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ASSESSMENT OF THE READINESS FOR ENTERPRISE RESOURCE PLANNING (ERP) IMPLEMENTATION IN INDRAMAYU REVIEWED THROUGH STRATEGY, TECHNOLOGY, ENVIRONMENT, PEOPLE, AND ORGANIZATION

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ABSTRACT

This study aims to evaluate the readiness of the Indramayu Regency Government in adopting Enterprise Resource Planning (ERP) as part of the implementation of e-Government. The background of this research is the importance of e-Government to improve the efficiency and transparency of public services, where ERP can play a key role in integrating various government functions. However, the readiness of local governments to adopt ERP is still a major challenge. The method used is Structural Equation Modelling-Partial Least Square (SEM-PLS) combined with the STOPE (Strategy, Technology, Organization, People, & Environment) framework. This approach allows for an in-depth analysis of the causal relationships between variables that affect ERP readiness in e-Government adoption. Data was collected and analyzed to test the influence of five key variables on ERP readiness. The results showed that organizational and human resource variables had a significant influence on ERP readiness, with path coefficient values of 0.490 and 0.240, respectively. On the other hand, the strategy and technology variables did not show significant influence, with path coefficient values of 0.171 and -0.116, respectively. The environmental variable was also insignificant with a path coefficient value of 0.029. In conclusion, ERP readiness in Indramayu Regency is more influenced by internal factors such as management support and human resource readiness, while technology and the environment make a limited contribution. Therefore, improving ERP readiness requires focusing on strengthening internal organizational factors and developing human resource capacity.

KEYWORDS *E-Government, Enterprise Resource Planning, SEM-PLS, Framework STOPE, SKPD Kabupaten Indramayu*

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INTRODUCTION

Local governments have a great responsibility in providing public services that cover various important sectors, such as education, health, infrastructure, and licensing. The success in carrying out this responsibility has a great influence on the quality of life of the community and the development of the area managed (Wahyuni, 2022). Therefore, local governments are required to continue to improve their performance in providing services that are effective, efficient, and in accordance with community expectations.

One of the growing ways to achieve this goal is by utilizing information and communication technology (ICT) in government administration and operations, known as *e-government. E-government* Not only does it help improve the accessibility and transparency of public services, but it can also improve the efficiency of government operations. *E-government* involving various initiatives such as online government portals, online tax registration and payment, and other services that can be accessed by the public through digital platforms (Muliawaty & Hendryawan, 2020).

In this digital era, the concept of e-government has become a major catalyst in government modernization around the world. *E-government* aims to make the government more open, transparent, and responsive to the needs of the community. This is expected to increase public trust in the government and the quality of life of citizens. However, the implementation of e-government is not just about turning manual processes into digital, but requires the integration of more complex systems, such as Enterprise Resource Planning (ERP) (Prihartono, 2023).

ERP is a software system that integrates various business processes within an organization, including finance, human resources, and inventory management (Agustine & Prawira, 2018; Sudiantini & Zidane, 2023). The implementation of ERP in e-government is expected to increase the efficiency and effectiveness of public services in local governments. By integrating various functions and departments in one unified system, ERP enables local governments to better manage resources and accelerate strategic decision-making.

However, the readiness of local governments to adopt technology such as ERP is a determining factor in the success of e-government implementation. This readiness includes various aspects such as technical readiness, human resources, organizational culture changes, and policy support (Pandangai, 2019; Pramono, 2022; Yusup, 2018). Therefore, it is necessary to conduct an in-depth analysis of the readiness of local governments to integrate ERP into the e-government system, as well as the factors that affect this readiness.

This research will focus on the case study of the Indramayu Regency Local Government Work Unit (SKPD) as a representation of the local government. By analyzing the readiness of SKPD in integrating ERP in e-government, it is hoped that more concrete insights can be obtained regarding the extent to which local governments have prepared themselves to adopt this technology (Wardani, 2016). The results of this analysis could provide valuable guidance for other local governments planning to adopt similar technologies in an effort to improve public services (Maulani, 2020).

The challenges faced by local governments in adopting ERP in e-government are not light. ERP implementation involves significant costs, changes in established business processes, as well as changes in organizational culture. Therefore, it is important to understand the extent to which local governments are prepared to face these challenges and how integrating ERP in e-government can contribute to improving the efficiency, transparency, and responsiveness of local governments to the needs of the community (Aziz & Trisnadewi, 2020; Pratama et al., n.d.).

