

The Impact of Work Culture, Service, and Employee Competence on Satisfaction with E-Government Systems as Intervening Variables

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Received : January 12, 2025

Accepted : May 20, 2025

Published : July 31, 2025

Citation: Fitriadi, A, R, A., Herlambang, T., Sanosra, A., Nursaid., Qomariah, N., Ridwan, W. (2025). The Impact of Work Culture, Service, and Employee Competence on Satisfaction with E-Government Systems as Intervening Variables. *Ilomata International Journal of Management*, 6(3), 975-991.

<https://doi.org/10.61194/ijjm.v6i3.1653>

ABSTRACT: This study aims to test and analyze the role of work culture, employee service and competence on service satisfaction with the intervening variable of SPBE implementation in Jember Regency Government. This study uses a quantitative method with the Structural Equation Modeling approach with Partial Least Squares (SEM-PLS) with a population of 8,454 and involving 140 respondents. This study resulted in work culture having a positive influence on service satisfaction. The competence possessed by employees has not been able to provide a good influence on service satisfaction. While on the other hand, the work culture applied, the services provided and employee competence can make SPBE even better. The Electronic-Based Government System (SPBE) has an influence on service satisfaction. The work culture applied has no influence on service satisfaction with SPBE as an intervening variable. While the service and employee competence variables can provide an increase in SPBE service satisfaction as an intervening variable.

Keywords: Service Satisfaction, Work Culture, Service, Employee Competence, Electronic Based Government System (EBS)



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INTRODUCTION

With public satisfaction with public services, human resources, especially the performance of government employees, can develop in a better direction. To encourage this change, organizations must establish a strong work culture. This work culture regularly provides direction to employees to increase their commitment to the organization ([Rosawati & Purwanto, 2023](#)). According to Rosawati & Purwanto, (2023) work culture consists of values that have become habits and come from customs, religion, norms and rules that become beliefs in behavior carried out in the workplace or organization. The maximum service is influenced by the habits that occur in an organization that is continuously carried out so that it becomes a culture created in the organization. Organizational culture is very important in an organization. Research conduct by

Qazi & Kaur (2017), Biswas (2015), Habib et al. (2014), Salehuddin et al. (2024), Saban et al. (2020) said that organizational culture have effect on satisfaction of employee. However, the results of research Syahrudin et al., (2022) shows that organizational culture has no influence on satisfaction. Satisfaction arises not only because of a good work culture but indeed when working employees consider that they can be directly in contact with people.

According to Angraeni, (2022), good and targeted services will bring the bureaucracy closer to the community, serving the community well is the responsibility of all agencies. Thus, every employee in the agency must serve the community and learn how to improve skills to serve. Angraeni, (2022) in his research found that employee services have an effect on community satisfaction. Service quality also has an effect on satisfaction ([Sarwito et al., 2022](#)) , ([Novitasari et al., 2021](#)). However, the results of research Altonie et al., (2022) found that service quality does not have an effect on service user satisfaction at the Katingan Regency Community and Village Empowerment Office. Competencies are a collection of skills, knowledge, and behaviors that can be observed and applied in crisis situations for the success and performance of the organization, as well as the employee's personal contribution to the company ([Hutapea, 2008](#)). Rosiawati & Purwanto, (2023) states that employee competence has a direct influence on service quality. Research Fitriani et al., (2022) Toreh et al., (2022) , Junaidi (2021), Rusmayanti et al. (2022), also found that job competence affects job satisfaction. However, research Anggi (2019), Alvani & Yuliharsi (2024) found that competence does not have an effect on employee job satisfaction.

