPBE East Java (source: www.itworks.id). The West Sumatra Provincial Government did not participate in the measurement of the SPBE index measurement results for the 2020 and 2021 periods. The winners of the very good predicate in the 2021 SPBE evaluation were the Ministry of Communication and Information, Ministry of Finance, Ministry of Law and Human Rights, Central Statistics Agency (BPS), National Institute of Aeronautics and Space (LAPAN), Bali Provincial Government, Bantul Regency Government, Banyuwangi Regency Government, and Sumedang Regency Government. The results of the SPBE evaluation are contained in the Decree of the Minister of PANRB No. 1503/2021 concerning SPBE Evaluation Results at Ministries, Institutions, and Governments

Based on these research problems, the following research questions can be formulated:

1. How is the influence of Human Resources on the Implementation of E-Government in the Government of West Sumatra Province?
2. How is the influence of Infrastructure on the Implementation of E Government in the Government of West Sumatra Province?
3. How is the influence of Leadership on the Implementation of E-Government in the Government of West Sumatra Province?
4. How is the influence of Communication on the Implementation of E-Government in the Government of West Sumatra Province?

Literature Review

Utama (2020) explains that E-Government refers to the distribution of information and services to people, companies, other government departments by national or local governments via the Internet or other digital means. The conclusion is that e-Government is a process of using Information Technology as a tool that is assisted in the government system efficiently.

E-Government is one of the ways that stakeholders do to encourage increased transparency of information and improve corporate governance for the better. According to Sharma et al., (2021) there are several dimensions that can be used to determine the implementation of E-Government in an organization, namely: 1) Process Support; 2) Government Support; 3) Support of Appointing Agency; 4) Service Quality

Luthans (2017) defines human resources as all the potential possessed by an organization. Human resources are the capital for the organization to continue to advance and develop. Human resources are related to the intellectual concept they have, which consists of human capital, structural capital and relational capital. Between one dimension with other dimensions are interrelated with one another. If one of the dimensions is disturbed, it will affect the performance of the other dimensions. Quality human resources will ensure the implementation of various programs including the implementation of E-Government within an organization.

According to Sardin (2016) there are a number of dimensions that can be used to measure human resources in an organization, namely: 1) Employee understanding, shows the extent to which an employee can understand the work procedures they are doing well; 2) Employee ability, shows the extent to which the company's human resources are able to use their skills and abilities to carry out programs set by the organization; 3) Employee skills, shows the presence of additional skills possessed by human resources and plays an important role in encouraging the success of these employees in completing their duties and responsibilities; 4) Supervisor's Attention, it is the support provided by supervisors to their subordinates, thus encouraging them to carry out their duties better; 5) Work experience, shows past experience that can help each individual in carrying out his duties and responsibilities. Based on the above dimensions, it can be formulated into several indicators, including: 1) Employee understanding of the work procedures for implementing E-Government; 2) The level of employee understanding of the work procedures for implementing E-Government; 3) The ability of the employee's Training Center during the training period; 4) Ability Training Center employees after the training period; 5) Employee Implementation Ability; 6) Employee skills; 7) Leadership Monitoring; 8) Employee Evaluation; 9) Availability of human resources with work volume; 10) HR Quality

Kodoatie (2005) explains that infrastructure is a physical facility that is developed and required by public agencies in fulfilling government functions such as water supply, electricity, waste disposal, transportation and similar services useful in meeting social and economic goals.

As in Presidential Regulation No. 38 of 2015 defines infrastructure as the technical, physical, and hardware and software facilities needed to provide services that support the structural network aimed at increasing the economic and social growth of the community. Without a supporting infrastructure, it is impossible for an electronic government to be created (Surdin, 2016). Information Technology Infrastructure

is an important element in the implementation of E-Government because it is a tool in its implementation. According to Surdin (2016), infrastructure indicators are: 1) Infrastructure; 2) Hardware; 3) Software.

According to Maulana et al (2017) in Yuliantari, & Prasasti (2020) infrastructure can be measured using the following indicators: 1) Hardware, are all the attributes that are seen in the form of supporting equipment to run a system; 2) software, it is an internal device of a software that will run a certain operational system; 3) Room, is the availability of a place to run certain operational systems; 4) Lighting, it is a lighting attribute that supports the activities carried out by human resources owned by the organization; 5) Supporting technology, is a complementary tool to support the operation of hardware and software owned by the organization in running a program.