Thus, this study aims to provide an in-depth analysis of the readiness of the local government of Indramayu Regency in integrating ERP into the e-government system, as well as to identify the factors that affect this readiness. The results of this study are expected to make a real contribution to efforts to improve the quality of public services through the use of information technology more effectively.

RESEARCH METHOD

Research Design

This research adopts the framework *Design Science Research* as a methodological basis to evaluate the readiness of SKPD Indramayu Regency in implementing the e-government system. This framework was chosen for its ability to develop a structured approach to address complex problems in the development and implementation of information technology systems in the public sector.

In this study, the STOPE Framework is used as the main conceptual model. The STOPE framework includes five key dimensions—*Strategy* , *Technology* , *Organization* , *People* , and *Environment* —which are considered to interact with each other and affect the readiness of local governments to adopt and implement *e-government*. *The* STOPE framework allows for the identification and analysis of critical factors that contribute to the success or failure of technology implementation in the government environment (Al-Shuaili et al., 2019).

Data Collection

Data was collected through a case study conducted at SKPD Indramayu Regency. The questionnaire is the main instrument in this data collection, which is specifically designed to measure variables related to the five dimensions in the STOPE framework. The respondents of this study consisted of Civil Servants (PNS) and leaders at SKPD Indramayu Regency, who were chosen because of their role and direct involvement in the implementation of e-government. This questionnaire aims to evaluate aspects such as available technology infrastructure, organizational support for technology implementation, supportive government policies, and the readiness of human resources in operating *the e-government* system (Nugroho & Purbokusumo, 2020).

Data Analysis

The data collected from the questionnaire were then analyzed using the *Structural Equation Modeling Partial Least Square* (SEM-PLS) method, a statistical analysis technique that is able to handle complex relationships between variables in the research model. RStudio is used as software to implement SEM models and perform data analysis. The selection of SEM is based on its ability to model causal relationships between variables and overcome measurement errors, thus allowing researchers to gain a deeper understanding of the contribution of each factor in *the* STOPE framework to the readiness of SKPD to adopt e-government.

Data Verification

To ensure the validity and reliability of the research results, verification is carried out through matching the model with empirical data obtained from the field. This verification is also supported by direct observation at the SKPD of Indramayu Regency, to ensure that the results of the analysis are in accordance with real conditions in the field. These observations serve as an addition to confirm the quantitative findings and to capture aspects that may not have been detected through questionnaires alone.

Research Systematics

The systematics of this research is prepared to provide guidance on research steps in a clear and structured manner. Consisting of four main stages, this systematics aims to maintain the focus and control of research in evaluating the readiness of the SKPD of Indramayu Regency in the implementation of e-government using the SEM-PLS approach and *the STOPE* framework.

Identification Stage

At this stage, the research begins with the identification of problems, namely the readiness of local governments, especially SKPD Indramayu Regency, in implementing *e-government*. The step is followed by a literature study to understand the relevant theoretical foundations. This study uses a quantitative approach, and the model chosen is the STOPE Model to assess the factors that affect the success of *e-government*. Next, the research variables were identified and a hypothesis was formulated. The population and sample were determined by purposive sampling techniques to ensure the relevance of the sample to the research objectives.

Data Collection Stage

Data was collected through interviews and questionnaires. Interviews were conducted to gain in-depth insights from stakeholders in SKPD Indramayu Regency, while questionnaires were distributed to measure factors related to the implementation of *e-government*. The data collected became the basis for further analysis, combining interviews and questionnaires to provide a comprehensive picture of SKPD readiness.

Analysis Stage

This stage involves several analysis procedures, starting with descriptive analysis to describe the data obtained. Classical assumption tests are carried out to ensure the validity of the data, including normality, linearity, and multicollinearity tests. Furthermore, the analysis of the outer model and the inner model was applied using SEM to evaluate the validity, reliability, and relationship between variables in the research model. The results of this analysis are used to assess the readiness of SKPD in the implementation of *e-government*.

Evaluation Stage

The final stage of this research includes making recommendations based on the findings from the analysis of the inner model. This recommendation is expected to provide concrete proposals for the development of the e-government system in the future. Conclusions were drawn from all the results of the analysis, and suggestions were given for further development in the implementation of *e-government* in SKPD Indramayu Regency.