As part of the effort to improve the quality of public services (SPBE) has been widely implemented. E-Governance is an approach that utilizes information technology to integrate various government administration processes. The main objective of SPBE is to improve the efficiency and effectiveness of public services by reducing bureaucracy, increasing transparency, and accelerating decision-making ([Ministry of PANRB 2023](#)) . The implementation of SPBE enables local governments to adapt to the increasing public demands for fast, accessible, and reliable services. This transformation is not only concerned with the introduction of new technologies, but also changes in work culture, employee services, and employee competencies that all interact with each other to achieve service and public satisfaction. Research conducted by Hamim et al. (2024), ([Arwaty et al., 2021](#); [Kuswati et al., 2022](#); [Obaid & Ahmad, 2021](#); [Frinaldi, et al. \(2023\)](#)) discusses the problem of the relationship between the implementation of e-government and the satisfaction of service users and the results are that there is a positive impact of e-government on satisfaction. E-government systems can also improve due to work culture, service quality and employee competence in an organization. A good work culture will have an impact on any change including the implementation of a new system. This can be seen in research that has been conducted by Al-eryani & Rashed (2012); Bakon et al. (2020) which states that there is a cultural impact on the implementation of e-government system readiness. Research conduct by Al-hujran et al. (2011) said that there is a positive relationship between culture and the implementation of e-government. Quality services can also provide an increase in the adoption of e-government systems. In line with research conducted by ([Alshehri et al., 2012](#)) the result of which is that this research can help the Saudi government sector to adjust their corporate strategies and plans to advance the successful adoption and deployment of e-government (G2C) services in Saudi Arabia.

According to [\(Rachmawati et al. 2022\)](#), Presidential Instruction Number 3 of 2003 on National Policy and Strategy for E-Government Development initiated the SPBE development process. This instruction asked ministers, heads of institutions, and regional heads to initiate SPBE development in accordance with their duties, functions, authorities, and resource capabilities. Research results Rusmini et al., (2024) said that although e-government is still new in some local governments, many people believe that it can improve the way government operates. Central and local governments in almost all parts of Indonesia are looking for the best way to implement it. The results of the service satisfaction survey on staffing services at the Jember Regency Personnel and Human Resources Development Agency (BKPSDM) obtained the "Simply" criteria as presented in the following table 1.

Table 1.
Personnel Service Satisfaction Survey Results BKPSDM

No.	Types of Personnel Services	Target		Results			
				2022		2023	
		Index Value	Category	Index Value	Category	Index Value	Category
A.	Employee Procurement	5,00	Excellent	3,67	Simply	3,80	Simply
B.	Employee Mutation and Performance Appraisal	5,00	Excellent	3,22	Simply	3,40	Simply
C.	Employee Development	5,00	Excellent	3,46	Simply	3,80	Simply
D.	Employee Discipline and Welfare	5,00	Excellent	3,70	Simply	3,79	Simply
	Personnel Administration Services	5,00	Excellent	3,51	Simply	3,70	Simply

Source: BKPSDM Jember Regency (2024)

In general, the assessment results get sufficient criteria, have not yet reached the target that has been set, there are even some criteria that get the category less, namely in the service of transferring employees and managing staffing information support. The category value is less in the management service staffing information support because there is no electronic-based service that can be accessed directly by employees.

In order to improve personnel services, BKPSDM Jember Regency on March 17, 2022 officially launched an electronic-based personnel service called J-SILAKON (Online Personnel Administration Service System) [\(BKPSDM 2022\)](#). With this J-SILAKON application, it is hoped that it can facilitate every ASN in administrative matters such as applying for leave, applying for employee cards, applying for promotion, applying for study assignments and applying for retirement.

Table 1 shows the gap between implementation and the target to be achieved. In addition, the phenomena that occur and the gap in research results which show that work culture, services and competencies do not have an effect on employee satisfaction, as well as the newly implemented Electronic-Based Government System, so this research is very important to do. This research has novelty related to the mediating influence of electronic-based government systems in an effort to synergize work culture, service and employee competence to increase employee service satisfaction in Jember Regency. The theme or concept of this research is a discussion related to the synergy of work culture, service and employee competence associated with electronic-based government systems and service satisfaction. While the purpose of this study is to determine and examine the role of work culture, service and employee competence in increasing service satisfaction through the implementation of an electronic-based government system in Jember Regency.

According to ([Tjiptono, 2020](#)) , satisfaction is an attitude such as an evaluative assessment after consumption that varies. According to ([Harris et al., 2020](#)) satisfaction is conceptualized as a feeling that arises after evaluating a product usage experience. Although these definitions vary, ([Kotler & Armstrong, 2018](#)) said that they found three things in common: first, customer satisfaction is a response; second, the response is related to a particular focus; and third, the response occurs at a particular time (after consumption, after choosing a product or service, based on cumulative experience).

