

# The Implementation of Digital Transformation on Improving Public Services

Mira Indriyulia Ekarini<sup>1,\*</sup> Lili Adi Wibowo<sup>2</sup>

<sup>1</sup> School of Postgraduate Studies, Universitas Pendidikan Indonesia Jalan, Dr. Setiabudhi No 229 Bandung 40154 Indonesia

<sup>2</sup> Universitas Pendidikan Indonesia Jalan, Dr. Setiabudhi No 229 Bandung 40154 Indonesia

\*Corresponding author. Email: [mira\\_indriyulia@yahoo.co.id](mailto:mira_indriyulia@yahoo.co.id)

## ABSTRACT

This study aimed at determining the extent of digital transformation by the Ministry of Agrarian Affairs and Spatial Planning in improving public services, so it is hoped that this research can measure the impact of digitization on public services. This study applies a qualitative method with a descriptive approach. The data was collected through observation, documentation, and interviewing sources. The data analysis was carried out through data reduction methods, presentation, and conclusion.

**Keywords:** *Implementation, Digital Transformation, Public Services.*

## 1. INTRODUCTION

Digital transformation is urgently needed to encourage the presence of Evidence-based Policy to address various development issues that include the impact of the Covid-19 pandemic [1]. The pandemic has become an accelerator of digital transformation where the Electronic-Based Government System not only can provide long-term benefits through a culture of innovation that is built-in bureaucratic machines and a hefty increase in effectiveness [2].

Various activities in the new normal era also experienced changes. Before the Covid-19 epidemic, the public service industry operated traditionally; online activity is now being prioritized. This kind of transformation has led to the acceleration of e-Government development in government agencies. In addition, facing the new normal regulation, the implementation of e-Government becomes very important. However, several things must support its implementation. First, the commitment of leaders, leaders together with service providers must be committed and take policies. This policy provides excellent service and presents electronic-based public service innovations (e-service). Public policy is about whatever government choose to do or not to do.

Deputy II of Presidential Staff Office, Abetnego Tarigan, as quoted from online news (<https://www.ksi-indonesia.org/id/wawasan/detail/2322-tranformasi->

digital-dorong-kebijakan-berbasis-bukti), sees that literacy is a crucial aspect of digital transformation. The community will not implement any system or application unless literacy efforts accompany it. Another aspect is trust in the use of digital applications. Many community representatives still feel the need to conduct in-person hearings because they do not trust the response to complaints through digital channels. In addition, many provisions were drafted to be better serve the bureaucracy than the public, thus making it unfriendly to users. The sustainability aspect is also important because many government applications are stuck because they are not used. Therefore, he believes there needs to be an incentive and disincentive policy to encourage digital transformation.

Despite the numerous hurdles that must be overcome to encourage the government's digital transformation, every stakeholder present agreed that the change must be accelerated. It is because governments are rapidly being forced into a digital future and taking advantage of significant opportunities to advance the knowledge and innovation ecosystem with technology, collaboration, and co-creation. Of course, when the pandemic ends, the government needs to avoid going back to the old governance, processes, and circumstances. The pandemic has become an accelerator of digital transformation. The long-term benefits of an electronic-based government system include a culture of innovation built into the bureaucratic machine and a significant increase in its

effectiveness, as well as fast and consistent policy-making based on data that leads to better public services and reduces the gap between government and citizens [3].

According to the Ministry of Communication and Informatics-Bureaucracy reform, one of them is realized through the acceleration of the intensive and massive application of information technology support. Therefore, digital transformation in public services must be followed by a change in mindset. "This is crucial not only to change services to online or by using digital applications but also to be followed by behavioral changes," said Vice President K.H. Ma'ruf Amin. He said it in opening the 2020 National Personnel Coordination Meeting (NPCM) organized by the National Civil Service Agency (NCSA) via video conference at the Vice President's official residence, Jl. Diponegoro No. 2, Jakarta, Thursday (17/12/2020).

It can be concluded from the data that the Indonesian has begun to lead to the digital era. One of the benefits for the community is that they can access information about politics, economic developments, government performance, and public services. Moreover, nowadays, with the high mobility of society, the government is also increasingly required to lead to digital-based services. In reality, the availability of information by the government has not met the community's expectations.