Test Method

The implementation of *e-government* in Indonesia is a top priority to improve the efficiency, transparency, and accessibility of public services. The success of this implementation is highly dependent on the readiness of government organizations. To evaluate this readiness, a combination of *Structural Equation Modeling Partial Least Square* (SEM-PLS) and the STOPE framework is used as a comprehensive approach.

SEM-PLS is a statistical analysis method that tests causal relationships between variables within a single framework. This method combines regression analysis and factor analysis, allowing researchers to understand the complex relationship between latent variables (abstract constructions that cannot be measured directly) and manifest variables (measurable indicators). SEM-PLS is highly effective in overcoming measurement errors and producing more accurate estimates (Izzati, 2017). This method also allows for comprehensive testing of the hypothesis through techniques such as *outer loading tests*, *Average Variance Extracted* (AVE), and *composite reliability*. Using SEM-PLS, the study can model complex causal relationships between exogenous and endogenous variables, providing an in-depth understanding of the contribution of each variable to *e-government readiness*.

On the other hand, the STOPE framework is a comprehensive framework that includes five main domains, namely *strategy, technology, organization, people,* and environment. Each of these domains has specific sub-domains and indicators that are evaluated to assess the extent of an organization's readiness to adopt new technologies, particularly *e-government* (Sakti, 2014).

The combination of SEM-PLS and the STOPE Framework in this study aims to provide an in-depth and comprehensive analysis of the readiness of SKPD Indramayu Regency in adopting *e-government*. SEM-PLS is used to analyze causal relationships between variables, while the STOPE framework provides a comprehensive evaluation framework covering various aspects of the organization. The results of the integration of these two approaches allow researchers to see the relationship between the main domain and sub-domains in the STOPE framework, as well as their impact on the readiness of *e-government implementation*.

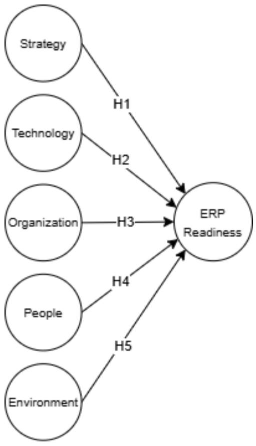


Figure 1 Results of the Merger of SEM-PLS & STOPE Framework

Based on the theoretical framework and conceptual model that has been described, the research hypothesis proposed is as follows:

H1: Influence of relationships between variables *strategy* to ERP *readiness* in adoption *e-government*.

H2: Influence of relationships between variables *technology* to ERP *readiness* in adoption *e-government*.

H3: Influence of relationships between variables *organization* to ERP *readiness* in adoption *e-government*.

H4: Influence of relationships between variables *people* to ERP *readiness* in adoption *e-government*.

H5: Influence of relationships between variables *environment* to ERP *readiness* in adoption *e-government*.

RESULT AND DISCUSSION

Convergence Validity Test

Reality Test starts with a test *outer loading.* In the test *outer loading*, the validity and reliability of indicators against latent variables are assessed. In general, the minimum value *outer loading* The expected is 0.7, indicating the strength of the item in measuring the construct. Although a loading factor value of 0.7 is considered ideal, a value of 0.5 is also acceptable, especially in early-stage research. Indicators that do not meet these criteria will be reanalyzed and invalid items will be deleted.

Table 1 Test Outer loading

Variable	Indicator	*Loading*	Information
READ	READ1	0.865	Valid
	READ3	0.796	Valid
	READ4	0.796	Valid
	READ5	0.816	Valid
	READ6	0.867	Valid
	READ7	0.831	Valid
	READ8	0.869	Valid
ST	STR1	0.873	Valid
	STR3	0.692	Valid

Variable	Indicator	*Loading*	Information
	STR6	0.886	Valid
	STR12	0.825	Valid
	STR13	0.886	Valid
	STR14	0.873	Valid
TECH	TECH1	0.764	Valid
	TECH2	0.581	Valid
	TECH3	0.816	Valid
	TECH6	0.559	Valid
	TECH7	0.611	Valid
	TECH8	0.871	Valid
ORG	ORG3	0.819	Valid
	ORG4	0.815	Valid
	ORG6	0.856	Valid
	ORG10	0.635	Valid
PEOP	PEOP1	0.756	Valid
	PEOP3	0.719	Valid
	PEOP10	0.554	Valid
	PEOP11	0.723	Valid
	PEOP12	0.85	Valid
ENVI	ENVI11	0.863	Valid
	ENVI12	0.524	Valid
	ENVI14	0.869	Valid

After the test *outer loading*, conducted a test *average variance extracted* (AVE), *composite reliability test*, and test *cronbah's alpha*. In the test *average variance extracted* (AVE) is performed to measure the convergent validity of a construct in a measurement model. The AVE value shows the proportion of variance that the construct successfully explains compared to the variance caused by measurement errors, so the higher the AVE value, the better the construct is in representing the variable being measured. An AVE value of 0.5 is still acceptable in the initial study.