Organizational members internalize and embrace the work culture, which includes a framework of thinking and feeling. Kusmanto. et al., (2022) provides an explanation that work culture is a habit that is consistently carried out by employees in an organization. There are no clear sanctions for violating this habit, but workers have agreed morally that this is a habit that must be carried out to do their jobs well and achieve organizational goals.

According to ([Putri et al., 2023](#)), "Work culture" is a philosophy based on the perspective that life is shaped by values that become habits, attitudes, ideals, opinions, and actions. Work culture is reflected in the life of a group of people or an organization and is reflected in the attitudes, behavior, beliefs, ideals, and actions that result from work or work.

According to Tjiptono (2022), service is an effort to meet customer needs and desires and ensure that information is delivered quickly and in balance with customer expectations.. According ([Qomariah, 2016](#)), Customer satisfaction can be defined as an emotional response to an experience associated with a particular purchased good or service, a store, or even a behavior, as well as the market as a whole.

Competencies are a collection of skills, knowledge, and behaviors that can be observed and applied in crisis situations for the success and performance of the organization, as well as the employee's personal contribution to the company ([Hutapea, 2008](#)). According to Nursaid, (2020), Competence is the knowledge, skills, attitudes and values that a person has which are reflected in their ability to think and act regularly.

The Indonesian government said that the development of e-government is an effort to build electronic-based governance with the aim of improving the quality of public services and optimizing the use of information technology. This effort consists of two (2) interrelated activities: (1) data processing, information management, management systems, and electronic work processes; (2) utilization of advances in information technology to improve public services and improve service quality. The implementation of e-government for every government institution has become a necessity in providing services and also for evaluating ASN performance. The government has provided access for institutions to be able to implement e-government readiness in serving the entire community.

In this study, we will analyze the relationship between variables including work culture, service and employee competence associated with the electronic-based government (SPBE) system and service satisfaction. The relationship between variables in this study has been described in the previous section. The conceptual framework in this study is presented in figure 1 below.

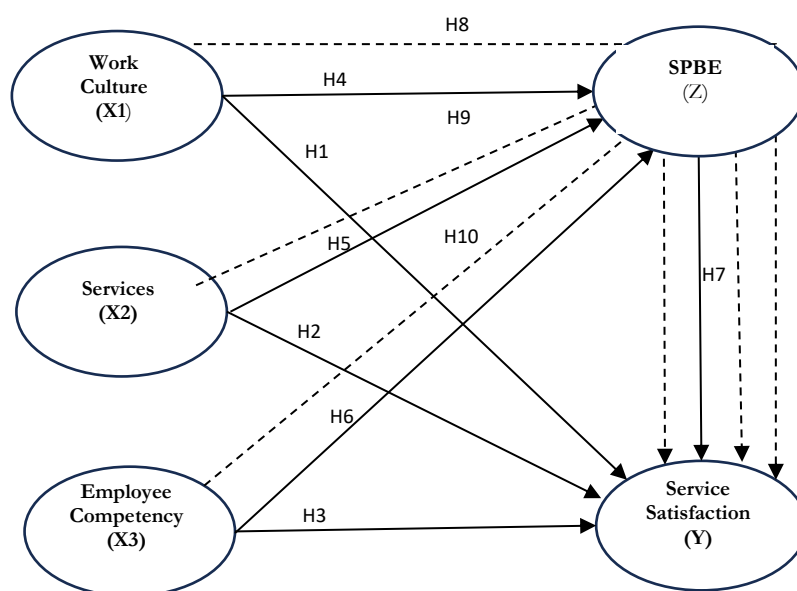


Figure 1 Conceptual Framework

METHOD

This research is a quantitative research and involves 8,454 Civil Servants of the Jember Regency Government as the population in this study. The sample size in this study is based on the opinion of Sugiyono (2017), with nonprobability sampling technique applied in this study is purposive sampling technique. The number of samples used in this study were 140. According to [\(Sugiyono, 2019\)](#), the sample size using SEM is at least 200, whereas if using PLS the sample size used is smaller, even below 100 samples. The operational definitions and variable indicators showed in Table 2 below.

