

The Improvement of E-administration in Indonesia:

An analysis based on U theory

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Abstract—E-administration in Indonesia has an important role in public service deliveries. It is more efficient, effective, transparent and accountable by using e-administration. However, lack of infrastructure, leaders commitment in an integrated way in all areas in Indonesia, human resource e-literacy and bureaucratic and working culture are still occurred in Indonesia. This research uses qualitative method and descriptive analysis approach. Data and information are from literature review and interview some informants. By using theory u that consists of sensing, presencing, and co creating then e-administration implementation in Indonesia can be improved.

Keywords—e-administration; Indonesia; theory U

I. INTRODUCTION

Electronic-administration (e-administration) is the use of Information Technology (IT) in administrating public service deliveries, including in Indonesia. Technology implementation and use within government organizations as a subject of institutional pressure and has oversimplified e-government implementation and use as a process in a complex institutional environment [1]. The lack of understanding of the relationship between technology and institutional arrangements may also result in the failure of e-government project implementation (E-administration in Indonesia some of them are already in transaction stage, or in another stages such as communication and information stages. The use of the internet allows communities - either real or virtual ones - to produce an increasing amount of data about cities and their life. One good example of e-administration that already in transaction stage is e-administration at taxation department of Indonesia. We already can pay taxes through www.pajak.go.id by ATM (Automatic Teller Machine), or by using our credit cards or debit cards or even mobile banking (using the internet).

The UN defines e-government or e-administration (e-government and e-administration will use in this paper as the same term) as utilizing the Internet and the world wide web for delivering government information and services to citizens. According to a report in 2000 for the National Electronic Commerce Coordinating Council, government agencies can save up to 70 percent by moving services online, thus becoming more economically efficient. E-administration implementation benefit is improving efficiency, effectiveness, transparent and accountability public service deliveries. Bilbil,

states that new platform technology has reduced existing transaction costs (e.g. online platforms) [2]. Surrounded by competition in today's diverse, complex, competitive and fast market environment, increasingly complicated laws have created transaction costs for digital platforms. For example downloading taxation form from www.pajak.go.id, or buying train ticket from app store kai access in our mobile phone, paying electricity and water system from nearest supermarkets or through our m-banking. Moreover, the social benefits of adopting e-government systems include improved public services, increased citizen empowerment as a result of better access to information and increased accountability and transparency, which could then mitigate corruption, as cited by the World Bank.

The development of e-administration could also be viewed as a change in the way the government interacts with communities, businesses and its citizens. Everything can be easier, more efficient, effective, transparent and accountable by using the internet. How much money an agency at one local government get from public service deliveries admission fees in one day or every day can be seen by everyone through e-administration. Therefore, transparency occurs or it can minimize corruption (As Indonesia has still problem in this area).

E-administration or e-government projects provide many advantages and offer benefits to governments and their citizens [3]. Hence, the big issue and challenge for governments are how they can increase citizen adoption. This has resulted in the development of many e-government initiatives that aim to enhance the provision of public services to citizens and improve associations with industry and world business.

In the 2018 United Nations E-Government Survey, Indonesia ranked 107th out of 193 UN member states, well behind Singapore (seventh), Malaysia (48th), Brunei Darussalam (59th), Thailand (73rd) and the Philippines (75th) [4]. One of the cause is Indonesia does not yet have a complete database with the total number of local governments that have implemented online services. Local governments work like silos even use internet especially in handling data and information for serving citizen. For example, when people need to renew their ID card they have their own data base, whilst the same people need to have their government insurance (BPJS), they also have their own data base. There is still not an

integrated system in e-administration or still lack of data base integrated system.

Last year's UN survey on e-government/e-administration found developing countries could be divided into two groups. The first comprises those countries advancing e-government services despite relatively low national income. These include Bolivia, Ghana, Honduras, India, the Philippines, Vietnam and Uzbekistan. The second group is those countries that have not reached the level of e-government/e-administration development that other countries in the same income group have. Indonesia falls into this group, together with others such as Cape Verde, Guatemala, Guyana, Micronesia, etc. Thus, there is a huge potential for the development of e-government/e-administration implementation in Indonesia.

Paul and Grimes ICT offer countries a new approach to creating transparency and promoting anti-corruption [5]. Many nations with transparency laws have directly tied the implementation of these laws to the implementation of ICT-based initiatives, often through e-government.

II. METHOD

This study used a qualitative approach that emphasizes certain research procedures to generate qualitative data, so as to obtain a deep understanding of the problems that were examined [6]. In this case the researchers wanted to gain a deep understanding on the improvement of e-administration in Indonesia, so it emphasizes on the process, which explained comprehensively the improvement of e-administration in Indonesia. In addition of focusing on the process, researchers also sought to understand the symptoms that can reveal the process and found the meaning of the improvement of e-administration in Indonesia.