Composite reliability test assess the reliability of constructs in measurement models by measuring the internal consistency of indicators against latent variables. Value *composite realibility* more than 0.7 indicates high reliability. *Cronbach's Alpha* It is used as a technique to assess the internal consistency or reliability of a research instrument that includes several questions. This technique helps ensure that the entire item is in the best possible condition.

Table 2 AVE, Composite Realibility, & Cronbach's Alpha

Variable	AVE	*Composite Reliability*	*Cronbach's Alpha*
Readiness	0.697	0.941	0.927
Strategy	0.709	0.935	0.916
Technology	0.505	0.856	0.901
Organization	0.618	0.865	0.792
Process	0.528	0.846	0.787
Environment	0.592	0.806	0.762

- Test *Discriminant Validity*

The discriminant validity test is a method used to ensure that each construct or latent variable in the measurement model has a clear difference from one another. At the indicator level, discriminant validity is tested by evaluating the cross loading value of each indicator. An indicator is considered valid if its loading value to the measured construct is greater than the value of the *cross loading*against other constructs. In other words, the loading value of an indicator must be higher than the value of the *cross loading* indicator on other constructs.

Table 3 Discriminant Validity With Cross Loading

Indicator	READ	ST	TECH	ORG	PEOP	ENVI
READ1	0.865	0.659	0.176	0.750	0.644	0.548
READ3	0.796	0.532	0.073	0.607	0.517	0.453
READ4	0.796	0.584	0.045	0.629	0.561	0.493
READ5	0.816	0.550	0.061	0.626	0.539	0.465
READ6	0.866	0.649	0.134	0.668	0.523	0.484
READ7	0.831	0.594	0.084	0.593	0.483	0.515
READ8	0.869	0.598	0.105	0.655	0.599	0.562
STR1	0.576	0.903	0.153	0.589	0.605	0.596
STR3	0.636	0.723	0.195	0.716	0.557	0.664
STR6	0.626	0.825	0.191	0.624	0.628	0.494
STR12	0.557	0.827	0.161	0.571	0.625	0.550
STR14	0.576	0.903	0.153	0.589	0.605	0.596
TECH1	0.070	0.164	0.764	0.180	0.321	0.253
TECH2	-0.023	0.061	0.582	0.110	0.227	0.125
TECH3	0.068	0.185	0.816	0.201	0.327	0.256
TECH6	-0.031	0.100	0.561	0.201	0.304	0.237
TECH7	0.005	0.077	0.612	0.194	0.261	0.156
TECH8	0.088	0.143	0.871	0.165	0.320	0.119
ORG3	0.630	0.621	0.086	0.819	0.511	0.637
ORG4	0.711	0.639	0.089	0.815	0.534	0.474
ORG6	0.636	0.723	0.195	0.856	0.557	0.664
ORG10	0.420	0.430	0.374	0.635	0.520	0.427
PEOP1	0.454	0.507	0.282	0.429	0.756	0.404
PEOP3	0.626	0.723	0.150	0.649	0.719	0.557
PEOP10	0.144	0.239	0.524	0.207	0.555	0.307
PEOP11	0.378	0.423	0.344	0.432	0.723	0.418
PEOP12	0.565	0.531	0.326	0.519	0.850	0.395
ENVI11	0.546	0.643	0.142	0.604	0.421	0.863
ENVI12	0.209	0.330	0.459	0.338	0.437	0.524
ENVI14	0.541	0.577	0.124	0.626	0.550	0.869

In addition to the *cross loading* can also be done by *fornell-lacker's.* The validity of discrimination can also be tested using the Fornell-Larcker criterion. The Fornell-Larcker criterion compares the Average Variance Extracted (AVE) value to the square of the correlation value between constructs.