Table 2.
Variables, Operational Definitions, Research Indicators

Variable	Operational Definition	Indicator
Service Satisfaction (Tjiptono, 2022)	Service satisfaction with electronic-based personnel services	(1) Satisfied with performance
		(2) Happy to use the system
		(3) Using the system is a wise decision
		(4) Better to use a system than a manual
E-goverment (Electronic-based Government System) (Utomo et al., 2020)	Information and Communication Technology (ICT) in the staff office	(1) Perceived consequences
		(2) Social Factors
		(3) Individual Feelings
		(4) Intention
		(5) Habits
		(6) Facilitating Conditions
Work Culture (Putri et al., 2023)	Work culture is a set of values, beliefs, and norms that are embraced and practiced by all civil servants of Regency.	(1) Innovation and Risk-taking
		(2) Attention to Detail
		(3) Results Orientation
		(4) People Orientation
		(5) Team Orientation
		(6) Aggressiveness
		(7) Stability
Services (Harris et al., 2020)	Mastery of knowledge of services provided	(1) Facilities provided.
		(2) Organization service reliability
		(3) Speed of demand fulfillment.
		(4) confidence in service
		(5) Attentive and caring treatment.
Competence (Alhasani et al., 2021)	Each person's work ability is in accordance with established standards, which cover all aspects of knowledge, skills and work attitudes.	(1) skills to carry out routine tasks.
		(2) skills to manage a range of different tasks.
		(3) quick and precise action-taking skills.
		(4) skills for roles and responsibilities.
		(5) adaptability skills.

Source: Data Processed by Researchers, 2024.

To collect data, a survey method was used through a questionnaire distributed online through Google forms. This study used descriptive statistical analysis and the PLS method with the help of WarpPLS software version 8.0 to analyze the data.

RESULT AND DISCUSSION

Respondent Characteristics

Based on the results of descriptive statistical analysis on the basis of gender, 140 respondents, the majority of men with 83 employees (59.30%) and women with 57 employees (40.70%). The characteristics of respondents based on age are described as 1 employee (0.7%) aged less than 30 years, as many as 80 employees (60.0%) aged 30 - 50 years, and as many as 55 employees (39.3%) aged more than 50 years. The characteristics of respondents based on length of service were described as employees with less than 15 years of service as many as 25 employees (17.86%) and more than 15 years of service as many as 115 employees (82.14%). Regarding rank and class, 37 employees (26.43%) with class I - II, 75 employees (53.56%) with class III and 28 employees (20%) with class IV.

Validity and Reliability Test Results

The results of the validity test with the loading factor obtained that all items from each construct of work culture, service, employee competence, SPBE and service satisfaction have a value above 0.7, so it is said to be valid. Then for the reliability test, the Cronbach's alpha value is above 0.6, which means that all constructs are reliable. The results of the data validity test in this study are presented in Table 3, while the results of the reliability test are presented in Table 4.

Table 3.
Recapitulation of Validity Test Results

	Work Culture	Service	Competence	SPBE	Satisfaction
X1.1	0.766	-0.192	-0.167	0.315	0.001
X1.2	0.716	0.016	-0.238	0.328	-0.424
X1.3	0.694	-0.358	-0.361	-0.038	0.688
X1.4	0.757	-0.219	0.437	-0.493	0.082
X1.5	0.612	0.554	-0.276	0.504	-1,009
X1.6	0.689	0.363	0.093	-0.502	0.662
X1.7	0.504	-0.078	0.640	-0.077	-0.147
X2.1	-0.149	0.667	0.028	0.177	0.502
X2.2	-0.413	0.799	-0.130	-0.121	0.141
X2.3	0.745	0.593	-0.455	0.558	-1,024
X2.4	-0.108	0.692	0.277	-0.123	0.520
X2.5	0.089	0.697	0.235	-0.384	-0.288
X3.1	-0.354	-0.340	0.654	-0.115	0.788
X3.2	-0.445	0.544	0.720	-0.591	0.459
X3.3	0.039	0.257	0.755	0.162	-0.716

