



Analysis of E-Government Implementation on Organizational Performance

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Abstract. Tangerang City is a city that has used technology to implement e-government in order to achieve good governance. Several applications have been developed to aid in community service. With the development of these various applications, it is easier and faster to provide services without meeting in person, and there is more transparency. Furthermore, the Tangerang City Government has prepared an internet network in public places as well as in the RW environment, also known as RW net. This is obviously done to make it easier for the general public to access the applications that have been developed. Some of the compiled applications have segments for young people, millennials, and generation X, but a comparison of the population and application users shows that their use is still not optimal. E-government implementation at the local government level is expected to result in faster, better, and more efficient public services, as well as increased application of good governance principles.

Keywords: e-Government · organizational performance

1 Introduction

E-Government is a public service provided by all government agencies, both central and regional, through the use of information technology. It should be regarded as a means rather than an end in itself. This can be implemented properly if technical and non-technical factors affecting success are considered. Non-technical factors are more domains than technical factors in general, so when designing and implementing a government application, an in-depth understanding of non-technical factors is required.

E-government implementation at the local government level is expected to result in faster, better, and more efficient public services, as well as increased application of good governance principles. The Regional Government works optimally and is accessible to the community in order to accelerate the achievement of the vision and mission that have been established in order to provide excellent service to the community. The most common e-Government application is the development and application of various information technology portfolios with the primary goal of facilitating community interaction. So that the main purpose of the Regional Government developing various applications is to bring the government closer to the community through various various accesses so that they can easily reach the fulfillment of various service needs that the community requires on a daily basis.

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2 Literature Review

Electronics Government, or e-government, is one method for improving the quality of public services and increasing active participation in providing community information. Another understanding is one form or model of a government system based on digital technology, in which all administrative work, community service, resource supervision, and control are managed in a single system. This is a shift in the context of improving public services through the use of information and communication technology, with the goal of making public services more transparent, accountable, effective, and efficient.

Define E-Government as an effort to improve efficiency and effectiveness, transparency, and government accountability in providing better public services through the use of information and communication technology [9]. Meanwhile, argues that this is a new interaction mechanism between the government and the community and other interested parties, involving the use of information technology (especially the internet) with the aim of improving service quality [10]. So that E-Government can be interpreted as an electronic-based government administration to improve the quality of public services efficiently, effectively and interactively. The essence of the above is the use of information technology that can improve relations between the government and other parties (residents, entrepreneurs, and other agencies).

The use of the application in its application provides an opportunity to improve and optimize the relationship between government agencies, the relationship between the government and the business world and the community. The pattern of utilization of information technology is a collaboration or a combination of hardware in the form of computers and software in the form of communication network systems.

That E-Government is a public service held through a government website where the domain used also shows the Indonesian government domain, namely (go.id) [12]. This is done by using information and communication technology to promote more efficient and cost-effective services, thereby facilitating service delivery to the general public and making the government more accountable to the public.

Meanwhile, the notion of E-Government is an effort to create an atmosphere of government administration in accordance with the shared objectives of a number of interested communities, therefore the declared vision must also reflect the shared vision of the existing stakeholders such as:

- a. The government's operational performance and productivity are improved in terms of serving its people;
- b. Promote transparent and clean government;
- c. The performance of public services is improved so that the quality of people's lives will be better;
- d. Ensuring the creation of a democratic state administration [11];

Referring to the explanation above that the Vision originates "From, By and For the community or community, its implementation will depend heavily on the conditions of the local community.

