

Fostering Nagari's Performance in West Sumatera in Actualizing Smart Government

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Abstract— Indonesia is still considered a developing country, with an HDI score of .718. A study needs to be conducted to increase its performance through Smart Government. This study aims to find out variables that can increase the performance of the Village called Nagari in West Sumatera to implement a Smart Government. The study used Village Development Index (VDI) as dependent variables and Information Technology Adoption, Human Resource Competence, Fund Availability, Organizational Culture, Environmental Factors, and Education of the Village Head as Independent Variables. Data were collected using a questionnaire distributed to all Nagari in West Sumatera. The research questionnaire can only be distributed to 720 Nagari from 928 Nagari throughout West Sumatra because 208 Nagari do not have an internet network (blank spot). There were 166 Nagari who responded to the questionnaires, equal to 23% of the population. Data were analyzed by using SEM-PLS. The study results found that Information Technology Adoption, Human Resource Competence, and Education of Nagari Heads have a significant and positive effect on the VDI of Nagari. Meanwhile, Fund Availability, Culture, and External Factors do not influence the VDI. The study results show that Nagari should have suitable IT adoption, Competent Human Recourses, and high-level education of Nagari Head to increase its performance through Smart Government. Other Villages, Districts, Municipalities/regencies, and provinces can use the research results to improve their VDI and performance to actualize the Smart Government.

Keywords— Smart Government, Nagari's Performance, Village Development Index.

I. INTRODUCTION

Released in December 2020, the United Nations Human Development Report 2020 ranks each country based on its Human Development Index (HDI) ranking [1]. The United Nations developed the HDI to measure human development in a country. HDI is quantified by looking at a country's human development, such as education, health, and life expectancy. HDI is set on a scale from 0 to 1, and most developed countries have a score above .80. HDI can be used to determine the best countries to live in, as more developed countries typically offer their residents a higher quality of life. Indonesia is considered as developing country with an HDI score of .718. A study needs to be conducted to increase its performance through Smart Government.

Indonesia uses Village Development Index (VDI) to rate Villages in measuring Village performance. The classification measurement is based on the villages' economic,

environmental, and social development. However, no Province in Indonesia can be classified as an independent Province. Only five provinces in Indonesia can be classified as developed provinces, and West Sumatra is one of them.

The use of technology in government, referred to as digital government or in the literature, usually known as the electronic government, has been used and applied worldwide. However, technology-based innovation in public organizations differs from private organizations [2]. Digital governance is the government's provision of information and services to its citizens using various information and communication technologies (ICT). Therefore, from this implementation, the digital government aims to create interactions between the government and citizens or Government to Consumer (G2C), government and business companies or Government to Business (G2B), as well as relations between institutions or Government to Government (G2G) to be more friendly, convenient, transparent and manageable [3].

The decisive function of digital government in providing public services has caused e-government issues to become an essential and popular focus in government activities in various countries in the world. As a result, governments worldwide have developed e-government programs that are expected to provide essential benefits such as increased efficiency, transparency, and accountability [4]. Likewise, to support the implementation of digital governance in Indonesia, the government issued Presidential Instruction No. 3 of 2003, a reference for the implementation of e-government in Indonesia. Besides that, it is also supported by Law Number 14 of 2008 concerning public information disclosure. The digital government in Indonesia is known as the Electronic-Based Government System (EBGS). The government administration utilizes information and communication technology to provide users services, aiming to realize clean, effective, transparent, and accountable governance and quality and reliable public services (Perpres No. 95 of 2018).

This policy is in line with the vision and mission of the President of the Republic of Indonesia and the policy direction of the Indonesian 2020-2024. Where in the national plan, there are seven development agendas for Indonesia. In these seven development agendas, it is also implied that the Village is for the welfare of the Indonesian people. However, the Village has a very different welfare level than the Urban Village. For this reason, special handling is needed to realize even the welfare distribution in Indonesia.