	Work Culture	Service	Competence	SPBE	Satisfaction
X3.4	0.857	0.036	0.542	0.409	-1,143
X3.5	0.097	-0.640	0.598	0.261	0.523
Z.1	0.167	-0.400	0.507	0.600	-0.078
Z.2	-0.024	0.586	-0.108	0.652	-0.720
Z.3	0.808	0.494	-0.389	0.426	-0.687
Z.4	-0.138	-0.631	0.138	0.778	0.585
Z.5	-0.471	0.237	-0.199	0.671	0.537
Z.6	-0.008	-0.029	-0.057	0.722	-0.009
Y.1	-0.419	-0.391	0.064	0.359	0.773
Y.2	-0.194	0.169	0.109	0.229	0.690
Y.3	0.645	0.184	-0.195	0.238	0.652
Y.4	0.050	0.087	0.003	-0.776	0.762

Table 4.
Reliability Test Results

No	Variable	Composite Reliability	Cronbach Alpha	Results
1	Work Culture	0.857	0.804	Reliable
2	Service	0.820	0.726	Reliable
3	Employee Competence	0.791	0.668	Reliable
4	SPBE	0.811	0.719	Reliable
5	Satisfaction	0.812	0.690	Reliable

Research Model Test Results

Structural model testing aims to evaluate the extent to which the model developed in this study is appropriate. If the model successfully describes the right relationship between the existing variables, then the model can be considered a good model. The APC, ARS and AARS values have met the ideal criteria. The AVIF and AFVIF values are more than 3.3 (ideal criteria), so overall this model is good. The results of the research model test are presented in Table 5.

Table 5.
Research Model Test Results

Information	Value	Ideal
Average path coefficient (APC)	P<0,001	<= 0,05
Average R-squared (ARS)	P<0,001	<= 0,05
Average adjusted R-squared (AARS)	P<0,001	<= 0,05
Average block VIF (AVIF)	2.718	<= 3,3
Average full collinearity VIF (AFVIF)	3.396	<= 3,3
Tenenhaus GoF (GoF)	0.578	besar
Simpson's paradox ratio (SPR)	1	1

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Information	Value	Ideal
R-squared contribution ratio (RSCR)	1	1
Statistical suppression ratio (SSR)	1	$\geq 0,7$
Nonlinear bivariate causality direction ratio (NLBCDR)	1	$\geq 0,7$

Direct Effect Test Results

In this direct effect test, it explains each path in the model section using path analysis. Each path tested shows the direct and indirect effects of work culture, service and competence on SPBE and satisfaction. By knowing the path coefficient value, you can see how much influence one variable has on another. The path coefficient value can be seen in Table 6.

Table 6.
Path Coefficient Value Direct Effect

Hypothesis	Direct Effect	Path	P-Value	Results
H1	Work culture (X1) → Service satisfaction (Y)	0,240	0,002	H1 Accepted
H2	Service (X2) → Service satisfaction (Y)	0,198	0,008	H2 Accepted
H3	Employee competence (X3) → Service satisfaction (Y)	0,106	0,101	H3 Rejected
H4	Work culture (X1) → SPBE (Z)	0,360	0,431	H4 Rejected
H5	Service (X2) → SPBE (Z)	0,520	$<0,001$	H5 Accepted
H6	Employee competence (X3) → SPBE (Z)	0,438	$<0,001$	H6 Accepted
H7	SPBE (Z) → Service satisfaction (Y)	0,015	$<0,001$	H7 Accepted

Source: Data Processed by Researchers, 2024.

Indirect Effect Test Results

The indirect relationship occurs between the exogenous variables of work culture, service, and employee competence on the latent endogenous variable bound service satisfaction (Y) with the intervening endogenous variable SPBE (Z). A summary of the indirect effects of these variables in the following Table 7.

Table 7.
Indirect Effect Test Results

Hypothesis	Direct Effect	Path	P-Value	Results
H8	Work culture (X1)→ SPBE (Z)→ Service Satisfaction (Y)	0,006	0,457	H8 Rejected
H9	Service (X2)→ SPBE (Z)→ Service Satisfaction (Y)	0,157	0,004	H7 Accepted
H10	Employee competence (X3)→ SPBE (Z)→ Service Satisfaction (Y)	0,228	<0,001	H8 Accepted

Source: Data Processed by Researchers, 2024.

Research Hypothesis Model

The hypothesis that has been developed previously will be tested with the research hypothesis test. This hypothesis testing is based on the model that has been developed. Work motivation variable (Z) acts as a mediating variable in increasing service satisfaction based on work culture, service and employee competence. The relationship between variables in this study is presented in Figure 2 below.

