



# Implementation of the E-Kelurahan Program in Improving Public Services in Kelurahan Koya Timur City of Jayapura

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**Abstract.** Quality public services are one that can support the realization of good governance. Realizing quality public services must be able to keep up with the development of science and technology, and this is a challenge for local governments to be able to produce innovations that are oriented towards technology and information. In an effort to support the realization of quality public services, the local government of Jayapura City has established a policy on the implementation of information technology-oriented public service programs. The program in question is e-Kelurahan which is implemented in all villages in Jaya Pura City including Koya Timur Village. The purpose of this study was to determine the implementation of the e-Kelurahan program in improving public services in the Koya Timur Village. The method used in this research is qualitative method. The results of this study indicate the creation of quality service quality based on the ease and responsiveness of the government in providing follow-up to public complaints regarding administration or documents in the Koya Timur Village Government. The e-Kelurahan program also provides many benefits for the community, although there are still some obstacles that must be faced in implementing the e-Kelurahan program, including the internal network and resource capabilities that are not yet optimal to support the e-Kelurahan program in East Koya.

**Keywords:** implementation · e-Kelurahan · public service · good governance

## 1 Introduction

The strategic issue in regional governance that becomes a challenge in realizing good governance is public service. Optimizing public services in the administration of local government must be supported by innovations that can support the performance of local government officials. The innovations produced in the provision of public services are also related to the capacity of resources, including the competence and professionalism of the state civil apparatus.

Talking about public services cannot be separated from the meaning of helping and providing convenience to the community, either directly or indirectly. Public services carried out in this era of globalization must be able to answer the demands and needs

in the life of the state and society and must be able to keep up with changes in the development of science and technology, especially in the era of the industrial revolution 4.0. Tini [1] argues that the challenge in the industrial revolution 4.0 era is to realize excellent service, the government must be able to adjust the implementation of its services by implementing technology-based (digital) public services, because with technology, transparency, speed, convenience are the keys to a service materialized.

The main problems of public services are basically related to the quality and quality of the service itself which depends on the pattern of its implementation (management), the support of human resources and institutions, as follows:

- a. The pattern of implementation has weaknesses; less responsive, less informative, less accessible, less coordinated, bureaucratic, less willing to listen to community complaints/suggestions/aspirations and inefficient.
- b. Human resource support, has weaknesses; related to professionalism, competence, empathy and ethics.
- c. Institutional, has weaknesses; lies in the organizational design that is not specifically designed in the context of providing services to the community which is full of hierarchies so as to make services convoluted and uncoordinated.

Based on this explanation, Munhurran, et al. [2] analyzes the solution to the problem of public service must have reliable human resources and have the ability to carry out public services properly so as to bridge the gap between the perceptions of customers (society) in public services that must be carried out in carrying out public services. Improvement of service delivery capability. Capacity building that must be carried out by regions that aim to optimize public services is the provision of training and skills in providing public services and must be able to provide technological systems that support and assist employees (human resources) in optimizing services.

Public services tend to be oriented towards information technology innovation in the administration of government, and this is a big challenge and opportunity in increasing efficiency, effectiveness, transparency and accountability so as to create quality service. So, the government is also creating solutions to meet the demands of the times by using new technology that aims to serve the community in terms of facilitating access to information, comfortable services, improving service quality that provides opportunities for direct participation. One of the local governments that has used technology in governance is the City of Jayapura, especially the Koya Timur Village.

Koya Timur Village has made an application that supports public services, namely e-Kelurahan. This e-Kelurahan application aims to provide intensive services to the community, business people and the government environment through the kelurahan website so that it can minimize corruption, increase transparency, increase convenience, increase income and reduce costs in government administration.

e-Kelurahan is one solution in improving the quality of service to the community in East Koya Village, because administrative services are not optimal, resulting in low quality of service in East Koya Village. As seen in the Table 1.