Village development is an effort to increase the quality of life and life to the fullest welfare of the village community. The Village Development Index (VDI) was composed by National Development Planning Agency, village development in Indonesia. VDI is a benchmark to appraise Indonesia's progress level or village development. The village development phase is categorized into underdeveloped, developing, and self-sustaining villages. VDI is a composite index formed by three indexes. The first index is the social resilience index, which includes education, health, social capital, and settlements. Second, the economic resilience index covers a diversity of community production, trade, market access, logistics, banking, and credit accession. Third, regional transparency and environmental resilience indexes consist of environmental quality, natural disasters, and disaster response. VDI was arranged to support the government's efforts in addressing village expansion lagged and improved Independent Village.

Ministry of Village, Development of Disadvantaged Regions, and Transmigration of the Republic of Indonesia (2020) stated that in 2019 there were 68,834 villages, while by 2020, the number of villages had increased to 69,826. Based on VDI' status of 2020, 2,437 villages are still very underdeveloped (3.49%), 13,900 underdeveloped villages (19.91%), 39,847 developing villages (57.07%), 11,900 villages that have advanced (17.04%), and 1,742 that had been self-sustaining (2.49%). It means that the quality of life in rural Indonesia is still deteriorating.

According to data submitted by the head of the Village called "Nagari" in West Sumatra, out of the 928 Nagari, 76 Nagari (8.19%) are Independent Village, 399 (43%) are developed, 415 (44.71%) are developing, 35 (3.77%) are under-developed, and 3 Nagari (0.32%) are very under-developed. Based on these conditions, a method of precepting the transfer of the status of Nagari in West Sumatra is needed to become an Independent Village by fostering some factors to increase Nagari Performance. This research needs to be done to realize the creation of a prosperous society in West Sumatra by identifying factors that can increase Nagari performance through Smart Government. The results of this study will be helpful for the Provincial Government to accelerate the achievement of population welfare through the implementation of the "Smart Government" program.

II. LITERATURE REVIEW

A. Smart Government

Smart government is different from smart city concepts. The smart city concept is connected with several smart-related initiatives (e.g., smart transportation, smart living, smart energy, and others). In contrast, the smart government concept is primarily associated with smart (de)regulation, smart grid, smart service, smart governance, and smart technology [5]. It seems that smart governments implement a digital government that uses digital devices to deliver information and services to the public. Digital governance typically involves organizational automation and online transactions to improve government services. The digital government allows the government to be more responsive and accountable to the public by changing the nature of politics and the relationship between government and citizens [6]. It provides two significant advantages for government operations increasing operational efficiency and better service quality by the government. Successful implementation of digital governance

can benefit all parties by providing easier access to citizens, the business community, and non-profit organizations and governments.

The application of digital government uses office computerization using information technology as a tool and involves a modification process and how the government works. So, digital governance is a socio-technical system that combines technology, information organization, and processes [7]. The implementation of digital government (e-government) in Indonesia is regulated by Presidential Regulation number 95 of 2018 concerning the EBGS. EBGS is a government administration that utilizes information and communication technology to provide services to users. The issuance of this Presidential Decree is one of the goals to realize clean, effective, transparent, and accountable governance and quality and reliable public services and improve the integration and efficiency of the electronic-based government system.

The government realizes the critical role of EBGS in supporting all development sectors because, after all, the use of ICT provides opportunities for the government to innovate development. To support this implementation, the government periodically conducts EBGS evaluations to determine the progress of EBGS implementation in each Government Agency. This assessment produces an EBGS index value that can describe the maturity level of the EBGS implementation in government agencies.

B. External Influence

The environmental context consists of the characteristics of the environment in which the organization performs services, such as external pressures. External pressure is a characteristic of the environment, meaning it is a factor that explains the organizational environment. Pressures have been identified through various studies as essential determinants of IT adoption. Adaptability focuses on external situations by developing norms and beliefs that support its capacity to respond to the changing needs of an organization [8]. This external situation can take the form of pressures and demands from global expectations, citizens, and other stakeholders for more transparent services and access to information, which form the basis of digital governance to enable access to services and information.