Table 4 Discriminant Validity Test With Fornell-Lacker's

Variable	READ	ST	TECH	ORG	PEOP	ENVI
READ	0.835	-	-	-	-	-
ST	0.718	0.842	-	-	-	-
TECH	0.119	0.209	0.711	-	-	-
ORG	0.778	0.770	0.209	0.786	.	-
PEOP	0.665	0.725	0.376	0.668	0.727	-
ENVI	0.604	0.675	0.229	0.703	0.589	0.769

- Coefficient of Determination

Coefficient of determination or R^2 indicates the extent to which the path model has predictive capabilities and how well it matches the data collected. The R-Square value is categorized into three levels, namely strong (0.67), moderate (0.33), and weak (0.19).

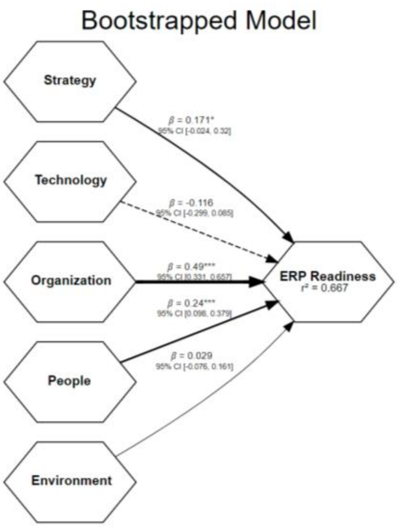
Table 5 Determinant Coefficient or R2

Variable	***R-Square***	Interpretation
ERP *Readiness*	0.667	Moderate

In Table 5, a value of 0.667 or 66.7% was obtained. It was concluded that 66.7% of the variability of ERP variables could be explained by variables in the model.

Hypothesis Test

The evaluation of the structural model was carried out to determine the relationship between latent variables. The evaluation of the structural model is seen from the value of *r-square* and *path coefficient*.



Picture 2 Bootstrap Results

In Figure 2, the above structural model will be used for further testing to evaluate the determination coefficient (*R-Square*), *Path Coefficient*, and *T-Statistic* for each research path or relationship so that it can test the hypothesis that has been proposed.

Table 6 Rekapitulasi Path Coefficient, T-Statistics, T-Table, dan P-value

Hypothesis	***Path Coefficient***	***T-Statistic***	***T-Table***	***P-value***	**Conclusion**
H1	0.171	1.919	1,9719	0.056	Positive, Insignificant (Weak)
H2	-0.116	-1.261		0.209	Negative, Insignificant (Weak)
H3	0.490	5.880		0.000	Positive, Significant (Strong)
H4	0.240	3.249		0.001	Positive, Significant (Strong)
H5	0.029	0.471		0.638	Positive, Insignificant (Weak)

The *strategy* variable showed a positive influence on ERP readiness with a *path coefficient* value of 0.171. This shows that a good strategy can increase readiness to adopt ERP in *e-government*, although the influence is not very strong. However, a *t-statistics* value of 1.919 which is lower than *the t-table* (1.9719) and *a p-value* of 0.056 which is slightly above the threshold of 0.05 indicate that this influence is not statistically significant. Thus, while strategy plays a role in readiness, its influence is not significant enough to be strongly accepted.

The *technology* variable showed a negative influence on ERP readiness with a path *coefficient* value of -0.116. This means that the improvement in the technology used actually slightly reduces the readiness of the ERP, although this influence is very weak. *The t-statistic* value of -1.261, which is smaller than *the t-table* (1.9719), and *the p-value* of 0.209 indicate that the relationship between *technology* and ERP variables is not statistically significant, so the hypothesis related to the influence of technology on ERP readiness is unacceptable.

The *organization* variable showed a significant positive influence on ERP readiness with a *path coefficient value* of 0.490. This shows that a strong and well-structured organization variable tends to increase ERP readiness. *A t-statistics* value of 5.880, which is well above *the t-table* (1.9719), and a P-value of 0.000 indicate that this influence is statistically significant. Thus, the hypothesis that the organization has a positive effect on ERP readiness is accepted.

The *technology* variable shows a very weak negative influence on ERP readiness. This means that the improvement of technology actually slightly reduces the readiness of ERP. The *t-statistics* and *P-value* values produced show that the influence of technology on ERP readiness is not significant, so the hypothesis related to the influence of technology is unacceptable.