Based on the Table 1, that the main reason for implementing the Jayapura City Government policy, namely Mayor Regulation Number 36 of 2017 concerning the Implementation of Electronic Systems (E-Government) within the Jayapura City Government

**Table 1.** Table of Service Quality to the Community

Target Strategic	Performance Indicator	Target	Realization	Not yet Realization
Quality of service to the community	Percentage of service complaints that are followed up	100%	63%	37%
	Average completion time of cover letter/certificate	15 menit	30 menit	100%
	Number of certificates of service sector	1000	570	43%

Source: LAKIP, Koya Timur Village, 2018.

including Koya Timur Village, is that the quality of services provided to the community is not yet optimal so that the indicators performance is still relatively low. The implementation of the e-Kelurahan which was created in Koya Timur Village as an effort to support the implementation of the electronic system in Jayapura City so that it can provide convenience for the community in administrative management, but there must be special assistance to the community in the use of this e-Kelurahan.

The implementation of e-Kelurahan in Koya Timur Village has not been realized properly, which is caused by resources that are not ready to support IT-based public services including the readiness of the government and the community, as well as facilities and infrastructure which are the main factors in this e-Kelurahan application, namely Internet Network. Thus, resources in the form of the internet network are the main carrying capacity so that people can easily access and utilize the e-Kelurahan program.

e-Kelurahan is an innovation created as an idea to improve the quality of public services so that good governance can be realized. In accordance with the results of Cordella's research [3] that the provision of public services must be able to answer challenges for public institutions so that they can support the creation of innovations in government administration that have an impact on government performance in accordance with effective public values. Then, Hajar [4] also stated that in realizing good governance, it must be supported by the resources owned by the region, including the components involved in governance so as to produce good and quality performance.

Furthermore, Hamirul [5], concluded that the problem of public services must be minimized due to the development of access to technology and the transparency provided regarding public services and is based on the time and cost that must be prepared to get excellent service. Thus, in implementing e-Keluraham as a product of public service innovation in Koya Timur Village, it must be optimally supported by existing resources, especially the government and internet access networks. Thus, public services through the use of information technology can be realized properly and provide benefits to the community.

The success of the e-Kelurahan implementation can be measured according to program actions based on the objectives to be achieved. As explained by Metter and Horn [6] there are several variables that can affect policy performance, namely

- a. Measures and policy objectives as indicators that can assess the policy objectives that have been implemented or realized.
- b. Resources that depend on the ability to take advantage of availability and readiness, including human resources and financial resources.
- c. Characteristics of implementing organizations that can be democratic and persuasive.
- d. Communication between organizations related to increasing understanding, based on standards and policy objectives.
- e. The disposition or attitude of the implementer based on the characteristics of the agency or organization.
- f. The social, political and economic environment to create and promote policy success.

Agustino [7] also argues that policy implementation is a process of translating regulations into action, which in practice is often politically charged because of the intervention of various interests to achieve the goals that have been set. The performance of government officials is very influential on the implementation of e-Kelurahan in Koya Timur Village, because if the role of the government is bad, irresponsible and weak in seeking a sense of security and comfort in providing services to the community, it can have an impact on the success of e-Kelurahan as an innovation in an effort to support administration of government through an electronic system. The process of implementing e-Kelurahan is an action taken to solve public problems so that a policy can be modified and elaborated.

## 2 Methods

This study uses a qualitative approach, which emphasizes more on meaning and values. Arsid, et al. [8] argues that the presentation of data in the form of a narrative after being identified, described, and analyzed, is then reduced to a temporary conclusion if it is declared not feasible, but if it is deemed feasible, valid conclusions can be drawn so that it can provide an overview. Clear about the research phenomenon. The qualitative method in this study aims to obtain a clear, systematic, factual, accurate and valid description and description of the implementation of e-Kelurahan in improving public services in Koya Timur Village. Data collection techniques in this study include direct interviews with several informants as resource persons, and are supported by primary and secondary data as research material so as to provide convenience for researchers to analyze, construct the object under study to become clearer.

