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## e-Government Adoption of Human Resource Management in Sorong City, Indonesia

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### **ABSTRACT**

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*This research focuses on human resources management development of Sorong City in connection to electronic-based service governance. This research discussed factors that influence Behaviour Intention to use e-Government as electronic-based internet media with the modification of the Unified Theory of Use and Acceptance of Technology (UTAUT) and Unified Model of E-Government Adoption (UMEGA). Particularly, this research aimed an in-depth analysis of how far Expected Benefit, Complexity of Use, Social Influence, Trust Factor, and Supporting Factor affect Behavioural Intention in terms of to use e-Government as electronic-based internet media. This research carried out both quantitative and qualitative research methods. All variables in the research were operationalised into indicators and used as the basis in designing the questionnaire. Questionnaires were distributed to 50 respondents from BAPPEDA, DISDUKCAPIL, BKPSDM, DPMPSTP, and DPMPSTP government agencies. The gathered data were analysed using SmartPLS3 and SPSS (version 22). The results show that there were only three factors out of 5 factors that have a positive and significant impact on Behavioural Intention in terms of utilising e-Government as electronic-based internet media. These factors are Expected benefit, Complexity of Use, and Supporting Factor. Meanwhile, the result also indicates Social Influence and Trust Factor have no significant relationship with Behavioural Intention.*

Moreover, many studies have been conducted on the adoption of e-Government; however, the importance of e-Government on Human Resource Management is yet to be highlighted. Thus, this research fills this gap in the e-Government adoption literature.

**Keywords:** UTAUT, UMEGA, Expected Benefit, Complexity of Use, Social Influence, Trust Factor, Supporting Factor, E-Government.

## INTRODUCTION

e-Government is the use of information technology to improve the relationship between the government and the public, and other interested parties. The quality of human resources management is one of the elements that play an important role in achieving the success of a system implemented by central and local government agencies. Kumortomo (2014) and Indrajit (2015) suggested four classifications of new forms of ICT use, such as Government to Citizen (G-to-C), Government to Business (G-to-B), Government to Employee (G-to-E), and Government to Government (G-to-G). Indrajit (2015) added that technological innovation is not limited to a positive shift in the field of public policy formulation and procedures; it also increases transparency and accountability in all government agencies and reduces government expenditures.

Moreover, a survey conducted by the Indonesian Internet Service Providers Association (APJII) revealed that internet users reached 143.26 million in 2017. This number is equivalent to around 54.68% of the population of Indonesia, which is 262 million. APJII added that internet users increased from 132.7 million users in 2016. The increasing number of internet users in Indonesia is considered a response by the public to the Republic of Indonesia No. 3 of 2003 policy that mandates national policies and strategies for developing e-Government, (Suharyana, 2017).

**Figure 1.** Use of the Internet in Indonesia in 2017



**Source:** Indonesian Internet Service Providers Association (APJII) 2018

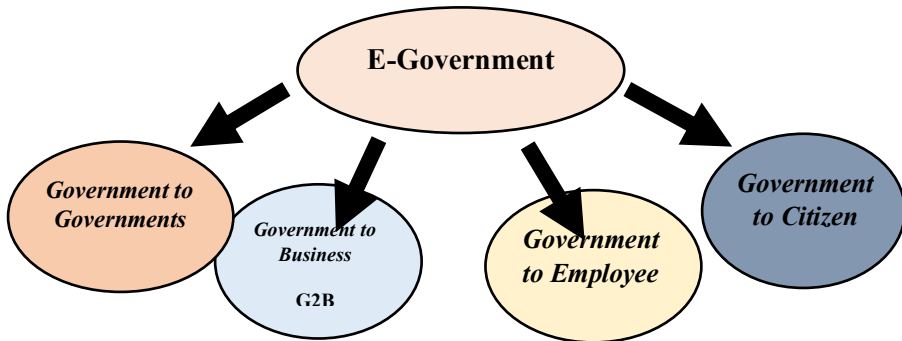
**Figure 2.** Elements in E-Government

Figure 2 shows e-Government elements and their interrelated relationships. Hence, all government agencies have to engage with the public, and other interested parties, in providing effective and efficient public service (Indrajit, 2015; Aprianty, 2016). This research presents a concept that gives the public a chance to directly interact with the government through government website that offers different selections depending on the need of the public, and other possible clients (Kumorotomo, 2014; Indrajit, 2015; Aprianty, 2016).