According to House in Yukl, (2009:4) leadership is the ability of individuals to influence, motivate, and make others able to contribute to the effectiveness and success of the organization. Leadership will be more on procedures that make the activities of an organization better in the long run. Luthan (2013: 311) states that leadership is an activity in influencing others to work hard with full willingness for group goals. In addition, in a similar sense, leadership is the ability to influence and move others to achieve goals.

Luthans (2017) revealed that leaders must be careful and precise in having the leadership style they will use. Therefore, every leader must have the following leadership qualities: 1) Authoritative, a leader must be respected and appreciated by his subordinates so as to create a comfortable working atmosphere; 2) Inspirational, a leader must be able to provide encouragement and motivation to his subordinates in carrying out their duties and responsibilities; 3) Creative, a leader must have many ideas that can solve various problems faced by his subordinates at work; 4) Stable, a leader must have a stable emotional level to be able to cope with the various behaviors of his subordinates; 5) Experienced, good leaders must have high experience compared to their subordinates in carrying out their duties and responsibilities; 6) Example, a good leader must be able to provide a positive example for his subordinates in carrying out their duties and obligations.

Lasswell (2017) states that communication is a one-way message delivery process that may produce an effect. The directions of communication include communication as a one-way action, communication as an interaction, and communication as a transaction (Mulyana, 2012). Communication is built because of the needs that arise due to the limitations possessed by one individual with another individual.

According to Gibson et al., (2015) there are several dimensions of communication that can be used to measure communication that occurs within the organization, namely: 1) Openness, it is honest, humble and fair behavior in accepting the opinions of others, from leaders to fellow co-workers in an organization; 2) Empathy, demonstrates the ability to understand the feelings of others and the ability to put others in their shoes; 3) Support, is a form of comfort, attention, appreciation or assistance received by individuals from other people, especially leaders and co-workers; 4) Positive Feelings (Positiveness), it is a good positive attitude when expressing opposing opinions or ideas as well as supporting ideas because that positive feeling naturally supports the process of implementing effective communication; 5) Equality, it is an attitude to recognize the equality of rights and obligations within the organization, thus giving birth to togetherness between one another in work.

Based on the above dimensions, it can be formulated into several indicators, including: 1) Behavior; 2) Attitude; 3) Attention; 4) Concern; 5) Support between leaders and employees; 6) Support among employees; 7) Responsibility; 8) Fair; 9) Support; 10) Positive feelings (Positiveness)

Conceptual Framework

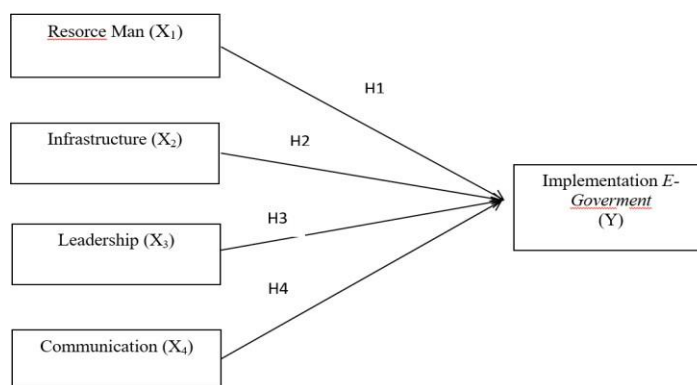


Figure 1. Conceptual Framework

Methods

The object of research is what will be investigated during research activities (Fitrah and Luthfiyah, 2016) where in this study the scope of the object of research determined by the author in accordance with the problems to be studied is regarding the influence of human resources, infrastructure, leadership and

communication on the implementation of E-Government. The organization that is used as the object of research is the Regional Apparatus Organization in the Government of West Sumatra Province.

This research design uses quantitative descriptive method, where the method is carried out through an objective research approach, includes the collection and analysis of quantitative data and uses statistical testing methods. The approach used by the author to obtain data is done through a survey method. Arikunto (2013) stated that the survey method is one of the research approaches that are generally used for extensive and large data collection.

The research variables used in this study consist of the dependent variable and the independent variable or can be explained as follows:

1. Dependent Variable, the dependent or dependent variable is a variable that is the main concern in research. The aim of the researcher is to understand and make the dependent variable, explain its variability or predict it. The dependent variable in this study is the Implementation of E-Government (Y)
2. Independent Variable, independent variables are variables that affect the dependent variable, either positively or negatively. The independent variables in this study are Human Resources (HR) (X1), Infrastructure (X2), Leadership (X3) and Communication (X4).