## 3 Result and Discussion

The government uses information technology that aims to improve services to the community, including providing easy access and improving interactions between work units and streamlining government administration. There are basically 2 types of services

needed by humans, namely physical services that are personal as humans and administrative services provided by other people as members of organizations, such as government organizations.

Public service is a need that must be fulfilled optimally by service providers because the community really expects goodness, equality of rights and transparency in service delivery. This is due to the fact that public services cannot be separated from the needs of the community, so that the success of public services is related to satisfaction and comfort in receiving services. Service quality can be measured by the level of satisfaction felt by consumers or the community which is evidence of good and right governance.

Government policies regarding service delivery must be adjusted to the interests, desires, expectations and demands of the community in accordance with the applicable laws and regulations. Jati [9] argues that the paradigm shift of public service delivery towards a more transparent, accountable and participatory service pattern turns out to be at the implementation level encountering many obstacles, where these obstacles do not only come from government officials but also from the side of the community who do not fully believe in improvement efforts. What the government is doing. Likewise, what happened to the implementation of public services in the Koya Timur Village through the e-Kelurahan application was still experiencing several problems, especially the community's readiness to implement e-Kelurahan.

The readiness of the community and government must also be supported by good facilities and infrastructure that can support the optimization of the implementation of e-Kelurahan in Koya Timur Village. The e-Kelurahan program in Koya Timur Village is a solution in minimizing public service problems, and becomes a deep transformation to find out the methods used by the government to interact with communities related to the management process, namely 1) internally regarding the application of information technology for automation, cooperation, integration between government agencies as a tool to assist in the decision-making process; 2) external as a service that provides information through internet media.

The creation of e-Kelurahan in Koya Timur Village is a solution that can provide excellent service to the community and can also provide solutions for improving service quality in East Koya Village. The implementation of the Mayor's Regulation Number 34 of 2019 has created an e-Kelurahan program that aims to realize the vision and mission of Jayapura City, namely 1) To support the achievement of the vision and mission of the Jayapura City government; 2) To strengthen the institutional capacity of the kelurahan level government; 3) To answer the demands of the needs and aspirations of the people in their respective regions; and 4) To support development priorities at the respective kelurahan level.

e-Kelurahan is one of the service innovation products that supports the Jayapura City government's policy regarding the implementation of electronic systems in government which can also be called e-government. Indrajit [10] there are several indicators that can be used in determining the factors that affect the quality and effectiveness of e-government services including e-Kelurahan in Koya Timur Village, as follows:

a. Support from the government

In accordance with the results of this study, it illustrates that government support has been optimal, namely the existence of the e-Kelurahan application as a solution in

facilitating administrative services for the community through the kelurahan website that has been available as access to utilize e-Kelurahan services.

b. Financial Resources

The implementation of the e-Kelurahan program in Koya Timur, has financial sources that come from village funds. The e-Kelurahan program sourced from village funds is one of the main activities in managing village funds that can provide direct benefits to the community through providing easy access to administrative services and transparency.

c. Availability of Human Resources

In addition to budget and government support, the implementation of e-Kelurahan must also be supported by professional and competent human resources. Human resources owned by Kelurahan Koya Timur are still limited so that the implementation of e-Kelurahan has not been optimal so that the performance of the subdistrict government is still constrained by reliable employee resources. This is a note for the Kelurahan government to recruit several employees who can be loyal and have the ability to use technology as the main means to support the access of e-kelurahan applications on the Koya Timur Kelurahan website page. Not only ability is the basis for selecting and recruiting village staff resources, but they must have a good work ethic.