External pressure can come from the central government, the community, or the business world. The first step in developing digital governance comes from the pressure exerted by the community [9]. However, before that, adequate internal management is more relevant than the community's demands, namely providing online services and implementing existing capacities. It is reinforced in other literature that the cause of the undeveloped implementation of the digital government system, especially in the regions, is the low external pressure on local governments [10]. The external pressures significantly affect regions to adopt and implement a digital government system to improve and prove the performance of their administration and services. With the pressure, local governments are serious about implementing something. So, to overcome this, the government can maximize an effective and efficient service system through electronic systems. For this reason, there should be more demands from the community or parties who need the local government to implement it fully.

C. Availability of ICT

One of the prerequisites for implementing smart government is the availability of ICT infrastructure. Information and communication technology is essential in providing stimulus and improvement in developing digital governance from one level to the following [11]. Availability of information technology is one of the prerequisites in moving every activity in terms of technology, technical, and other supporting tools. In addition, the use of information technology is an essential factor in national economic growth in information social relations, which of course, must be equipped with adequate infrastructure.

Technology infrastructure is a significant factor in developing and using e-government nationally [12]. ICT infrastructure includes tangible and intangible hardware and software. Technology infrastructure is a prerequisite in the development of e-government and has a complementary role in the relationship between technology infrastructure in the development of digital governance. Improvements in information technology infrastructure significantly affect e-government maturity [13]. The weaknesses and shortcomings of ICT infrastructure are the main challenges for implementing e-government. If the infrastructure owned is weak, then the infrastructure will be considered a challenge in terms of technical factors because ICT infrastructure is a technical issue that becomes an obstacle to smart government [14].

D. Fund Availability

Smart government is a complex and expensive project that requires the availability of financial resources to support high-cost technology systems, hardware, software, maintenance, and education and training. Organizations need adequate economic resources, such as sustainable funding, where the economic element is the dominant factor in every organizational activity and government [15]. Village Fund Program has a direct effect on increasing the Human Development Index and reducing the Poverty Level [16]. Lack of financial support is considered one of the significant barriers to implementing and adopting e-government in many countries, especially in developing countries [17]. Several research results found that the government's financial condition determines the digital government's development. It is because funding is one of the essential roles in every activity described in the form of a budget (budget), including the budget for developing digital government [13].

E. Human Resources Competence and Education

The lack of resources and trained personnel in information technology is a significant obstacle in developing and developing countries. Developing essential ICT skills among human resources in organizations is fundamental to successfully implementing and adopting digital governance. The digital government system will be successfully implemented if its personnel can start and develop digital governance [18]. The higher the level of information technology literacy in human resources in the government, the better prepared to realize a smart city. Thus, the availability of human resources in producing and running the system triggers a system's success. In other words, human resources are part of the success of digital governance.

The knowledge, skills, competencies, and underlying attitudes and motivations must adopt digital governance. Basic and advanced computer training should be carried out at

all levels of the organization. The training will allow employees to use new applications and reorient to new work processes and methodologies. The main problem lies in staff's low improvement and training on information technology. At the same time, those involved in adopting digital governance are users with a bachelor's level of education. Training and education bridge any skills gap for employees who implement digital governance [19]. Rapidly changing technology demands the availability of human resources. Thus, human resources must also change rapidly along with technological changes.

F. Organizational Culture

Social problems will be related to relationships with various kinds of people. Many social barriers occur due to various factors, including culture. Many international pieces of research confirm that the relationship between employees and the development of organizational culture is critical for organizational success. A country, region, or organization certainly has a different culture. Organizational culture has a central position in the organization's work system. Organizational culture affects the soft components of the organization (skills, style, staff) and the hard components (systems, structure, strategy).

Organizational culture plays an essential role in adopting information systems because the acceptance of the implementation of integrated information systems depends on the organizational culture [18]. Recognizing the influence of organizational culture is essential. Still, more empirical studies on the influence of organizational culture are needed to support the various findings presented in the research.