Sekaran and Bougie (2016), define population as the overall group of people, events, and objects that will be investigated by researchers. The population in this study was 20,244 respondents in Regional Apparatus Organizations (OPD) in the Government of West Sumatra Province.

According to Sekaran and Bougie (2017) the sample is part of the number and characteristics possessed by the population. The sampling technique used is purposive sampling, which is a sampling technique with certain considerations. Due to the large population, in this study the researchers determined the sample, namely 5 OPD in the West Sumatra Provincial Government, consisting of the Manpower and Transmigration Office of West Sumatra Province, Provincial Regional Inspectorate, Cooperative Service, Small and Medium Enterprises of West Sumatra Province, Agency for Regional Finance of the Province of West Sumatra and the Office of Education of the Province of West Sumatra. The selection of sampling locations in the 5 ODPs was based on the fact that each of these ODPs played a very important role in the implementation of E-Government and has published Standard Operating Procedures as well as information and financial data of related agencies to the public.

From the calculation results, the number of samples in the study was 96.04 people. The total sample size obtained is the minimum sample, while the sample size used in this study amounted to 110 respondents.

The data collection technique used in the research is to use field studies (Field Study). This technique is done by collecting data directly from the object to be studied in order to obtain the required data and an overview of the problems that actually occur within the company. The process or field study approach that is carried out is through a survey using a questionnaire to the State Civil Apparatus (ASN) in the Government of West Sumatra Province as respondents. The questions given are about Human Resources, Infrastructure, Leadership, Communication and Implementation-Government.

Result and Discussion

This study aims to determine the factors that influence the implementation of E-Government in the government of West Sumatra Province. In this study, 110 employees with ASN status were used in a number of local government agencies in the city of Padang. The process of distributing the questionnaire was carried out directly by the researcher. The description or procedure that the researcher did in distributing the questionnaires is shown in Table 1 below:

Table 1. Questionnaire Distribution Procedure

Information	Jumlah	Persentase
Number of questionnaires distributed	110	100
Number of non-returned questionnaires	(10)	(9.09)
Number of damaged/incomplete questionnaires	(0)	(0.00)
Number of questionnaires processed	100	90.91

Source: of Processed Data (2022)

Reliability Test Results

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Cut Off	Conclusion
E-Government Implementation	0.905	0.70	Reliable
Quality of Human Resources	0.898	0.70	Reliable
Infrastructure	0.751	0.70	Reliable
Leadership	0.946	0.70	Reliable
Communication	0.940	0.70	Reliable

In accordance with the results of reliability testing that has been carried out, it can be seen that all research variables used have Cronbach's Alpha coefficients above 0.70, thus it can be concluded that all of these variables have been supported by reliable statements, so that all of these variables can continue to be used into more advanced data processing stages. carry on.

Multiple Linear Regression Analysis and t-statistical Test

R-square analysis aims to determine the variation of the contribution that can be given by the independent variable in influencing changes that occur in the dependent variable as measured by percentage. In line with the description of the results of data processing that has been carried out, the results of the R-square analysis are obtained as shown in Table 3 below:

Table 3. Coefficient of Determination Test Results

Model	R	R-Square	Adjusted R-Square
1	0.720	0.518	0.497

Source of Processed Data (2022)

Based on the results of data processing, it is obtained that the coefficient of determination is 0.518. The coefficient value shows that the variables of the quality of human resources, infrastructure, leadership and communication are able to influence changes in the implementation of E-Government at Government Agencies in the City of Padang amounting to 51.80% while the remaining 48.20% is influenced by other variables that are not used in the current research model.

In order to determine the direction and magnitude of the influence formed between the independent variables on the dependent variable partially, a regression analysis was carried out. In this study, theregression model used was multiple because more than one independent variable was used. Based on the results of data processing that has been carried out, a summary of the results is shown in Table 4 below:

Table 4. Summary of Hypothesis Testing

Variable	Koefisien Regresi	Sig	Alpha	Conclusion
Quality of Human Resources	0.760	0.000	0.05	Significant
Infrastructure	0.251	0.217	0.05	Not significant
Leadership	0.082	0.275	0.05	Not significant
Communication	0.299	0.008	0.05	Significant

Source of Processed Data (2022)

In accordance with the summary of the results of the first sub-structure hypothesis testing, it can be seen that each research variable used has a regression coefficient that can be made into a multiple regression equation model, namely:

$$Y = 5.330 + 0.760X_1 + 0.251X_2 + 0.082X_3 + 0.229X_4$$

In accordance with the regression equation, it can be seen that a constant value of 5.330 is obtained. The constant value obtained shows that when it is assumed that there is no change in the quality of human resources, infrastructure, leadership and communication within the agency, the change in the implementation of E-Government is 5,330. Thus the implementation of E-Government in agencies managed by local governments in the city of Padang will be even stronger if it is supported by the existence of high quality human resources, complete infrastructure, selection of the right leadership style and smooth communication within the agency.