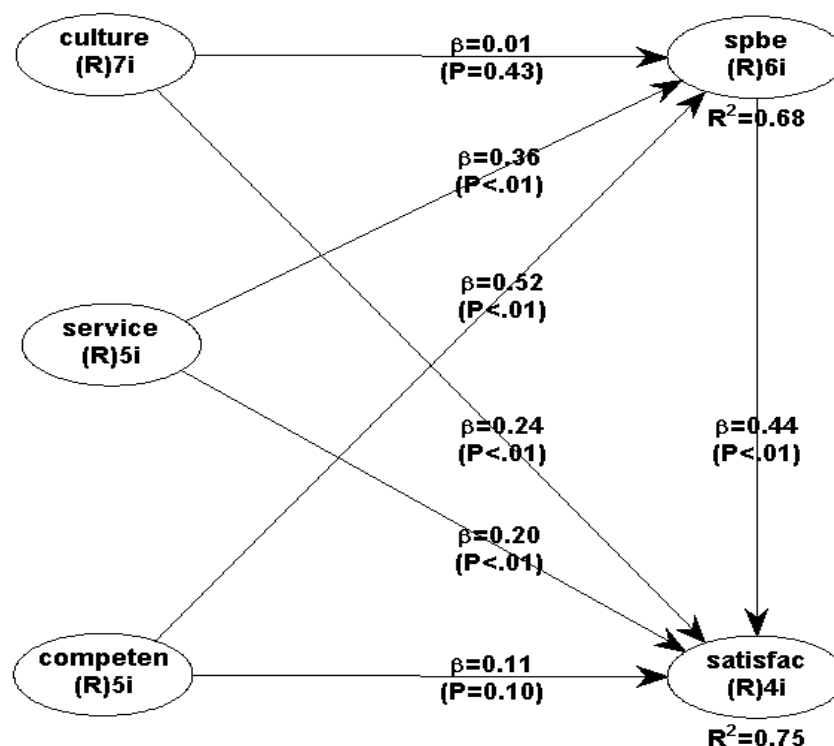


Figure 2: Hypothesis Test Analysis Results

The Influence of Work Culture on Service Satisfaction

The path coefficient of work culture (X1) is 0.024, and the p value is 0.002. This indicates that work culture (X1) has an effect on service satisfaction (Y). Thus, the hypothesis that work culture has an effect on service satisfaction is proven correct, and H1 is accepted. Innovation and risk taking, attention to detail, results orientation, people orientation, and team orientation, and stability are some of the components of work culture that can cause this to happen, why work culture has effect on satisfaction. The findings of the descriptive analysis indicate that respondents generally gave positive responses to the elements of work culture. The results of this study are in line with the results of research Jayanti & Nazwirman (2020); Nasution & Edward, (2022) which shows that job satisfaction is influenced by organizational culture. However, this theory and research contradict the results of research Syahrudin et al., (2022), which shows that organizational culture does not have an impact on satisfaction.

The Effect of Service on Service Satisfaction

The service path coefficient (X2) is 0.198, and the p value is 0.008. This shows that the service variable (X2) has a significant effect on satisfaction (Y). The hypothesis that service has a positive and significant effect on service satisfaction is accepted, or H2. This can be due to service elements such as parking, responsiveness, assurance, empathy, and physical evidence.

The results of this study are in line with previous research, such as: [\(Angraeni, 2022; Sarwito et al., 2022 , Poetri et al., 2020\), \(Nursaid et al., 2020\), \(Khoo et al., 2017\), \(Swatyas et al., 2022\), \(Syifak et al., 2022\), \(Ariska et al., 2020\), \(Nikmah et al., 2022\), \(Ambarwati et al., 2022\), \(Qomariah et al., 2021\), \(Fahmi et al., 2020\), \(Purnomo & Qomariah, 2019\)](#), in his research found that services have a positive and significant effect on satisfaction. Service quality also has a significant effect on satisfaction. However, this theory contradicts the results of research conducted by Altonie et al., (2022) which shows that there is no influence between service quality on satisfaction.

