

Improving the Digital Governance to Facing the New Normal Life in Indonesia

Stevan Adika*

Faculty of Administrative Studies
Universitas Indonesia
*stevan.adika@ui.ac.id

Abstract—The pandemic situation nowadays brings a huge transformation. Most of us "forced" to use such technologies to communicate with another, both formal and informal purposes. The impact is that online meetings, discussions, until workshops become such a commonplace. Everyone has to learn/work from home. Those conditions are also perceived in the government's surroundings (including in ministries and agencies offices). This condition, actually, is a big chance if we can optimize that opportunity well. The digital governance can be clarified as better governance supported by the latest technology, including how they proceed, how they publish, so that the information given is accountable and trusted. Not only for the publication purposes, but digital governance is also done for the internal process; how their staffs can digitalize all the procedures, so that the process does not take much time. We know that compared with the business sector, the public sector is lagged in terms of anything subjected to the latest innovations. Through this situation, the government has to optimize this opportunity to enhance their abilities in digitalizing the administration process toward all the public services provided. That context should be the best conditions of digital governance, while we are facing through the new normal situations.

Keywords—*adaptive, governance, technology*

I. INTRODUCTION

What do you think when you hear this phrase: covid-19? Pandemic, lockdown, travel ban, until a policy to working-from-home (WFH). Absolutely, all the nations are facing the same struggle in each country to prevent the spread of the virus. Indonesia also implements the same regulation. Starting from March 2020, Jakarta has entered the semi-lockdown phase, called large-scaled social restrictions or PSBB. Every activity in the outdoor and indoor was controlled tightly. Many policies and habits appear, especially for the WFH policy. This regulation may become our first experience of the lifetime, that is able to make all the formal worker to work in their own home. Not only for the private (business) sector, but also the public sector (including the ministries and agencies) is also used to work productively at home. Therefore, most of the ministries and agencies (including the municipal agencies) applied those regulations.

Nevertheless, there should be a shift that requires 10—25 percent of civil servants to be in charge at their respective offices in some ministries, agencies, and also the municipal agencies [1]. However, the rest are used to be able to work from their home. It means, all the public servants are "forced" to learn and use the technology well. The problem is, not all of them are capable and want to use it. Many of them are adults (above the 30s), not millennials anymore. Hence, we can find this situation as a lack of capability as a digital public servant—utilize technology properly. This concern pointed at the fact that the civil servants are often left behind in terms of using technology in digital governance. We can see that some of the government's websites are not attractive; too standard, even the data given somewhere are not updated. This concern also can be defined as a main problem in the following writing context. We can easily compare their own social media accounts (from the public sector and the business sector) to find out these issues. Those social media accounts features can recognize as a "gateway", standing for their organization. Usually, the website of the private company has a useful design and user-friendly to engage more public attention for the product or service offered. This condition is quite different from the government's publication. They may not concern about those issues. For example, the website of Population and Civil Registration Agency of West Jakarta can't load well (the address is: www.barat.jakarta.go.id/?p=skpd&node=65).

Although some agencies have concerned with the visual of their publications, but only few agencies (and departments) to do so. Then, what is the importance of this research writing? During this pandemic situation, while everything and everyone are supposed to be connected and digitalized frequently, the government in the public sector should be able to catch and proceeding the opportunity to improve their weaknesses (especially in the process of informing and publicising data using the latest technology). Based on that condition and the following situation, this research is trying to elaborate and discuss the suitable digital governance in Indonesia, so that they can prepare the best to face the new normal situation when the technology leads the society to a better direction.

II. METHODS

This following research is trying to argue the reality condition that the government’s website (including their publication) is having to be fixed and updated to the latest information. This statement was also agreed by the Executive Director of ICT Institute Heru Sutardi. He said that this following issue is always occurs, and he asked the government to be more serious to fixing the website and the server to minimize their errors, especially in the situation that requires a good and stable connection. He exemplified the situations meant are Kartu Prakerja (cash assistance application to improving the skills needed), covid-19 daily update, and also Seleksi Calon Pegawai Negeri Sipil (annual registration and selection for national civil servant) [2].