In the regression equation model, it is found that the quality of human resources variable has a positive regression coefficient of 0.760 which is statistically strengthened with a sig value of 0.000. The data processing is carried out using an error rate of 0.05. The results obtained show a sig value of $0.000 < 0.05$ so that it can be concluded that the quality of human resources has a positive effect on the implementation of E- Government within the local government environment in West Sumatra.

In the multiple regression equation model that is formed, it is also found that the infrastructure variable has a positive slope regression coefficient of 0.252 which is statistically strengthened with a sig value of 0.217. The stages of data processing are carried out using an error rate of 0.05. These results show a sig value of 0.217, far above 0.05. So the decision is that H_0 is accepted and H_a is rejected so that it can be concluded that infrastructure has no significant effect on the implementation of E-Government in the government environment in West Sumatra.

In addition, at the hypothesis testing stage using the t-statistical test, it is seen that the leadership variable has a positive regression coefficient of 0.082 which is statistically strengthened by a sig value of 0.275. The data processing procedure was carried out using an error rate of 0.05. The results obtained show a sig value of 0.275, far above 0.05. So the decision is that H_0 is accepted and H_a is rejected so that it can be concluded that leadership has no significant effect on the implementation of E-Government within the West Sumatra provincial government.

In the multiple regression equation that has been formed, it is known that the communication variable has a positive regression coefficient of 0.299 which is also statistically strengthened by a sig value of 0.008. The data processing is carried out using an error rate of 0.05. The results obtained show a sig value of 0.008, far below 0.05. So the decision is H_0 is rejected and H_a is accepted so that it can be concluded that communication has a positive and significant effect on the implementation of E-Government in the West Sumatra Provincial government.

The Influence of the Quality of Human Resources on the Implementation of E-Government

Based on the results of hypothesis testing, it was found that the quality of human resources has a positive and significant effect on the implementation of E-Government in the West Sumatra Provincial government. The findings obtained indicate that the higher the quality of human resources, the greater the implementation of E-Government within the government of West Sumatra Province. This situation is caused when the human resources that support government agencies in the city of Padang are quite good, ranging from competence, to experience in using technological devices, it will improve the implementation of E-Government. In addition, the higher the quality of human resources owned by the agency will encourage a stronger commitment to implement the implementation of E-Government so that transparency and corporate governance managed by the government can be better. In addition, the higher the quality of human resources owned by the agency will certainly encourage them to quickly understand the procedures for implementing the system, so that the implementation and implementation will be better, with the quality of intelligence possessed by employees, they will realize the importance of implementing the implementation of E-Government as a monitoring tool. and evaluation of the performance measurement of employees or agencies as a whole.

The findings obtained at the stage of testing the first hypothesis are in line with the results of research by Dahiya and Mathew (2016) who found that human resources have an effect on the implementation of E-Government. Gyamfi et al (2019) found that the quality of human resources had a positive effect on the implementation of E-Government. Furthermore, the results of Anwaruddin (2009) found that the better the quality of human resources owned by an agency will encourage organizational members to be able to adapt to changes, so they are willing to accept the implementation of these changes so as to encourage increased implementation of E-Government within the organization.

Influence of Infrastructure on E-Government Implementation

Based on the results of testing the second hypothesis, it was found that infrastructure had no significant effect on the implementation of E-Government in the local government of West Sumatra. The findings obtained indicate that whether or not the infrastructure supporting the implementation of E-Governance is complete will not affect the implementation of E-Governance in the government of West Sumatra Province. This situation is due to the increase in the implementation of E-Governance not depending on the completeness of the E-Governance infrastructure but rather due to the awareness of each employee, as well as their ability to master the program, besides that other important things that can encourage increased implementation of E-Government can be driven by incessant activities. socialization carried out by local governments, to training in the use of the system.