The Influence of Employee Competence on Service Satisfaction

After statistical calculations are carried out, the value of the employee competency path coefficient (X3) is 0.106 and the p value is 0.101. This means that the employee competency variable (X3) does not affect satisfaction (Y). So that the hypothesis stating that employee competence has a positive and significant effect on service satisfaction is not proven or H₃ is rejected. This means that the employee competency aspect is not considered as a determining factor for service satisfaction. The research finding that there is no significant effect of employee competence on job satisfaction can be interpreted that employee competence may not directly contribute to service satisfaction. Service satisfaction is often influenced by various other factors such as: work environment, reward system, leadership, relationships between employees and other factors. The results of this study support the findings of research Anggi (2019) getting the results that competence has no positive and significant effect on employee job satisfaction. However, this research is not in line with the results of research Toreh et al. (2022 ; Junaidi (2021) which suggests that work competence affects satisfaction.

The Influence of Work Culture on SPBE

After statistical calculations were carried out, the coefficient value of the work culture path (X1) was 0.015 and the p value was 0.413. Thus, work culture does not have an effect on SPBE (Z). So that the hypothesis stating that work culture has a positive and significant effect on SPBE is not

proven or H_4 is rejected. The rejection of this hypothesis indicates that work culture, despite having a positive direction of influence, is not strong enough to significantly influence the implementation and success of SPBE in the context of this study. This may indicate that other factors, such as technology support, regulation, or management commitment, may be more dominant in influencing SPBE than work culture alone. This theoretical evidence is not in line with the results of research Kusmanto. et al., (2022), which states that work culture has a significant effect on the performance of electronic-based government systems.

The Effect of Services on SPBE

Based on the test results, the coefficient value of the service variable (X_2) is 0.360 and the probability value (p) is less than 0.001. Thus, it can be concluded that service (X_2) has a good impact on SPBE (Z). Therefore, it can be concluded that the proposed hypothesis H_5 can be accepted. This empirical evidence is strengthened by the results of research from [\(Kusmanto et al., 2022\)](#) states that service quality has a significant effect on the performance of electronic-based government systems.

The Effect of Employee Competence on SPBE

The results of testing the path coefficient of the influence of employee competence (X_3) on SPBE (Z) show a positive path of 0.520 with a probability value (p) of less than 0.001, which indicates that employee competence (X_3) has a significant effect on SPBE (Z). The hypothesis that employee competence has a positive and significant effect on SPBE is proven true, or H_6 . This means that SPBE is comparable to employee competence. The results of this study are in line with the results of research [\(Kusmanto et al., 2022\)](#) states that the competence of the apparatus has an effect on the performance of electronic-based government systems.

The Effect of SPBE on Service Satisfaction

The path coefficient of the SPBE variable is 0.438 with a p value of less than 0.002. This means that SPBE has an impact on service satisfaction (Y). So it can be concluded that the SPBE variable has a positive impact on service satisfaction. Thus, H_7 is accepted (rejecting H_0). This can be due to the influence of aspects related to SPBE, among others: Perceived Consequences, Social Factors, Individual Feelings (Affect), Intention, Habit, Facilitating Conditions and supported by the results of descriptive analysis which states that in general respondents gave a positive response to aspects of SPBE. This empirical evidence is reinforced by research Frinaldi et al., (2023) which states that SPBE has an effect on service satisfaction.

The Effect of Work Culture on Service Satisfaction with SPBE as an Intervening Variable

The test results show that the path coefficient obtained from the work culture relationship (X_1) has an effect but is not significant to service satisfaction (Y) through intervening SPBE (Z) of 0.341 with a probability value (p) of 0.457. The positive path coefficient value illustrates that the work culture variable through SPBE is not strong enough to affect service satisfaction or H_8 is rejected. Referring to these results, it can be stated that SPBE does not act as an intervening variable in the relationship between work culture and service satisfaction. This may be due to the fact that work culture factors, such as supervisor support, effective communication, and organizational values, have a greater direct impact on employees' work experience than the presence of technological systems. Based on the research results, the SPBE variable is not strong

enough as an intervening variable. This could be due to limited resources in accepting e-government as an obligation for government institutions without the support of human resources in accepting existing technology. However, the results of this study are not in line with the results of research conducted by Wibowo et al. (2020) shows that a positive work culture, if supported by optimal SPBE implementation, has a significant influence on service satisfaction. Digital transformation through SPBE is able to strengthen work culture elements such as collaboration, innovation, and results orientation, which ultimately improves employee work experience. Dhar (2018) also emphasized that digital technology not only increases productivity, but also has an impact on employee welfare through reduced administrative workload.