This research is arranged with the qualitative approach. This approach allows us to show the kind of information that is collected and analysed, yet, it also refers to epistemological and ontological assumptions. Two points required in this approach are that the question has to be explained clearly and the case(s) selected has to deepen, including the kind of data analysis [3]. According to the definition above, this research is trying to elaborate data based on the earlier publications that relevant to the topic selected, i.e. digital and information governance.

Also, this research uses a descriptive technique to collect the data needed. From this technique, this research is trying to explore the character of the phenomenon in our social life. In this situation, a descriptive technique is possible to be applied because considering the sample case that may occur in the reality. The main goal of this type of technique is to describe a phenomenon, included its characteristics. Therefore, this research is concerned about the process that something has happened [4]. It means, this research developed by interpreting correlating data to generate new insight about digital governance that may be applicable in Indonesia, while facing this new era, the era of technology.

III. RESULTS

We know that not everyone likes to change or willing to transform into a new habit. This issue may be understandable, but in terms of doing some innovation, especially in the public sector, we have to adapt to transformation ahead, including all the innovations that may occur. There was research developed by Global Review of Innovation Intelligence and Policy Studies in 2010. The public sector, actually, has great potential for doing such an innovation. However, that ability to innovate was still not clearly showed as valuable as it can be. The problems that may occur are limitation of the theory and practice in terms of public management, mixed experiences with the privatization, and a concern in growing the socio-economics issue [5].

Therefore, there was another research developed by the Department for Business, Innovation, and Skills (BIS) in the United Kingdom (UK) in 2015. One of the results shows that there was 45% of the civil servants who worked in that department felt the impact on the leadership and managing

from the change allowed [5]. This statement was supported by some facts that the Department for BIS (now have been merged into the Department of Business, Energy, and Industrial Strategy since 2016) keep them informed about any matters that may affect them. Meanwhile, the senior managers in BIS are competent enough to engage the performance in serving the public needs. Therefore, they were trusted to carry out the job effectively and efficiently. It means, the working situation in that department was fairly good, yet, there was another factor that may become less supportive with the process of digitalizing the public services. For example, the existing senior civil servants in one agency feel safe with the position, so, the willingness to improve the skills and upgrading their capability is less desirable. The following image summarizes the details related to the previous one.

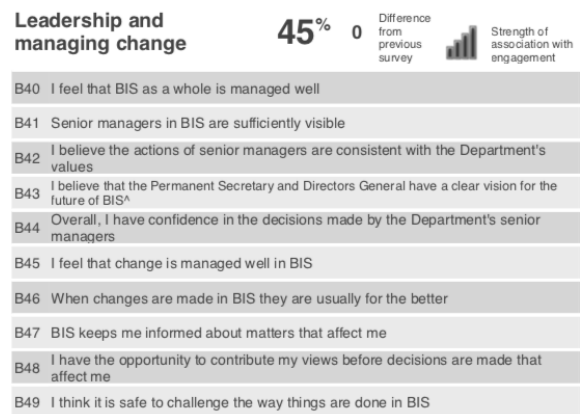


Fig. 1. Indicators of leadership and managing change aspect [6].

From the two earlier research stated above, the main problem seems to specify, that the civil servant has to adapt well with the dynamic environment. This action may be taken to balancing this rapid movement that occurs in any sector, including the public sector.

IV. DISCUSSION

The context of innovation (including how to reform it) can't be discussed regardless of how we understand the meaning of change, also some types followed. When we discuss about a change, the three features that can describe best are unpredictability, unfamiliarity, and uncertainty [7]. We can't predict a change (even we have forecast before) because there will be another factor outside of the human will. The example is clear; who can predict the covid-19 disease will spread throughout the world? This pandemic is a force majeure, so that we have to adapt to this unpredictable change. As well as another feature described, a change may be an unusual condition and considered as a dubious situation.

After understanding the terminology of change, another part that also important is understanding the kind of change that has a significant impact. That impact that will discuss is limited in the public sector. There are two kinds of change, i.e.

exogenous and endogenous change [7]. Exogenous change is a change that is generated within the macro environment of the organization. In terms of the public sector, an exogenous change can be an unpredictable situation, environment, regulation from the central government (in the context of ministries, agencies, and local agencies), and the other aspects that we can't take out of control.