## **THEORETICAL FRAMEWORKS**

### **E-Government**

The use of e-Government can be interpreted as a collection of concepts for all actions in the public sector involving Information and Communication Technology (ICT) to optimise the process of transparent and effective public services (Kurniawan, 2006). In the current era of globalization, human resource management development towards ICT can be understood as preparation unto inevitable innovations and vast organisational responsibilities (Priansa, 2014), which is usually related to the increase of intellectual ability to do better work (Singodimdjo, 2002).

Human Resource Management (HRM) development is a continuous procedure, aiming to supply an organisation, or government agency, with the right person for a position (Stoner, 2004). HR development is particularly relevant to the policy that increases the capacity of government entities. Government entities, such as system developers, managers, and users of electronic Government (e-Government), are the factors that also determine the key to the success of the implementation and development of electronic Government (e-Government). For this reason, efforts are needed to increase human resource management capacity and structure, with careful and comprehensive planning following the needs of the affected persons and shall

be implemented gradually and continuously. This can be done through formal and non-formal educational channels as well as developing competency standards needed in the development and implementation of electronic Government (e-Gov).

### **Literature Review**

Several areas of e-government adoption have been conducted. One of which is related to Organisational Transformation where the presence of ICT impacts the internal organisation as well as patterns of interaction between individuals within the organisation and in providing public services (Zammuto et al., 2007; Aichholzer Sachmutzer, 2000; Nurmandi et al., 2017 Supardal et al., 2017). Second is user behaviour, which is associated with e-government perception from those who are voluntarily using e-Government (Abu-Shanab, 2014; Dwivedi et al., 2017) and from those who are mandated to use e-Government, such as government employees (Batara et al., 2017; Venkatesh, 2003; Venkatesh & Davis, 2002). Research has been conducted by Nielsen (2016) on the Unified Model of Electronic Government Adoption (UMEGA) argued the limited ability if Information System (IS), which is mostly used in exploring technology adoption and cannot consider the complexity around e-government. Thus, there is a need to build a theory that is independent of e-government adoptions and fundamental information technology (IT) theories, models, and concepts (Dwivedi et al., 2017; Rana et al., 2015a, 2016).

Furthermore, Kumar et al. (2016) researched the impact of pleasant perceptions on the intention to use mobile-government services. The results of his research show that pleasant perceptions do not influence the desire to use mobile-government services in Bangladesh and the United States of America. This result is in contradiction to the findings of Negahban and Chung (2014) that state that pleasant perception of technology is proportional to the level of use of technology with regards to the use of technology functions.

Research conducted by Salleh and Laxman (2014) showed the importance of social factors in terms of the acceptance and use of information technology in the environment of teachers in Brunei Darussalam. Furthermore, Utari (2015) stated that the concept of perception of convenience, trust in the internet, trust in the government, and trust in e-government have a positive effect on e-filing system for those who has yet used it while perception of usefulness, trust in the internet, trust in the government, and trust in e-government has a positive effect on e-filing system for those who already have used it.