III. RESEARCH METHODOLOGY

This research is designed to determine variables that can increase Nagari's performance through Smart Government implementation. The study used Village Development Index (VDI) as dependent variables and Information Technology Adoption, Human Resource Competence, Fund Availability, Organizational Culture, Environmental Factors, and Education of the Village Head as Independent Variables. The population is all villages called Nagari, located in West Sumatera Province, Indonesia. Data were collected by using a questionnaire. The research questionnaire can only be distributed to 720 out of 928 Nagari throughout West Sumatra because there are 208 Nagari that do not have an internet network (blank spot). Research questionnaires were distributed using Google Forms from early August 2021 until October 2021.

Out of 720 villages that received the research questionnaires, only 166 completed and returned the questionnaires. Seven aspects were asked in the distributed questionnaires: First, External Influence with seven questions; Second, ICT availability with nine questions; Third, Fund availability with six questions; Fourth, Human Resource Competence with seven questions; Fifth, Organizational Culture; Sixth, Educational level of Nagari Head; and Seventh Nagari Performance by using VDI. Data were processed and analyzed by using SEM-PLS.

IV. RESEARCH RESULT AND DISCUSSION

Based on data collected from one hundred sixty-six respondents in West Sumatra Province, 159 are men (95.78%), and seven are women (4.22%). While characteristics of the sample are seen from age, it is known

that the dominant respondent has an age of > 40 years (74.1%), as many as 123 people, while the lowest is a respondent with an age of <= 30, totaling two people (1.2%). At the same time, the sample from the level of education is divided into three samples of junior high school graduates (1.81%), 81 senior high school graduates (48.8%), diplomas (5.42%), 67 undergraduate samples (40.36%), six master samples (3.61%). Furthermore, no one has a Ph.D., as seen in Table 1.

TABLE 1. DESCRIPTION OF THE RESPONDENT'S CHARACTERISTIC

Data of Respondent		Frequency	%
Gender	Male	159	95,78
	Female	7	4,22
Age	<= 30	2	1,2
	31-40	41	24,7
	> 40	123	74,1
Education Level	Junior High School	3	1,81
	Senior High School	81	48,8
	Diploma	9	5,42
	Bachelor	67	40,36
	Magister	6	3,61
	Doctoral	0	0

Source: Self-Data Processed

The data analysis process was carried out using SEM-PLS. The test was conducted to see the relationship between external influence, ICT readiness, Fund Availability, Human Resource Competence, Organizational Culture, Education, and Performance "Nagari." The Run process in the statistical program SmartPLS is carried out to assess the measurement and structural models. Variables are described by a reflective construction model, which means that the measurement item is a manifestation of the model construction. The research data were analyzed using SmartPLS 3.0 through the PLS bootstrapping technique with 500 repeats to assess the significance of the model's relationship. The results of the PLS analysis for the structural model are shown in Figure 1.

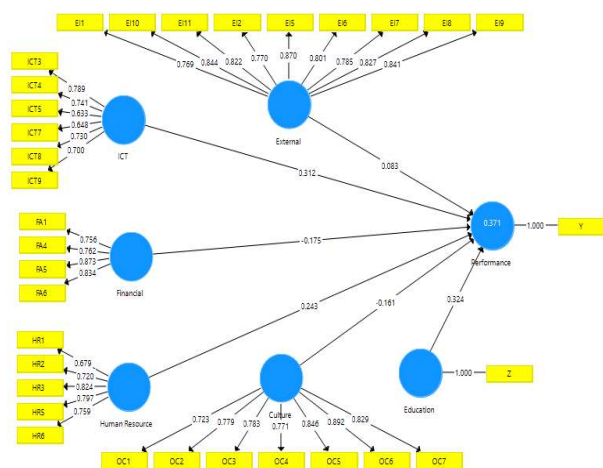


Figure 1. Model Analysis Results
Source: Self-Data Processed with SmartPLS

First, the measurement model has conducted a reliability and validity test to assess the structural measurement model. The assessment of the measurement model is estimated through internal consistency in reliability, convergent validity, and discriminant validity.

The External Influence (EI) variable is the most dominant item forming the external influence variable, EI5. Two items were removed (EI3 and EI4) because they have factor loading that does not meet the requirements. This decision also applies to ICT Readiness, Fund Availability, and Human Resource Competence (see table 2). However, it is different for organizational culture, education, and performance variables, "Nagari" does not have an indicator item that must be deleted, meaning that all indicators can form each variable. Thus, each indicator has shown a good measurement of the latent construct (see Figure 1).