Instrument in this study was the researchers themselves, that in qualitative research, the researcher was also a research instrument. In this context, researchers must be critical, sensitive, and integrated with the object of research. The technique used was the observation that comes with in-depth interviews with key persons, and the making of a record of events encountered in the field.

Data processing begins by examining all available data from various sources, both the observations, and interviews. Then a summary of the field notes was made, which consists of: a record of observations, notes of theory, and methodological notes. Then defined the categories on the basis of the mind, intuition, opinions or specific criteria to the data obtained and then put the data in the respective category. Testing the data, performed to measure the validity of the data with triangulation techniques: check, recheck, and crosscheck from the obtained data.

III. RESULTS AND DISCUSSIONS

In Indonesia, the lack of resources and skills is not only ICT-related or e-literacy matter, but also aspects such as basic infrastructure, leader's commitment in adopting e-administration, bureaucratic work culture as challenges to effective e-administration implementation [7]. For example, at DKI Jakarta local government service already conducted e-

musrenbang (strategic planning through internet from the root or citizens input towards RT, RW, Kelurahan and Kecamatan or district). But other local government such as Kota Cimahi at West Java has not use e-musrenbang in conducting their strategic planning process.

Although many local businesses have computerized their operations, the present ICT infrastructure in Indonesia serves less than 5 percent of the population, thus more could be done to exploit the capabilities of ICT for pro-poor development [4]. UN states the reach of ICT in Indonesia is also limited to a very small privileged group; there are only 8.7 Internet users per 100 people and 8.3 people per 100 have personal computers. However, a substantial number of people, 69.2 per 100, have cell phones. Accessing the Internet from their phones would enable these individuals to search for government information online and participate in public policy plans, programs and public decision-making processes [4]. People in Java Island already uses PT. KAI (Indonesian train company-Kereta Api Indonesia) app at their mobile phone –which is KAI ACCESS to get their train ticket. People in Indonesia already get use to fill in taxes form online and pay it through mbanking or ATM (Automatic Teller Machine) by accessing DJP online app at their mobile phone or by accessing www.pajak.go.id.

The present ICT infrastructure in Indonesia serves less than 5 percent of the population. Moreover, some local government websites have serious problems in their User Experience Design (UED). This concerns the supply and demand of data - what data is needed and what information is available on a website [4].

Those areas relate on e-administration stages, as we know that e-administration is the use of internet to help government in improving public service deliveries. There are stages in e-administration, namely: 1). Information stage; 2). Communication stage; 3). Transaction stage; 4). Metadata stage [7].

A. Obstacles in Indonesian E-administration Stages

There is no contact information on most government websites [4]—one example of obstacle in **information stage**. Users seeking further information may thus need to start from scratch by searching for and contacting the relevant officer by email or phone. There is also no **FAQ (Frequently Asking Question)**. One example of obstacle in **information stage**. There is also no standard response time for which users might expect the queries to be attended to or email be answered – meaning **one obstacle in communication stage**.

The other problem concerns incomplete databases; the availability of long-term data and the commitment to make regular updates on a database are often ignored. As there is no clear-cut information on why some data was not available, besides the more current releases, some might speculate that the incompleteness of the data might be presented on purpose; thus the only way to obtain the missing public data would be to purchase it from relevant government agencies [4].

Human resources also play a crucial role. As they are the controller and user of the internet system or e-administration itself. The development of modern information and

communication technology (ICT) fundamentally impacts the way citizens and governments interact with each other [8]. In this context, mobile ICT is an essential driver for governments around the world to provide public services to citizens and organizations.

There will be obstacle when e-literacy of the user or their human resources are limited. Moreover, some activities such as web design and development are procured based on government tenders, and thus outsourced. These contractors work for a temporary period depending on when the budget for the next year is released, thus limiting the sustainability of data, information and software or system presentation. Internally, there are limited skilled human resources to manage it [4].

Despite those limitations, there are many Indonesian e-administration that already well managed in information, communication and transaction stages. There has been some success on the e-administration at local governments, Indonesian department and ministries, agencies and Universities. For instance, *Lapor* (report) is an anticorruption tool that allows citizens to report on the malpractices of Indonesia's government, which can be done through a website, mobile app or SMS. The team behind *Lapor* is the Presidential Working Unit for the Supervision and Management of Development (UKP4), initiated under the previous administration [4]. Another good example of e-administration in transaction stage is e-administration at Surabaya city (www.surabayakota.go.id) that already can renew Surabaya City ID Cards for ten minutes and they can pay the fee online (through ATM or mbanking).

Hence, there is promise of some improvement in e-administration in Indonesia. Perhaps, by first addressing more critical problems such as stamping out corruption within the system, Indonesia can work its way toward a more stable and efficient e-administration system that can be used for pro-poor development [4].