**Table I.** E-Government Theory Adoption

No	Theory/Model	Construct- (Adoption/modification/syntax)
1	Theory of Reasoned Action (TRA)	Attitude Toward Behaviour. Subjective Norm.
2	Theory of Planned Behaviour (TPB)	Attitude Behaviour (TRA). Subjective Norm (TRA). Perceived Behaviour Control.
3	Technology Acceptance Model (TAM)	Subjective Norm (TRA). Perceived Usefulness. Perceived Ease of Use
4	Combined TAM and TPB (C-TAM-TPB)	Attitude Toward Behaviour (TPB). Subjective Norm (TPB). Perceived Behaviour Control (TPB) Perceived Usefulness (TAM).
5	Social Cognitive Theory (SCT)	Outcome Expectations performance. Outcome Expectations Personal. Self-efficacy. Affect. Anxiety.
6	Model of PC Utilization (MPCU)	Job-Fit. Complexity. Long term Consequences. Affect Towards Use. Social Factor. Facilitating Conditions.
7	Decomposed Theory of Planned Behaviour (DTPB)	Attitude (TRA/TAM). Subjective Norm (TPB). Perceived Behaviour Control (TAM). Perceived Ease of Use (TAM). Perceived Usefulness (TAM). Compatibility (IDT). Resource Facilitating Conditions. (MPCU). Technology Facilitating Conditions (MPCU). Self-efficacy (SCT).
8	Extension of Technology Acceptance Model (TAM2)	Image was adopted from IDT. Perceived Usefulness was adopted from TAM. Job Relevance modified from MPCU. Result Demonstrability was adopted from IDT. Subjective Norm was adopted from TPB.
9	Unified Theory of Acceptance and Use of Technology (UTAUT)	Performance Expectancy. Effort Expectancy. Social Influence. Facilitating Conditions. (Synthesis from TRA, TPB, TAM, MPCU, MM, SCT, TAM2 and DOI / IDT).
10	Unified Model of Electronic Government Adoption (UMEGA)	Performance Expectancy (UTAUT). Effort Expectancy (UTAUT). Social Influence (UTAUT). Facilitating Conditions (UTAUT). Hedonic Motivation. Price Value. Habit.
11	Unified Model of Electronic Government Adoption (UMEGA)	Performance Expectancy. Effort Expectancy. Social Influence. Facilitating Conditions. Anxiety. Attitude. Behavioural Intention.
12	Extended Unified Theory of Acceptance and Use of Technology (UTAUT2)	Performance Expectancy (UTAUT). Effort Expectancy (UTAUT). Social Influence (UTAUT). Facilitating Conditions (UTAUT). Hedonic Motivation. Price Value. Habit.

No	Theory/Model	Construct- (Adoption/modification/syntax)
13	Government Adoption Model (GAM)	Availability of Resources (MPCU). Computer Self Efficacy (SCT). Perceived Combability (IDT). Perceived Image (IDT). Perceived Ability to Use (TAM, MPCU). Perceived Information Quality (D&M). Perceived Functional Benefit (TAM, IDT). Perceived Uncertainty (SCT, TRUST). Perceived Privacy (SCT, TRUST). Perceived Service Response (SCT, MPCU). Perceived Trust.
14	Unified Model of Electronic Government Adoption (UMEGA)	Performance Expectancy. Effort Expectancy. Social Influence. Facilitating Conditions. Perceived Risk. Attitude. Behavioural Intention.
15	Extended IS Success Model (D&M Model 2)	Attitude adoption (TRA/TPB). System Quality (D&M). Top Management Support. User Experience. User Participation. User Training User Satisfaction. System Use.
16	Trust in Government (TiG)	Trust in Government. Trust in Technology. Quality Information. Familiarity with Internet Privacy and Security Concern.
17	Expected Benefit	Expected Benefit.

In Table I consists theories of E-Government Adoption adopted in the Unified Theory of Acceptance and Use of Technology (UTAUT) and the Unified Model of Electronic Government Adoption (UMEGA).

### **Factors Influencing Behavioral Intention to Use E-Government as Electronic-Based Internet Media (E-Gov)**

#### ***Expected Benefit (EB)***

The study conducted by Kuo (2012) on Expected Benefit is one of the influencers of Behavioural Intention (BI). Expected Benefit states that people who are using e-Government will get the desired benefits. Kuo (2012) added that, in principle, the behaviour of individuals is influenced by logical reasoning, whether or not there is a benefit. In this study, Expected Benefit was modified and redefined from Performance Expectancy. (Venkatesh, 2003), that is, having a similar view of the expectation of benefits (Kuo, 2012). Performance expectancy is a function of UTAUT aimed at measuring one's confidence that using a system can help that person achieve his or her job performance. Performance expectancy is a variable that can be referred to as the ability to achieve significant benefits after using a system (Adenan, 2015).