TABLE 2. CONSTRUCT VALIDITY AND RELIABILITY

Variables	Item	Delete Item	Loading Factor	Cronbach's Alpha	Rho_A	Composite Reliability	AVE
External Influence	EI1	EI3	0,769	0,939	1,006	0,947	0,664
	EI2	EI4	0,770				
	EI5		0,870				
	EI6		0,801				
	EI7		0,785				
	EI8		0,827				
	EI9		0,841				
	EI10		0,844				
	EI11		0,822				
	ICT availability	ICT 3	ICT1				
ICT 4		ICT2	0,741				
ICT 5		ICT6	0,633				
ICT 7			0,648				
ICT 8			0,730				
ICT 9			0,700				
Fund Availability	FA1	FA2	0,756	0,834	0,819	0,882	0,652
	FA4	FA3	0,762				
	FA5		0,873				
	FA6		0,834				
Human Resource Competence	HR1	HR4	0,679	0,817	0,848	0,870	0,574
	HR2	HR7	0,720				
	HR3		0,824				
	HR5		0,797				
	HR6		0,759				
Organizational Cultural	OC1		0,723	0,913	0,958	0,928	0,648
	OC2		0,779				
	OC3		0,783				
	OC4		0,771				

	OC5		0,846			
	OC6		0,892			
	OC7		0,829			
Education	Edu		1,000	1,000	1,000	1,000
Performance	VDI		1,000	1,000	1,000	0,870

Source: Self-Data Processed with SmartPLS

We used Cronbach's alpha and composite reliability to assess different internal consistency. Cronbach's alpha coefficient shows a value from 0.817 – 1,000. All scores have more points than the minimum score of 0.7. The Rho-A value is also in line with Cronbach's Alpha which shows that the indicator has represented a construct with a value of more than 0.7, meaning that the proposed indicator has met the composite reliability test, which is considered adequate. All Average Variance Extracted (AVE) is greater than 0.5.

TABLE 3. RESULT HYPOTHESIS

Variable Relationship	Original Sample (O)	Standard Deviation (STDEV)	T Statistic (O/ST DEV)	P Values	Result
Culture -> Performance	-0,161	0,082	1,959	0,051	Not Supported
Education of Nagari Head -> Performance	0,324	0,057	5,705	0,000	Supported
External -> Performance	0,083	0,099	0,835	0,404	Not Supported
Fund Availability -> Performance	-0,175	0,090	1,957	0,051	Not Supported
Human Resource Competence -> Performance	0,243	0,059	4,130	0,000	Supported
ICT availability -> Performance	0,312	0,060	5,237	0,000	Supported

Source: Self-Data Processed with SmartPLS

The results of hypothesis testing, as shown in table 3, several hypotheses explain the direct effect of a well-supported relationship at a significant level of <0.05 . In the direct effect test, the acquisition of a positive and significant relationship is explained regarding the variables in the hypothesis of the influence of Nagari Head education on Nagari performance ($t = 5.705$, $\text{sig } 0.000 < 0.05$). Human Resource Competence in Nagari performance also has a supported hypothesis, and ICT readiness can support Nagari Performance which can answer the hypothesis. However, three variables do not have a direct influence on Nagari's Performance, namely Organizational Culture ($0.051 > 0.05$), External Influence ($0.404 > 0.05$), and Fund Availability ($0.051 > 0.05$), so the hypothesis proposed for the three variables does not support.

The results of hypothesis testing that have been previously disclosed provide a comprehensive picture of the relationship between the variables of the independent variable and the dependent variable related to Nagari's performance. The results provide an understanding that the factors that affect the performance of Nagari in West Sumatra Province are identified not all have an influence. Nagari replaces the term village, namely the division of administrative areas after sub-

districts in West Sumatra. Where the Nagari or Village is the smallest and lowest government structure directly related to the community, ideally, it can participate directly in the community. Nagari's work achievement will be seen from its performance which can be measured from the level of independence of the Nagari as a government institution. The head of the Nagari government agency, which is called Wali Nagari, is entrusted with regulating and implementing policies following local regulations. The level of education of the Nagari Wali directly influences the performance of the Nagari. Various demographic characteristics of management are that education has a significant effect on organizational performance because personal leadership is the suitable proxy for critical human resources and management potential to make decisions [20].