The results obtained are supported by the theory of Sukiati and Pertami (2017) which states that in the development of Information and Technology (IT)-based systems, infrastructure and socialization are needed, to consistent training programs to encourage user awareness to utilize the system. Surdin's research, (2016), found that infrastructure had no effect on the implementation of E-Government. Different results obtained by Dahiya and Mathew (2016) found that the source of the physical environment in the form of supporting facilities had a positive effect on the implementation of E-Government. Gyamfi et al (2019) found that the completeness of the physical environment, especially that provided by the organization in the form of physical facilities, had a positive effect on the implementation of E-Government. Furthermore, Anwaruddin (2009) found that when a company is able to prepare physical facilities which include room, equipment, lighting and all office investments needed by organizational members to work, the implementation of E-Government in the organization will increase.

The Effect of Leadership on the Implementation of E-Government

Based on the results of testing the third hypothesis, it was found that leadership has no significant effect on the implementation of E-Government in the local government of West Sumatra Province. These findings indicate that the leadership used does not affect changes in the implementation of E-Government in the local government of West Sumatra Province. This is because agency leaders have implemented various leadership styles but there has been no significant change in the implementation of E-Government, this situation is caused because the completeness of supporting infrastructure is not accompanied by a good ability of each employee to run the system, the lack of socialization and training provided. agencies also influence the implementation of E-Government. Besides that, employees are also considered less aware of implementing E-Government, because it makes them uncomfortable at work.

The results obtained are supported by the theory of Sukiati and Pertami (2017) which states that in the development of Information and Technology (IT)-based systems, infrastructure and socialization are needed, to consistent training programs to encourage user awareness to utilize the system. Surdin's research results (2016) found that the use of a certain leadership style in managing subordinates had no significant effect on the implementation of E-Government. A consistent result was also obtained by Dahiya and Mathew (2016) who found that leadership style had no effect on the implementation of E-Government in government agencies. Different findings obtained by Gyamfi et al (2019) found that leadership style had a positive effect on the implementation of E-Government. Furthermore, Anwaruddin (2009) found that the selection of the right method or leadership style is in line with the increasing implementation of E-Government.

The Effect of Communication on the Implementation of E-Government

Based on the results of testing the fourth hypothesis, it was found that communication has a positive and significant effect on the implementation of E-Government in the local government of West Sumatra Province. The results obtained can be interpreted that the higher the intensity of communication within the agency involving all elements of the agency will encourage increased implementation of E-Government in the West Sumatra local government environment. This situation is due to intensive communication across all elements of the organization that will create synergies that facilitate the use of technology infrastructure so as to improve the implementation of E-Government. In addition to communication carried out in the form of interpersonal or intrapersonal, it will create good cooperation between the supporting elements of the agency so that it can encourage increased implementation of E-Government in order to improve agency governance and create transparency of information to encourage increased image of agencies under the government of West Sumatra Province. .

The results of research by Ziadi et al. (2016) found that leadership has a positive and significant effect on the implementation of E-Government in an organization. Supporting results are also obtained by Kumajas (2021) who found the use of the right leadership style will encourage effectiveness in the implementation of E-Government in an organization. Furthermore, the results of research by Sharma and Sharma (2015) reveal that when organizational leaders are able to choose a leadership style that is liked and supported by members of the organization, the planned work program will run well and effectively.

Conclusion

In accordance with the analysis and discussion of the results of hypothesis testing that has been carried out, several important conclusions are proposed, namely: The quality of human resources has a positive and significant effect on the implementation of E-Government in the West Sumatra Provincial government, which shows that the higher the quality of human resources owned by local government agencies will further increase the implementation of E-Government in the West Sumatra Provincial government; Infrastructure does not have a significant effect on the implementation of E-Government in the West Sumatra Provincial Government, which means that as one of the factors that influence the implementation of E-Government, the availability of infrastructure is not a determining factor for the success of E-Government implementation in the West Sumatra Provincial Government; Leadership does not have a significant effect on the implementation of E-Government in the West Sumatra Provincial government, which means that as one of the factors that influence the implementation of E-Government leadership within the agency is not a determining factor for the successful implementation of E-Government in the West Sumatra Provincial Government; Communication has a positive and significant impact on the implementation of E-Government in the West Sumatra Provincial government. Where the results obtained show that the higher the intensity of communication within the local government agency will further increase the implementation of E-Government in the West Sumatra Provincial Government.

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