The *people* variable also showed a positive influence on ERP readiness with a *path coefficient* value of 0.240. This shows that the involvement and readiness of human resources contributes positively to ERP readiness. The *t-statistics* value of

3.249, which is greater than *the t-table* (1.9719), and *the p-value* of 0.001 indicate that this influence is statistically significant. Therefore, the hypothesis about the influence of *people* on ERP readiness is accepted.

The *environment* variable showed a very weak positive influence on ERP readiness with a *path coefficient* value of 0.029. Although *environmental* variables play a role, their contribution to ERP readiness is minimal. *The t-statistics* value of 0.471, which is lower than the *t-table* (1.9719) and *the p-value* of 0.638 indicate that the influence of the environment on ERP readiness is not statistically significant, so the hypothesis related to environmental influence is unacceptable.

Repair Recommendations

The improvement recommendations given from the results of the analysis above are based on the variables studied, namely:

1. *Strategy*

   Based on the analysis that has been carried out previously, *the strategy* variable shows a positive influence on ERP readiness in *e-government adoption with a* path coefficient *value* of 0.171. However, this influence is relatively weak and not statistically significant. This indicates that while a good strategy can contribute to ERP readiness, its role is still limited. A good strategy may serve as a foundation, but without strong support from other elements such as technology, human resources, and organizational structure, its contribution to ERP readiness will not be maximum. This shows that the SKPD of Indramayu Regency, the strategy currently implemented, still needs to be strengthened to be able to have a more significant impact in preparing the organization for ERP adoption.

   Recommendations for improvements to improve ERP readiness in *e-government* adoption in SKPD Indramayu Regency include several main aspects. First, improving *leadership* by strengthening management support and leadership commitment in each stage of implementation. Second, regarding *the future development plan*, it must focus on intensive and structured training to improve ERP-related skills and develop *a roadmap* for the integration of information technology with business processes. Third, human *capital development* through comprehensive and sustainable training, as well as retention strategies for ERP experts with incentives and career development opportunities. These steps are important to ensure SKPD's readiness to adopt ERP, improve operational efficiency, and strengthen the quality of public services.

2. *Technology*

   The technology variable showed a negative influence on ERP readiness with a path coefficient value of -0.116. This shows that the improvement of existing technology actually slightly reduces ERP readiness, although this influence is very weak. This negative influence may be due to a variety of factors, such as a lack of adequate infrastructure or the use of technology that is not optimal in preparation for ERP adoption. This indicates that the technology currently used in SKPD Indramayu Regency does not fully support ERP readiness, and there may be a need to re-evaluate the existing technology infrastructure and how this technology is implemented and used.

Recommendations for improvement to improve ERP readiness in e-government adoption in SKPD Indramayu Regency include several important steps. First, the improvement of IT infrastructure through regular hardware audits to ensure adequate availability and quality of *servers*, computers, and networks. Second, the compatibility of the ERP system must be thoroughly evaluated, with an integration roadmap involving stakeholders from various divisions to overcome potential system conflicts. Third, the development of IT support by providing detailed system security guidance and conducting regular training for employees to ensure data protection and compliance with security protocols. These measures will ensure that the technological infrastructure and human resource readiness at SKPD support effective and efficient ERP implementation, improving the overall quality of public services.

3. *Organization*

The *organization* variable showed a significant positive influence on ERP readiness with a path coefficient value of 0.490. This indicates that organizations that are strong, well-structured, and have a culture that supports technology adoption tend to be better prepared to implement ERP. This positive influence is very significant, which means that factors such as management support, a clear organizational structure, and a supportive organizational culture play an important role in ERP readiness in SKPD Indramayu Regency.

Recommendations for improvements to improve ERP readiness in e-government adoption in SKPD Indramayu Regency include several strategic steps. First, the establishment of IT regulations that support ERP adoption, including technical, security, and operational aspects, as well as intensive socialization to all stakeholders through regular training. Second, strengthening collaboration between divisions by holding monthly meetings and forming an ERP implementation team involving representatives from various divisions to support effective coordination. Third, the commitment of the leadership of each SKPD must be officially stated and the leadership must be actively involved in every stage of implementation. In addition, adequate budget allocation and the development of clear and integrated business processes and SOPs for each business process need to be ensured to support the success of efficient and sustainable ERP implementation.

4. *Browse*

The people variable had a significant positive influence on ERP readiness with a path coefficient value of 0.240. This shows that the involvement and readiness of human resources contributes significantly to ERP readiness. Factors such as skills, training, and stakeholder engagement are important elements that support an organization's readiness to adopt ERP.