The achievement of an organization can be achieved by having competent human resources. Humans, as activity actors, are the main factor in the success of a job. Therefore employee competence is an essential factor in government performance, including Nagari. Human resources' limited ability and potential will be an obstacle to achieving Nagari's performance. Human resource competence is an essential factor in organizational performance [21]. As explained in previous studies, humans are service providers who can play a role in providing public services.

Technology is inseparable from the success of an organization. Technology is provided and developed to make it easier for humans to help work effectively and efficiently. Based on this objective, the availability of ICT is an essential factor that the government must consider. As the lowest level of government, Nagari is directly giving service to the public and requires ICT to support the work and achieve the effectiveness of public services so that the Nagari government's performance can be optimal. This test's results align with previous research, which explains that ICT will increase organizational productivity [22]. Thus achieving high performance will demand good ICT infrastructure and management practices.

This opinion is in line with [23], where this study found that organizational culture did not affect Nagari's performance. Although organizational culture is formed from norms or values that can be widely applied, the results differ from the test results, which found that organizational culture was not significant to Nagari's performance. Nagari activities that directly touch the community cause culture not to support Nagari performance but affect employee performance [24]. It means that Nagari's performance cannot be achieved well even though organizational culture is applied.

Financial factors are usually the main factor in organizational success; whatever is done requires finance. However, financial processes play a significant role in organizational actions [25]. Thus, the availability of funds is one of the factors in improving organizational performance [26] and [27]. However, in contrast to this study's results, the availability of funds as a financial source for Nagari does not affect the performance of the Nagari. The Nagari government carries out its activities based on a budget, and the budget is prepared in such a way based on a joint decision, not determined by the amount of funding. No matter how large the available funds will be stated in the budget, the amount of funds and their use is explained. Because of that, Nagari's performance can succeed in implementing the budget.

Based on the study results, it is found that the Education of the Village Head, Human Resource Competence, and ICT Availability influenced Nagari's Performance. This result is in line with a previous study about smart government. The concept is primarily associated with smart (de)regulation, smart grid, smart service, smart governance, and smart technology [5]. It means that smart government in Nagari can be implemented well with a well-educated Nagari Head, Human Resource Competence, and ICT Availability. A well-educated Nagari head and competency in human resources in Nagari can create sophisticated regulations and smart grids. At the same time, ICT availability in Nagari can support smart government and smart technology. The result also shows that by implementing smart government, Nagari can support the development of villages' economic, environmental, and social performance as included in Village Development Index (VDI) used in Indonesia to rate the Village performance.

V. CONCLUSION

The main contribution of this research is the measurement of Nagari's performance using the Village Development Index (VDI), which is a measurement with national standards. Besides that, the factors that affect Nagari's performance are viewed holistically from various fields such as technology, social, organizational, and psychology. Based on testing and analysis by looking at several references, it can be confirmed that several factors cannot affect Nagari's performance, especially its independence. This study's findings contribute to the literature on factors considered for Nagari performance, namely education, human resource competence, and information technology readiness. Education affects the performance of the Nagari government. According to the literature, a person's leadership spirit is formed from education. In this study, the head of the Nagari government or the Head of Nagari. Likewise, human resources who have ICT competence and readiness have proven to affect Nagari's performance significantly. It is in line with previous research where cities in West Sumatra are ready to implement integrated information systems to actualize smart government [28].

Meanwhile, organizational culture, external influences, and funding availability do not affect Nagari's performance. These results indicate that the Nagari, as the smallest local government in West Sumatra Province, has unique characteristics and an area with a slightly different area scope from villages in other regions. The discrepancy between research results and the hypothesis is due to the purpose of Nagari, which directly provides services to the community and work programs through consultation with the community.

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