**Table II.** Expected Benefit

No	Constructs	Definition
1	Perceived Usefulness (TAM/TAM2) and C-TAM-TPB	The view that using ICT will improve the individual work performance.
2	Extrinsic Motivation (MM)	The view that wants to do a certain activity because it will get more value like will get promotion, increase in work performance and get a decent pay-out.
3	Job-fit (MPCU)	ICT has the capability to improve the individual work performance.
4	Outcome Expectations (SCT)	Expected results from doing certain activities. The expected results are grouped into two of which are related to the enhancement of worker's performance and personal targets (Goals).

***Complexity of Use (CU)***

The Complexity of Use (CU) views the use of e-government as easy and not complicated (Suratini et al., 2015). Thus, the purpose of utilising an information system (e-government) in an organisation assumes a reduction of errors in the policy process. In addition to requiring accurate information in data management, information system increases employee efficiency. This concept was modified from effort expectancy that is defined as the level of ease of using the system (Venkatesh, 2003). Effort expectancy is built from three concepts that have a similar meaning related to the level of complexity or the level of ease in using e-government, namely Perceived Ease of Use (TAM / TAM2), and Ease of Use (IDT). This concept emphasises that easiness and ways of applying e-government affect the intention of individuals to use the system.

**Table III.** Complexity of Use

No	Constructs	Definition
1	Perceived Ease of Use (TAM/TAM2)	The individual belief that using ICT is easy (free of effort).
2	Complexity (MPCU)	The view that ICT utilization is easy to understand and relatively not difficult.
3	Ease of Use (IDT)	The view that using ICT innovations is easy to use.

***Social Influence (SI)***

Social Influence (SI) is the level where a person considers himself important to others and convinces himself to adopt a new system (Venkatesh et al., 2003). It can also be interpreted as the adoption of new technological innovations due to peer influence (Venkatesh & Davis, 1996; Adenan, 2015).

Venkatesh et al. (2013) finding that social influence has positive effect on behavioural intention is congruent with the argument of Setterstrom, (2010), Dasgupta (2017), El-Gayar (2016), Foon (2014), Marchewka (2007), Oswari (2018), Sedana (2014), Sundaravej (2017) Wang (2016) Chi Yang (2017), and Jairak (2018). On the contrary, Sharma (2014) research on the influence between Social Influence and Behavioural Intention suggests a negative influence between the two variables, while Chi Yang (2017) found no relationship between the two. Social influence is a representation of two previous concepts that have been modified by combining three concepts that have similar meanings, including subjective norm (TPB / DTPB, C-TAM-TPB, and TAM2), social factor (MPCU), and image (IDT). It should be noted that the influence does not solely arise from an immediate social circle but can also be from the wider community – real and virtual (citizen or netizen).

**Table IV.** Social Influence

No	Constructs	Definition
1	Subjective norm (TPB/DTPB, C-TAM-TPB and TAM2)	The view that important people are around supports to use e-Government services.
2	Social Factor (MPCU)	Internalization of individuals against joint habits/cultures or group agreements.
3	Image (IDT)	The view that certain ICT utilization can enhance self-image in social strata.

### ***Trust Factor (TF)***

The study conducted by Abu-Shanab (2014) found out that Trust Factor influences the use of e-government. This means that trust in government and ICT is proportionate to its adoption. This concept was modified from trust in e-Government (TieG), (Abu-shanab, 2014), which has several concepts, namely Trust in Technology (TIT), Trust in Government (TieG), Information Quality (IQ), and Privacy and Security Concerns (P&SC).

**Table V.** Trust Factor

No	Constructs	Definition
1	Trust in Technology (TIT)	The level of trust in Internet use.
2	Trust un Government (TIG)	Level of confidence in government performance.
3	Information Quality (IQ)	The information provided is comprehensive, accurate and up to date.
4	Familiarity With electronic sites and the internet (PWI)	Connect with knowledge and experience using the Internet.
5	Privacy and security concerns (P&SC)	The view that personal data and information is securely stored.