d. Paradigm change and careful planning

The implementation of e-Kelurahan in East Koya must first be well-organized and well-planned. Good planning can result in correct performance, including the implementation of the e-Kelurahan application in East Koya. Based on the paradigm of public administration, this research is one of the developments in the paradigm, namely the New Public Service (NPS). The implementation of the New Public Service (NPS) in local government administration activities must be supported by information and communication technology so as to create innovations that support electronic system policies, namely e-government. The development of technology and information also brings changes in people's mindsets about social changes related to the usefulness of public services.

e. Support from the community

The implementation of technology and information-based public services can be successful if all aspects support and develop the applicable system. The support that has an important role in the implementation of IT-based public services other than the government is the community. Community elements are direct beneficiaries of services that use information technology such as the e-Kelurahan application in East Koya. Optimal community support is the key to the success of e-government implementation, especially e-Kelurahan in Koya Timur Village.

The implementation of e-Kelurahan is strongly supported by various parties, apart from the government as well as from the community and other parties so that the implementation of this program can develop in accordance with the service system that has been prepared based on the Mayor's Government policy instructions Number 36 of 2017 concerning the Implementation of Electronic Systems (e-Kelurahan). Government)

**Table 2.** Comparison table of the use of e-kelurahan and the manual method of Kelurahan Koya Timur

NO.	Kelurahan	e-Kelurahan			Manual		
		2019	2020	2021	2019	2020	2021
1.	Koya Timur	-	335	3021	-	3426	4821

Source: Kelurahan Archives for 2021

within the Jayapura City Government. The realization of the preparation and manufacture of e-Kelurahan is also supported by sources of funds sourced from the government, namely Kelurahan funds.

The development of technology and information is the main foundation in the implementation of electronic systems that aim to provide excellent service to the community. So, the support and availability of resources play an important role in optimizing online public services, especially in the Koya Timur Village.

The e-Kelurahan program implemented in Koya Timur Village, when viewed from a population of 28,501 and compared to the use of e-Kelurahan since 2020 is still not optimal, as shown in the Table 2.

Based on the Table 2, there is a comparison in the use of e-Kelurahan against manual mail processing, this is due to the lack of e-Kelurahan socialization carried out by the Koya Timur Sub-district Government, so that people still use manual mail processing compared to online. Thus, it can be concluded that in using the e-Kelurahan application, not only support is needed but also careful planning related to planning for the provision or attracting reliable human resources and facilities that can optimally support the maximum utilization of online services.

Improving the quality of public services in Koya Timur Village, must also be supported by optimal facilities, especially internet networks that can support access in implementing e-kelurahan as an innovation creation in public services in East Koya Village. The next follow-up can be e-kelurahan that has public value as a valuable framework and is in accordance with the needs of the community.

Thus, the implementation of e-kelurahan is an innovation in public services that uses the development of information technology to provide convenience in accessing and providing excellent service to the community. This e-kelurahan innovation produces novelty in public services, namely with important media indicators in good and correct governance, namely by strengthening public values.

## 4 Conclusion

The contribution of e-kelurahan as an online service media that can be utilized by the community, especially the Koya Timur Village, Jayapura City, is a tangible manifestation of the implementation of an electronic system in local government. Another name for electronic systems in local government administration is called e-government.

The main reason for implementing local government through electronic systems is very closely related to computing technology and internet networks, especially public

services. The development of information technology has been able to affect the public service system through the internet network which is used to support efficient and effective government administration and provide transparent and satisfying services to the community, including the e-Kelurahan program in East Koya.

The implementation of e-kelurahan in East Koya plays a very important role in realizing the government's desire and the needs of the community to be able to improve the quality of transparent administrative services, ease of access, as well as time and cost determination. Public services in the Koya Timur Village also really need public values that can provide strengths and weaknesses in the implementation of e-kelurahan. These values can provide a solution to the implementation of e-kelurahan in East Koya.

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**Authors' Contributions.** The results of this study can be used as a reference for optimizing IT-based public services in Jayapura City, which is carried out by strengthening public values as a support for improving the quality and quality of administrative services in Koya Timur Village.

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