B. Strategic Solution in Improving E-administration in Indonesia: An Analysis Using Theory U

1) *Theory U and E-administration in Indonesia*: By using Theory U stages namely **open mind** to solve prejudices obstacles in e-administration –such as resistance bureaucratic working culture. Secondly by using **open heart** to solve rage and hate towards the use of internet or Information and Technology and blaming each other for better public services. Thirdly, by using **open will** to solve problem in lack of leadership commitment in using the internet or e-administration as the improvement of public service deliveries, the fear of lack of budgeting problem or even lack of e-literacy in their human resources.

Scheme for theory U is below that explain how important the stages and aspects in Theory U namely open mind, open heart and open will in improving e-administration in Indonesia:

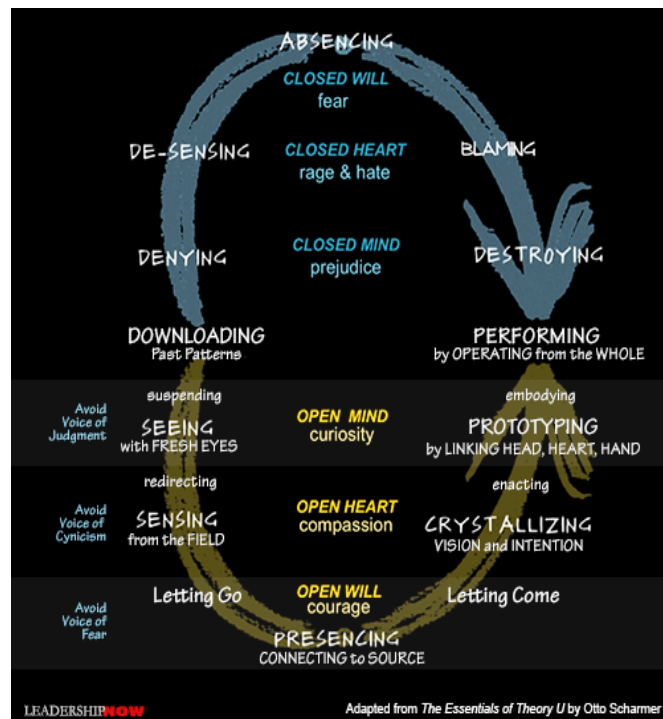


Fig. 1. U theory [9].

First stage is downloading. Meaning we do and think with usual activities or past activities or pattern. After that we suspend our activity to see with fresh eyes using open mind to conquer prejudice. This is important due to many bureaucrat and citizen's resistance with old pattern because prejudice that e-administration might be too expensive, lack of expert to handling complain or even more inefficient in public service deliveries due to virus or hacking problems.

Further stage is sensing using open heart. This stage is to conquer rage and hate with compassion from all actors in e-administration' planning, implementation, monitoring and evaluation. Presencing is the next stage after sensing stage. In this stage is all actors in e-administration should have good capacity in literacy data, human and technology. Meaning presencing is open will to conquer fearness of using e-administration. This condition can cause by many aspects, for example people fear that robot or Artificial Intelligence (AI) will change human's role in every aspect. For example, in an office then its customer service facility change human in that facility into AI with feeling, smile and hospitality like human. But actually, in reality human control AI through AI software.

The next stages namely crystalising, prototyping and performing are stage creating better e-administration in creativity, collaboration and more transformation senses. As crystalising is vision and intention in e-administration's advantages and outcomes. And prototyping is linking head, heart and hand in improving e-administration in implementation stage. Meaning by linking those three aspects: head, heart and hand then innovation and transformation of using e-administration can occur. For example, connecting BPJS or health insurance at the hospital and birth certificate from Dinas kependudukan (Citizen Agency) and ID Card,

Family Card, Death Card from Kelurahan and Kecamatan (district) using e-kependudukan such as at DKI Jakarta e-administration.

These three stages, crystalising, prototyping and performing are something in the future for better e-administration implementation. The position of these three stages describe in this picture:

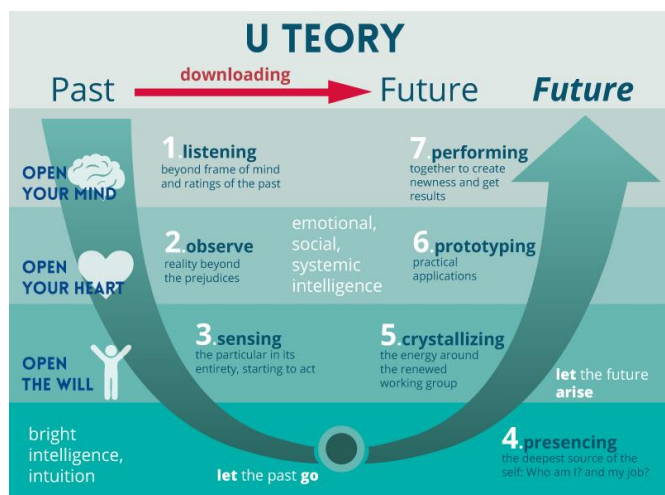


Fig. 2. U theory stages [9].