**Supporting Factor (SF)**

Supporting Factor is a re-modified structure of the Facilitating Condition (Venkatesh et al, 2003), interpreted as the availability of infrastructure support that ensures the use of the system, and is defined as the level of confidence someone has as far as the organizational and technical infrastructure that exists including network coverage and availability of devices to make someone accept a technology that can support a particular system (Thompson et al., 1991; Venkatesh et al., 2003; Ayu, 2014). This concept is a combination of Perceived Behavioural Control (TPB / DTPB, C-TAM-TPB), Facilitating Conditions (MPCU), and compatibility (IDT). According to research conducted by Dwivedi et al. (2017), Facilitating Conditions affect Behavioural Intention. Dwivedi et al. (2017) modified the UTAUT model of Venkatesh et al., (2003), by adding perceived risk, attitude, and negating the moderator variable.

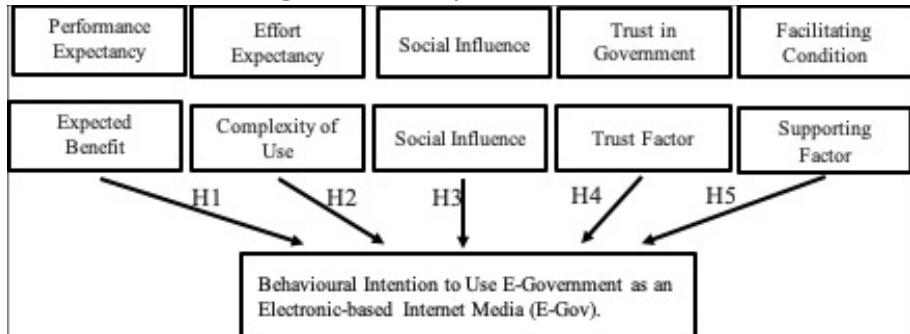
**Table VI.** Supporting Factor

No	Constructs	Definition
1	<i>Perceived Behavioral Control (TPB/DTPB), C-TAM-TPB)</i>	The absence of constraints is beyond reach, related to supporting facilities.
2	<i>Facilitating Conditions (MPCU)</i>	Related to support related to computer problems both Hardware and Software.
3	<i>Compatibility (IDT)</i>	The view that innovations existing norms, needs and experiences.

**Conceptual Framework**

In this study, the authors used the UMEGA framework. Furthermore, also utilised UTAUT theory, which has the same correlation relationship, Expected Benefit (EB), Complicity of Use (CU), Social Influence (SI), Trust Factor (TF), and Supporting Factor (SF) that has an influence on Behavioural Intention on the use of e-government as an electronic-based internet media (e-gov).

**Figure 3.** Conceptual Frame Chart



**METHODOLOGY**

Data used in this research were obtained by distributing questionnaires that contain statements related to the condition of e-Government from the past and present state. Respondents of this research were from the division of Human Resource Management of five government agencies located in Sorong City. Respondents of this research were from five government agencies located in Sorong City. These agencies are Regional Development Planning Agency (BAPPEDA), Population and Civil Registration Agency (DISDUKCAPIL), Human Resources Development and Personnel Agency (BKPSDM), One-Door Integrated Service and Capital Investment Office (DPMPTSP), Communication and Information Agency (DISKOMINFO). From the list of tenured and non-tenured civil servants of these government agencies, a population of 157 was identified. Moreover, ten respondents from each government agency were sked and included in the sample population. In the process of obtaining accurate data, the authors also interviewed informants who have admirable knowledge of human resource development and e-Government.