The Effect of Service on Service Satisfaction With SPBE as an Intervening Variable

The path coefficient obtained from the service relationship (X2) affects satisfaction (Y) with the intervening role of SPBE (Z) of 0.157 with a probability value (p) of 0.004. The positive path coefficient value illustrates that the relationship between employee service (X2) affects service satisfaction (Y) with the intervening role of SPBE (Z) is unidirectional, which means that the better the service, the more it will improve SPBE and ultimately will encourage better service satisfaction. Referring to these results, it can be stated that SPBE acts as an intervening variable in the relationship between service and service satisfaction or H₉ is accepted. Effective SPBE implementation can improve service access, simplify administrative procedures, and provide a better work experience for employees. This theory is in line with research conducted by Arifin & Santoso, (2021) showing that employee services combined with optimal SPBE implementation can significantly increase service satisfaction. This is in line with the view that digital technology not only serves to increase organizational productivity, but also creates a more supportive work environment (Dhar, 2018). With the existence of SPBE, employees can feel the ease of accessing information, administrative services, and collaboration, thus strengthening the impact of services on satisfaction.

The Effect of Employee Competence on Service Satisfaction with SPBE as an Intervening Variable

The path coefficient obtained from the relationship between employee competence (X3) affects satisfaction (Y) with the intervening role of SPBE (Z) of 0.228 with a probability value (p) of <0.001. The positive path coefficient value illustrates that the relationship between employee competence (X3) affects service satisfaction (Y) with the intervening role of SPBE (Z) is unidirectional, which means that the better employee competence, it will improve SPBE and ultimately will encourage better service satisfaction. Referring to these results, it can be stated that SPBE acts as an intervening variable in the relationship between employee competence and service satisfaction or H₁₀ is accepted. This empirical evidence is supported by research conducted by Santoso and Wahyuni (2022) which shows that employee competence has a positive and significant effect on job satisfaction through SPBE. This is because good competence allows employees to adapt to new technologies applied in electronic-based government systems, so that they feel more comfortable and productive at work. Dhar (2018) also asserts that, the ability of employees to utilize digital technology plays an important role in creating a supportive work environment.

CONCLUSION

The conclusion in this study produces the following descriptions: (1) Work culture has an effect on service satisfaction; (2) Service has an effect on service satisfaction; (3) Employee competence has a positive but not significant effect on service satisfaction; (4) The work culture of the organization does not affect the Electronic-Based Government System (SPBE); (5) Service has an effect on the Electronic-Based Government System (SPBE); (6) Employee competence has an effect on the Electronic-Based Government System (SPBE); (7) The Electronic-Based Government System (SPBE) has an effect on service satisfaction; (8) Work culture has no impact on service satisfaction; (9) Service has an effect on service satisfaction through the Electronic-Based Government System (SPBE); (10) Employee competence has an effect on service satisfaction through the Electronic-Based Government System (SPBE).

From the results of this study, several suggestions can be given to the Jember Regency Government, including: With regard to work culture, it should maintain work processes and procedures to remain consistent and stable and keep the team working effectively to achieve common goals; with regard to services, it should always fulfill employee requests quickly and provide adequate facilities; with regard to employee competence, it should provide an understanding of roles and responsibilities in the workplace and the application of skills learned in various work situations; with regard to SPBE, it should be used more productively and provide significant benefits for employee work; and for service satisfaction, it should provide a pleasant experience at work and the use of SPBE is a wise decision to improve work efficiency

The results of this study state that the work culture, service and employee competency variables are able to explain SPBE by 68.2% and the work culture, service and employee competency variables are able to explain service satisfaction by 75.4%. This emphasizes the importance of developing work culture, services, and employee competencies to improve the implementation of SPBE as well as employee satisfaction with the services provided. The Jember Regency Government needs to focus on these three aspects as the main strategy to achieve the success of electronic-based services.

For future research, it is recommended to consider other factors or variables of leadership, education and training, reward and compensation systems, and others, so as to obtain better findings in explaining SBPE and service satisfaction.

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