Good land data management and information have a crucial role in realizing sustainable national development goals. This activity is an integral part of realizing good governance. The implementation of public services in several service sectors is still considered low. It includes the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency.

The evidence is the number of complaints and complaints from the public through print media, visual media, social media, and reports to the Land Office/Regional Office and the Inspectorate General [4].

Public services are emphasized to serve the community without complicating the bureaucracy and administration. Nevertheless, the reality that arises today is different from what was desired. National Land Agency services uphold justice for consumers, certainty, ease of administration, and bureaucracy to provide prosperity have been replaced by services that are unsupervised or without demands, without a purpose so that what remains is only services that are beneficial and detrimental to certain parties [5]. As one of the bureaucratic institutions in Indonesia, National Land Agency is required to manage to carry out services properly considering the condition of public services in Indonesia that is still quite bad. Bureaucratic problems such as services that are complicated, slow, expensive, and full of CCN (Corruption, Collusion, and Nepotism) practices still exist today and are very difficult to

eliminate. As a result, community satisfaction with public services tends to be low.

The phenomenon shows that technological developments are increasingly sophisticated. Nearly everyone can use or obtain information using sophisticated technology. Moreover, almost all company employees or government agency employees have used technology to acquire information so that employee performance continues to run well.

The Ministry of Agrarian Affairs and Spatial Planning has made various efforts to improve services through improving service performance, improving service standards, and creating service innovations. It is significant because there is still a paradigm in society that land services tend to be complicated. In addition, the process takes a long time, lacks transparency, and is expensive (Research and Development Agency, Ministry of AASP/NLA, 2018).

This study intended to determine the influence of digital transformation on the quality of services in the Cirebon District Land Office. For the government, this research is beneficial so that the government, both central and local authorities, can take the right policies to create good and quality public services.

## 2. METHODS

A fundamental difficulty is that digital transformation as a public service innovation must be thoroughly understood using scientific thinking. Therefore, this study used descriptive qualitative methods to clearly describe the research problem about the effect of digital transformation in public services in Cirebon District. Furthermore, data were collected by correspondence and interview, investigating all published articles in the field, searching by journal instead of topic across all relevant scientific journals [6], online media, and official news portals.

## 3. RESULTS AND DISCUSSION

### 3.1. Implementation of the Ministry of ATR/BPN's Digital Transformation

The Ministry of Agrarian Affairs (AASP/NLA) has carried out several activities related to the implementation of Information and Communication Technology (ICT), such as the implementation of Land Office Computerization (LOC), which began in 1997 and has now undergone its third change. (LOC 2B), the application of Larasita is a mobile service (community pick-up service) which was the development of the KKP in 2006 and is still under development, as well as the making of the Grand Design of ICT for NLA, which was carried out in 2007. The preparation of the Grand Design for ICT is one of the planned efforts to develop

information and communication technology in supporting the successful implementation of the strategic plan of BPN RI [7].

Furthermore, the Land Office Computerisation (LOC) system was created, namely a computerized land service system, so that data on land parcels, both textual and spatial, could be well integrated. Land Office Computerisation is applied to maintain textual and spatial data and monitor land services. LOC-Web was built as an answer to overcome the weaknesses of the LOC-Desktop application. The built web-based application makes it easier for LOC-Web administrators to maintain and maintain applications (National Land Agency [8]. The Ministry of Agrarian Affairs website continues to be developed. In addition to being a medium of information, the community can utilize several service features. These features include field maps, Gistaru, JDIH, Statistics, Siwastek, touch my land.

The activities of managing complaints and public complaints are carried out one door by the Public Relations Bureau by utilizing social media and will be distributed to related departments according to the material for complaints and complaints from the public.

In addition to system development, training for human resources in the central and regional Ministry of Agrarian Affairs is carried out related to systems and applications built to improve skills in operating these systems and applications.

## 3.2. Impact of Digital Transformation on Public Services

### 3.2.1. Performance Improvement

Digitization activities are implemented to support land registration, measurement, mapping, land data storage (warkah), and land administration activities. According to the Principle of Continuous Information System Development (PCISD), application development adapts to the existing system [9].