Data gathered were analysed using a measurement model or outer model and the structural model or inner model through a statistical tool called PLS. The measurement model was used to test the validity and reliability, while the structural model was used to test the quality. PLS can measure data at different scales simultaneously. PLS can also be run on small sets, which are ten times the scale with the largest number of formative indicators or ten times the number of paths that can show the quality relationship between latent hypotheses

**FINDINGS AND RESULTS**

**Outer Model Test**

**Figure 4. Output Loading Factor**

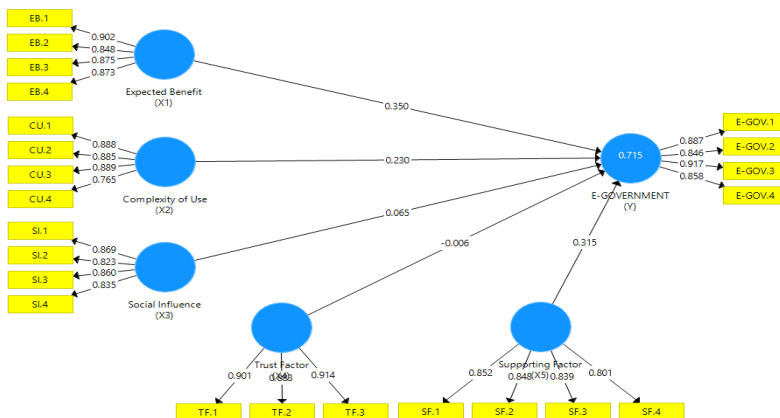


Figure 4 is the output of the loading factor, which will then be used in measuring and analysing the gathered data. Furthermore, the first and second criteria, namely, Convergent Validity and Discriminant Validity can be seen in the results of the score of the outer model, AVE. The AVE value is valid if it is greater than 0.50; otherwise, data is invalid. Also, the value of cross-loading can be said to be valid if the score is greater than 0.50; otherwise, data is invalid.

**Table VII.** Convergent Validity and Discriminant Validity

Variable	Grain	Loading Factor	AVE	Description
<i>Expected Benefit</i>	EB.1	0.902		
	EB.2	0.848	0.765	Valid
	EB.3	0.875		
	EB.4	0.873		
<i>Complexity of Use</i>	CU.1	0.888		
	CU.2	0.885	0.737	Valid
	CU.3	0.889		
	CU.4	0.765		
<i>Social Influence</i>	SI.1	0.869		
	SI.2	0.823	0.717	Valid
	SI.3	0.860		
	SI.4	0.735		
<i>Trust Factor</i>	TF.1	0.901		
	TF.2	0.883	0.809	Valid
	TF.3	0.914		
<i>Supporting Factor</i>	SF.1	0.852		
	SF.2	0.848	0.698	Valid
	SF.3	0.839		
	SF.4	0.801		
<i>E-Government</i>	E-Gov.1	0.887		
	E-Gov.2	0.846	0.770	Valid
	E-Gov.3	0.917		
	E-Gov.4	0.858		

The validity test results in Table VII shows that all questions on each research variable consisting of Expected Benefit, Complexity of Use, Social Influence, Trust Factor, Supporting Factor, and E-Government, have a loading factor value greater than 0.50, and all research variables have AVE values greater than 0.50. Thus, it can be concluded that all questions on all research variables have been declared valid. In addition to the validity test, a reliability test can also be measured by two criteria, namely, composite reliability and Cronbach's alpha, which are seen in the indicator block that measures the variable. The variable can be declared reliable if the value of composite reliability and Cronbach's alpha is above 0.70 (Ghozali, 2006). Output composite reliability and Cronbach's alpha can be seen in Table XIII.

**Table VIII.** Composite Reliability and Cronbach's Alpha

Variable	Composite Reliability	Cronbach's Alpha	Description
Expected Benefit	0.929	0.898	Reliable
Complexity of Use	0.918	0.880	Reliable
Social Influence	0.910	0.870	Reliable
Trust Factor	0.927	0.882	Reliable
Supporting Factor	0.902	0.856	Reliable
E-Government	0.930	0.900	Reliable

Based on the output on composite reliability and Cronbach's alpha in Table 8, it shows that the value contained in each variable is above 0.70. It can be assumed that the use of e-government in Sorong City has composite reliability and Cronbach's alpha values of 0.930 and 0.900, respectively. Whereas, the Complexity of Use variable has the lowest composite reliability and Cronbach's alpha values of 0.918 and 0.880, respectively. Withal, the data is carried out to find out whether the composite reliability and Cronbach's alpha output values are met; thus, it can be concluded that each hypothesis in the model used has good reliability. Next is the relationship or correlation between variables that can be seen in Table IX.