From that picture can be seen that listening at U theory consist of:

- listening using open mind to conquer prejudice of e-administration concept,
- observe using open heart to conquer rage and hate of e-administration concept,
- sensing using open will to conquer fear of using the internet or technology in e-administration
- starting this stage which is presencing people and bureaucrats let the past go by questioning: who am I? – as bureaucrats a citizen, etc. and what is my job? Then in this stage people or bureaucrats or citizens will literate in data, human and technology literacy. They enrich themselves with the essence of e-administration itself, its role and advantages due to people's bright, intelligence and intuition.
- Crystallising, in this stage the future of e-administration will arise by using open will. People has willingness to adopt e-administration. This stage is beginning stage of one obstacle in Indonesian e-administration which is lack of leader's commitment in adopting e-administration.
- Prototyping is practical application by using open heart. This stage in the future will successful by using open heart namely emotional, social, systemic intelligence. In this stage bureaucrats and people should see e-administration problem and its solutions systemically by using child mind and helicopter view. Therefore, problems in e-administration such as infrastructure,

budgeting in e-administration, lack of human resource e-literacy, lack of bureaucratic work culture using e-administration can have solutions systemically using systemic intelligence, child mind and helicopter view. For example, using public private partnerships or government to government collaboration in solving problem in budgeting, infrastructure and e-literacy through training and scholarships.

- Performing with open mind by together to create newness and results. For example, collaboration in paying taxes and electricity using Go Pay, Alfamart and Indomaret supermarkets, OVO (Government, media, business).

C. Qualities of Listening at Theory U

Listening is very important activity. By conducting a good listening then data, information, innovation and creativity can we gain. There is relation of qualities of listening at our daily activity, including at stages of theory U.

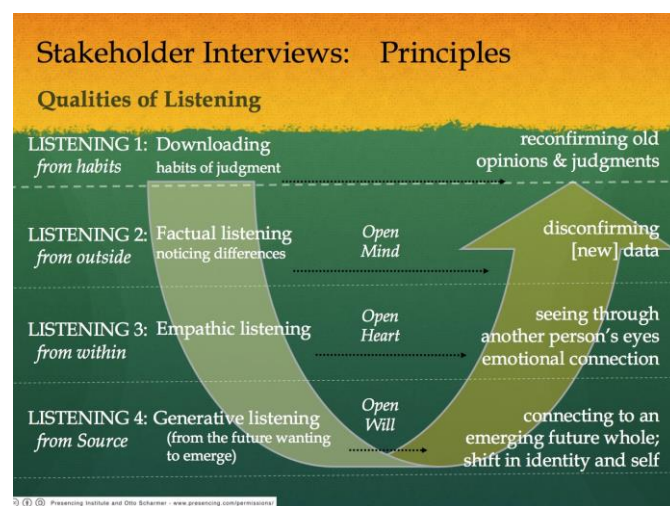


Fig. 3. Listening at U theory [9].

At downloading stage is listening 1 or listening from habits. Listening 2 at open mind stage is listening to noticing differences. Differences is good. Differences is input. Differences is advantage. We can learn from differences or we can adopt something from differences then we can have disconfirming new data in the future.

Listening 3 is empathic listening which is we see e-administration from another person eyes. For example, the benefit of e-administration in Singapore that can make better public service deliveries. Then, generative listening as listening 4. This listening is connecting to an emerging future whole; shift in identity and self. For example, questioning and have answers of question who am I? and what is my job? Then we gain the answers from presencing or data, technology and human resource literacies. Lesson learn from other people's successful story, benefit of artificial intelligence, advantage of 4D printer in China – whilst all of that using technology information.

IV. CONCLUSIONS

E-administration in Indonesia has an important role in improving public service deliveries. Therefore, there are some strategic actions need to be improve in IT infrastructures, human resources literacy, bureaucratic work culture, leader's commitments sectors. And U theory with stages with listening, observe, sensing, presencing, crystallising, prototyping, performing can improve e-administration in Indonesia. Moreover, demographic bonus in Indonesia can be an opportunity to improve e-administration in this Indonesia 4.0 era.

V. SUGGESTIONS

- There is an urgent effort to integrate e-administration or e-government in all levels in Indonesia (local governments, all departments and agencies) even under decentralization era
- Indonesian human resources are still need free Wi-Fi spot in strategic areas all around islands in Indonesia
- Training and on the job training are still very needed in Improving Indonesian human resources' e-literacy

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