The next stage is land data storage. In this case, there are obstacles related to the need for space with the number of files that come in every year. This impacts the process of searching and distributing documents, which will take a long time, especially if the documents are not stored regularly.

Land Office experiences these issues with numerous land parcels, both from the first land registration process and the maintenance of land registration data. Coupled with the government program, namely the Complete Systematic Land Registration in every district and city land office with such a large target, it also produces numerous land documents.

The Ministry of Agrarian Affairs as a public servant requires a change to the manual system running to store

and manage land documents commonly referred to as land certificates. In the case of land data, it is regarded as ineffectual and inefficient because transmitting documents procedures takes time and energy [9].

The Ministry of Agrarian Affairs has digitized land data, also known as warkah, to resolve the problem of archiving land data. The digitization of warkah will save space, make it easier to find and distribute land data, and improve governmental services. Currently, only about 0.5 (percent) of land documents in Indonesia have been digitized.

### 3.2.2. Public Service Improvement

The digital transformation of the Ministry of Agrarian Affairs will impact improving public services. The digitization process will affect service standards, namely the time and service procedures. The driving factors that gave rise to this idea are the so-called technological push and societal pull.

The demands of the development of the digital era make many people want access to effective and efficient information; people expect them to be able to get information without having to wait long or go through convoluted procedures and do not save time, cost, and energy [10].

According to the results of the Ministry of Agrarian Affairs' 2018 RDA survey, the lowest-scoring service aspects are time, procedures, facilities, and infrastructure of service. These three components are the most important to optimize community satisfaction regarding land services. There are improvements to Service Time, Procedures and Facilities, and Infrastructure elements.

The public frequently complains about the lowest value in the service time form (70.62) since most of it does not meet the stipulated time requirement from the time the file is submitted through the counter and the time the product is done and ready to be picked up. It is a public complaint and makes the community less sympathetic to the services of the Land Office because they are considered unable to complete the work by the time specified in the regulations ([www.atrbpn.go.id](http://www.atrbpn.go.id)).

In addition, it is necessary to provide appropriate and accurate service information to the public regarding the requirements that must be met so that the community does not have to come several times to complete the requirements. The Land Office Service has various services in which their procedures and outcomes vary; if possible, it is necessary to review more straightforward steps.

Digital transformation supports the improvement of public services. Service Standards of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency, hereinafter referred to as SP Ministry of AASP/NLA No. 4 2017 Article 1, is a guideline for

providing services to the community in the context of quality, speed, ease, affordability, and measurable services. Article 2 (two) SP of the Ministry of ATR/BPN, as referred to in Article 1, includes a. requirements; b. procedure; c. term of service; d. fees/tariffs, e. service products; and f. handling complaints, suggestions, and input. (www.atrbpn.go.id)

The factor that influences the public service standard of the Ministry of Agrarian Affairs is the digitization of land data. All land documents will be stored electronically. One of the benefits of digital warkah over those that are still managed manually is that the search for warkah is faster than manual searches, and the amount of space used for warkah storage can be reduced (www.atrbpn.go.id).

Digitizing land data or warkah is the key to improving public services. Digitizing land data will provide convenience in searching and distributing the data related to the files submitted by the public. Previously, the average service at the land office was 30 files per day with digital data, up to 50 files per day (www.atrbpn.go.id)

In addition to land data, the Ministry of Agrarian Affairs develops online services related to service information and procedures. It will provide convenience to the community so that the service time can be practical according to the service standards of the Ministry of Agrarian Affairs.

The application of online services intends to optimize operational efficiency by lowering costs for both the organizers (government) and the community. Fast service will be very effective in addressing a crisis or problem. Then it can be addressed and managed relatively quickly.

In addition, electronic services will also increase the rating of the ease of providing services. The impact of this will be to improve services. The service process is electronic, online, real-time, and accurate, making it easy for the community to relate to land services.

#### 4. CONCLUSIONS

Generally, the Ministry of Agrarian Affairs service time is the element that people complain about the most. Digital transformation is a necessity to improve the performance of public services. Digitization of land data

or warkah provides convenience and speed in finding and distributing the files needed under service submissions by the community. The land data is the key to improving public services.

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