**Table IX.** Correlation Between Variables

	CU	E-GOV	EB	SI	SF	TF
Complexity of Use	0.858					
E-Government	0.709	0.877				
Expected Benefit	0.706	0.788	0.875			
Social Influence	0.410	0.570	0.589	0.847		
Supporting Factor	0.659	0.772	0.763	0.661	0.835	
Trust Factor	0.504	0.644	0.649	0.722	0.824	0.899

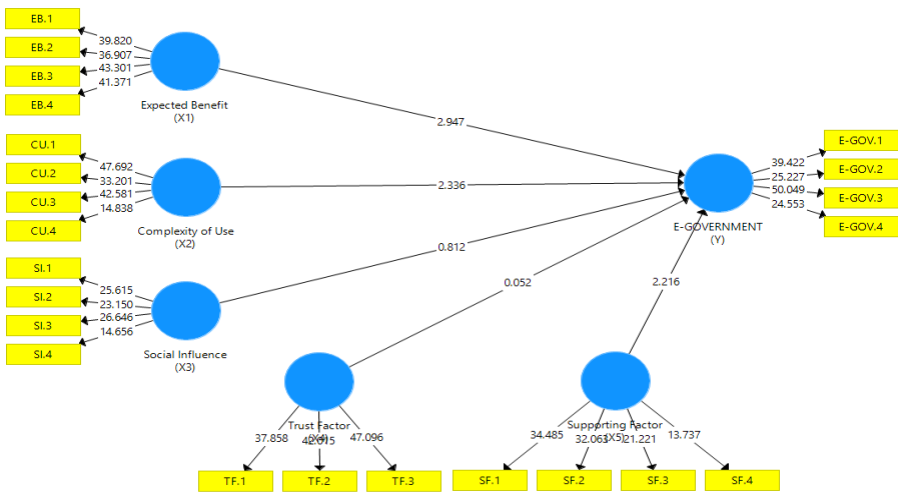
Table IX shows the values found in the square root of AVE of each variable are greater than the correlation of each hypothesis. The value of the square root of AVE of each variable is equal to EB. 0.875, CU. 0.858, SI. 0.847, TF. 0.899, SF. 0.835, and e-GOV. 0.877. These results indicate that the level of correlation between variables has a significant relationship

### ***Inner Model Test***

In association with the Rule of Thumb for R-Square testing, structural models that have an R-Square (R<sup>2</sup>) result of 0.67 indicates that the model used is good while R Square (R<sup>2</sup>) with 0.19 value indicates that the model is weak (Ghozali, 2006: 27). Thus, it can be concluded that the variables such as, Expected Benefit, Complexity of Use, Social Influence, Trust Factor, and Supporting Factors have a good level of influence unto the use of e-Government. Using a statistical tool called t-test, hypotheses testing was

made between variable X (exsogen) to the Y variable (endogenous), which were performed using the bootstrap resampling method after knowing the validity and reliability of the data. The comparative t value in this study was obtained from Table t. The test can be declared significant if the T-statistic value is greater than 1.96 and the value of P values is less than 0.05 (Haryono, 2017). Hypotheses testing is done by knowing the output path coefficient of the bootstrap resampling results, which can then be seen in Figure 5.

**Figure 5.** Output Bootstrapping



**Table X.** Hypothesis Test Results

Hypothesis	Original Sample (O)	Sample Mean	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Assessment of Hypothesis
<i>Expected Benefit</i>	0.350	0.351	0.119	2.947	0.003	Not Rejected
<i>Complexity of Use</i>	0.230	0.232	0.098	2.336	0.020	Not Rejected
<i>Social Influence</i>	0.065	0.073	0.081	0.812	0.417	Rejected
<i>Trust Factor</i>	0.006	0.002	0.111	0.052	0.959	Rejected
<i>Supporting Factor</i>	0.315	0.304	0.142	2.216	0.027	Not Rejected

Figure 5 and Table X reveals statistical results between Behavioural Intention and factors that influence the utilisation of e-Government as an electronic-based internet media (e-Gov).