Meanwhile, endogenous change is a change that is generated from within the organization itself. In some cases, the exogenous change may cause the endogenous one. For example, the head of the government agency in a department makes a "weird" policy: every Friday, all the civil servants have to wear clothes that have never been used in the previous day in one week. This new habit may "force" them to improve creativity and innovation in an effortless way; how they can dress well, without strict regulations, but still proper and fully respected. Unconsciously, the department has already accommodated their needs in terms of making people more adaptive to any conditions and stay connected (with the technology provided).

When we talk about digital governance, the context is just not about using the latest computer or using the best gadget in this era. More than that, transformation and innovation are the essence. The civil servant has to improve the quality of their work effectively and efficiently (as a general approach), supported by the digital process that is used to make a competitive environment, when compared with the private sector [8]. The improvement is accompanied by a chance, that may not come twice in the future. For example, the process of managing documents that were previously done with the physical one, now, with the digital era, the process has to become simpler, because the resource of data (including the documents) have been stored safely in the internet system. Of course, this improvement is made with great decisions and considerations so that suit with the vision and the value that the government wants to reach.

We may wonder that although the public sector has tried to make improvements, the quality of services provided can't compare well. This condition may become the another reason used: it's too difficult to fire the civil servants because there are so many requirements that have to be fulfilled [9]. The civil servant can be fired if they are passed away, retired, can't work physically and/or spirituality, sentenced to prison, or affiliated with the political party.

From the information above, this condition can be used as a barrier while firing the public servant, because the law doesn't adjust the innovative aspect through the digital era. Therefore, the government can't fire them easily, if the target isn't reached well. Again, this condition is unacceptable. When the others improve their quality of service, the public servant should be able to do better; try to get out from the comfort zone to compete with another sector in terms to give the best service.

Not only the essence of the transformation and innovation, to create better digital governance, the good mindset and willingness to serve sincerely are also mandatory aspects.

Being a civil servant without any enforcement, whether from the inner or outer aspect of themselves. Therefore, the process of achieving the target can be done simultaneously (by working together as a system). The earlier research may be used as a consideration to shows that even in developed countries such as the United Kingdom, not all their civil servants felt a better impact on the leadership of change in the internal agency. There are also some factors affected that should have to be improved for the vision desired.

The next question to discuss is, why we should concern about digital governance? Digital governance drives us (in terms of the civil servants) to build better transparency, while also increasing the convenience aspect, so that the process is easy to be accounted for. Most of the citizens can easily check their performance through their social media, website, annual report, and others. Therefore, that media should be more attractive than the previous one.

Moreover, in this pandemic situation, everybody is connected with the internet to interact with others without the distance barrier. So do they, the civil servants have to increase and optimise the usage of the internet, just like they communicate with their relatives. This concern also related to the internal and external reform. All of the civil servant can't just be monotonous; lack of innovation. They have to create a big impact through this technology era. Doing some new creations that supported by the digitation of the system that have been made before. From the external viewpoint, the digital government allows us (as the civil servant) to report, inform, and also to declare the performance more clearly without any limitations while using the internet.



Fig. 2. Illustration of the digital governance that requires the great connectivity and openness [10].

V. CONCLUSION

Currently, we have reached the end of this section. What I can conclude simply is that in this pandemic situation, the civil servant has to catch carefully the chance. This is related with the fact that every occasion has its own lesson-learned. Coronavirus might make us worry about the world health that until this time, the vaccine hasn't found yet. However, with

there is a chance that we can reach in terms that we often using the technology every single day and wherever we are. There is an innovation occurred from the earlier one, with the physical presence, now, the technology covers it most.

Therefore, to engage the citizens in terms to increase the public trust in the context of giving the public services, they have to maximizes the function of their social media. Create the better template that easy to read, so that the information will be delivered obviously. This point needs to be emphasized again, that the new normal situation consists of a willingness and openness to be adaptive with this dynamic cycle. Being prepared well for this change makes our effort smoother while facing the new era; the new normal situation that allows all of the human creature to give the best service with the function of the supportive technology to collaborate with.

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