Recommendations for improvements to improve ERP readiness in the adoption of *e-government* in SKPD Indramayu Regency include several strategic steps. First, increasing IT *awareness* through internal education campaigns and holding regular workshops and seminars, supported by the distribution of interesting educational materials such as videos and infographics. Second, strengthen IT education and training with regular training programs and ERP skill development using a structured and comprehensive curriculum, accompanied by periodic evaluations to ensure the improvement of employee competence. Third, improve the qualifications and competencies of IT and ERP experts through periodic training and certification, as well as provide specialized training on business process analysis and management. These steps are important to ensure optimal readiness in ERP implementation and support the effectiveness of *e-government* in Indramayu Regency.

5. *Environment*

The environment variable showed a positive but very weak influence on ERP readiness with a *path coefficient* value of 0.029. Although the environment plays a role, its contribution to ERP readiness is very small, which suggests that current environmental factors may not fully support ERP readiness in SKPD Indramayu Regency.

Recommendations for improvements to improve ERP readiness in SKPD Indramayu Regency include several important steps. First, the preparation of clear and specific regulations to support ERP adoption, as well as the provision of comprehensive, ongoing training through workshops, seminars, and online courses on ERP. Second, the modernization and standardization of hardware as well as the construction of fast and stable network infrastructure to optimally support ERP operations, including cloud-based data storage services and the construction of regional data centers. Third, the selection of an experienced consultant, with in-depth knowledge of the needs of local government is essential to ensure the successful implementation of ERP. In addition, adequate budget allocation for each stage of implementation, including hardware, software, training, and technical support, must be ensured in order for the process to run smoothly and effectively.

CONCLUSION

Based on the results of the analysis conducted in this study regarding the readiness of the Indramayu Regency Government in adopting Enterprise Resource

Planning (ERP) in the implementation of e-government using the structural equation modelling-partial least square (SEM-PLS) method and the STOPE (Strategy, Technology, Organization, People, & Environment) framework approach, several conclusions can be drawn as follows:

1. The *strategy* variable (STR) had a positive influence on ERP readiness with a *path coefficient* value of 0.171, but this influence was relatively weak and not statistically significant. This shows that the strategy implemented in the Indramayu Regency Government has a role in improving ERP readiness, but its contribution is limited. With a *t-statistic* value of 1.919 and *a p-value* of 0.056, the H1 hypothesis is not fully acceptable, indicating that strategy, while important, has not yet been a major determining factor in ERP readiness.
2. The technology variable (TECH) showed a negative influence on ERP readiness with a *path coefficient* value of -0.116. Although this influence is very weak, these results indicate that technological upgrades without optimal support from other aspects can actually hinder ERP readiness. A *t-statistic* value of -1.261 and *a p-value* of 0.209 indicate that the influence of technology on ERP readiness is not statistically significant, so technology cannot be considered as a major factor in ERP readiness without the support of other factors such as adequate infrastructure and human resource readiness.
3. The *organization* variable (ORG) showed a very significant influence on ERP readiness with a *path coefficient* value of 0.490. It shows that a well-structured organization, with strong management support and a supportive organizational culture, significantly improves ERP readiness. A *t-statistic* value of 5.880 and a p-value of 0.000 reinforce this conclusion, confirming that organizational factors are one of the keys to success in *e-government adoption*.
4. The *people* variable (PEOP) showed a positive and significant influence on ERP readiness with a *path coefficient* value of 0.240. This signifies that human resource engagement and readiness play an important role in ERP readiness, with a strong contribution from skills, training, and stakeholder engagement. A *t-statistic* value of 3.249 and *a p-value* of 0.001 support the H4 hypothesis.
5. The environment *variable* (ENV) had a positive but very weak influence on ERP readiness with a *path coefficient* value of 0.029. The *t-statistic* value of 0.471 and *p-value* of 0.638 indicate that the influence of the environment on ERP readiness is not significant.

Overall, this study shows that ERP readiness in *e-government* adoption in Indramayu Regency is greatly influenced by internal organizational factors, especially management support and human resource readiness. Meanwhile, technology and the environment, while important, do not make a significant contribution without the strong support of other internal factors. Therefore, to improve ERP readiness, there needs to be a comprehensive improvement that includes increased management support, continuous HR training, and optimization of a well-integrated organizational strategy.

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