H.1. Based on the results revealed in Figure 5 and Table X, Behavioural Intention has a significant relationship with Expected Benefit with t-statistics

and p-value of 2.947 and 0.003, respectively. This finding is similar to the previous claim that expected benefits from E-Government encourage people to use e-government (Barua, 2012; Kuo, 2012; Mohammed Alshehri, Drew, and Alghamdi; Venkatesh 2003; Dwivedi et al., 2017).

H.2. Figure 5 and Table X show that Behavioural Intention and Complexity of Use have a significant relationship with t-statistics and p-value of 2.336 and 0.02, respectively. This finding is similar to the previous claim that the ease of use of E-Government has a good impact on someone's decision to use E-Government (Barua, 2012; Kuo, 2012; Mohammed Alshehri, Drew, and Alghamdi, 2012; Venkatesh, 2003; Dwivedi et al., 2017).

H.3. Figure 5 and Table X reveal that Behavioural Intention unto the utilisation of e-Government as an electronic-based internet media (e-Gov) is not significantly related to Social Influence. This lack of statistical relationship was upon receiving 0.812 and 0.417 t-statistics and p-value, respectively. This finding contradicts previous studies that claim Social Influence is one of the determinant factors that influence the utilization of ICT (Alawadhi and Morris, 2008; Ahmad, Markkula, and Oivo, 2013).

H.4. Figure 5 and Table X show that Behavioural Intention and Trust Factor have no significant relationship. This claim was upon receiving t-statistics and p-value of 0.052 and 0.959, respectively. This finding is contrary to the findings of Abu-Sahnab (2012, 2014) that suggests Trust Factor positively influences the use of e-Government.

H.5. Based on Figure 5 and Table X, Behavioural Intention and Supporting Factors are significantly related after having t-statistics and p-value of 2.216 and 0.027, respectively. This finding supports the claim that Supporting Factors influence the adoption of e-government (Barua, 2012; Kuo, 2012; Mohamed Alshehri, Drew, and Alghamdi, 2012; Venkatesh, 2003; Dwivedi et al., 2017).

## **CONCLUSION**

The main objective of this research is to analyse the human resources management development of the regional organisation under Sorong City towards public service-based e-Government and look into the extent of e-Government as electronic-based internet media (e-Gov) utilisation through factors that have been previously mentioned published-researchers in the field of e-Government to have an influence in the utilisation of e-Government as an electronic-based internet media (e-Gov) vis-à-vis Behavioural Intention. These factors are Expected Benefit, Complexity of Use, Social Influence, Trust Factor, and Supporting Factor.

The results of this research revealed that three of the mentioned five factors are significantly related to Behavioural Intention; these factors are the Expected benefit, Complexity of Use, and Supporting Factors. Moreover, Social Influence and Trust Factors had been rejected after not satisfying the accepted t-statistics and p-value customary in the field of social science. Hence, the presence of ICT does not necessarily make someone interested in using it. In the context of public services, a strong trust is needed, and further assistance should be provided to the human resource management by policymakers for them to be able to develop and implement technological innovations.

## **RECOMMENDATION**

Information and Communication Technology (ICT) is evolving rapidly and has been affecting daily human life, from communication to the workforce and even into analytical thinking through machine learning and artificial intelligence. ICT did not shy away from its way to government and public service. Tied with traditional practices and rigid policies, most government agencies are still unfamiliar with the features that ICT may offer that be beneficial to the government and the public. Hence, the fast changes that ICT, particularly e-Government, affects the behaviour of government employees need to be studied continually to be able to acknowledge what are the factors that positively influence a government employee into the utilisation of e-Government as an electronic-based internet media. Hence, understanding how ICT works shall also be given attention due to its massive impact on society.

Therefore, this research recommends that a continued study and attention must be given to the factors that influence a government employee into the utilisation of e-Government. This study also recommends that studies of the impact of ICT shall not be focused on first-class cities since small cities are also starting to adopt ICT. Hence, findings on first-class cities may not be similar to the cases of small cities.

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