Based on this, basically E-Government is an electronic-based administration of government in order to improve the quality of public services to the community to make

them more effective and efficient. There are several things that we can draw from the above understanding, namely:

- a. The use of information technology in the form of the internet as a new tool;
- b. The purpose of its use is to create an effective, efficient and productive government in the use of internet technology, all convoluted processes or procedures can be trimmed

Apart from that, E-Government is expected to provide benefits to:

1. Improving services to the public without being limited by working hours or without having to wait for government offices to open. So that information from the government can be obtained from the office, home without having to come to the government office.
2. The relationship between the government, the community and business people becomes easier and better, thereby reducing the feeling of distrust from all parties to the government
3. Community empowerment through easy-to-obtain information so that people can easily get the information they need to speed up services.
4. Implementation of government is more efficient because government coordination is carried out through the use of information technology without being in the same physical location.

Based on the description previously presented, the objectives of e-government development are:

1. Use of technology to improve the quality of public services.
2. Creating a government that is clean, transparent, and able to respond effectively to demands for change.
3. There are organizational improvements, management systems, and governance work processes.
4. Establishment of an information network and public service transactions that are not limited by time and location, and at a cost that is affordable to the community.
5. There is an interactive relationship with the business world;
6. Formation of communication channels with all state institutions and provision of public dialogue facilities;
7. Establishment of work processes and management systems that are transparent and efficient, as well as facilitating transactions and services between government agencies.

Technology use the information used has the role that important in realizing changes in the way the government works, both the Central Government and Regional Governments in achieving their work targets. Information technology is a form of technology which applied for process and send information in form electronic. With the information technology, it will make it easy Public for knowing performance apparatus his government. Transparency this push Central Government and Local Government for increase

performance apparatus and prevent existence practice corruption, collusion, and nepotism (KKN). The use of information technology will make it easier for the public to access information in order to increase transparency and accountability in government agencies. Apart from that, it can also expand public participation where it is possible for the community to be actively involved in making government policies.

In accordance with Presidential Instruction (Inpres) no. 3 of 2009 that every Governor and Regent/Mayor to take steps to implement e-government development nationally. Based on these regulations, the government must be able to meet two different but closely related modalities of community demands, namely:

1. Public services that meet the interests of the community, are reliable and trustworthy, and are easily accessible interactively.
2. People's aspirations can be heard, so the government must facilitate public participation and dialogue in the formulation of state policies.

The development of e-government in accordance with the mandate is directed to achieve four goals, namely;

1. Establishment of information networks and public service transactions that have quality and scope that can satisfy the wider community and can be reached throughout Indonesia at any time without being limited by time and costs that are affordable by the community.
2. The establishment of interactive relations with the business world to enhance the development of the national economy and strengthen the ability to face changes and competition in international trade.
3. Establishment of communication mechanisms and channels with state institutions as well as providing facilities for public dialogue for the community to participate in the formulation of state policies.
4. Establishment of a transparent and efficient management system and work process as well as facilitating transactions and services between government agencies and autonomous regional governments.

In this case, the Tangerang City Government realizes the importance of working electronically aimed at increasing efficiency and government performance and reducing administrative process costs. The notion of performance is the level of achievement of results or results degree of advancements or, performance is level achievement destination organization [13]. Meanwhile, Performance is defined as the result of work itself (outcomes of work), because the results of work provide a strong relationship with organizational goals, customer satisfaction, and economic contributions [14]. as for the results of the performance carried out through process evaluation also could made as size success. Basically, appraisal Organizational performance can be used as an organizational measure over time and the appraiser can also be used as input for improvement and organizational performance improvement.

Meanwhile, according to Bastian that organizational performance is a description of the level of achievement of the implementation of tasks within an organization in realizing the goals, objectives, vision and mission of the organization [8]. Meanwhile,

Armstrong and Baron in [15] explain that performance is doing work and the results achieved from the work. So that performance is the result of work that has a strong relationship with the strategic objectives of the organization, customer satisfaction and contributing to the economy.

Performance is carrying out an activity and perfecting it in accordance with its responsibilities with the expected results. Based on the above definition, performance is more emphasized on responsibility with the expected results [6]. Furthermore, the notion of performance is a description of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, mission and vision of the organization contained in the strategic planning of an organization [7].

As said that performance is the result of work that can be achieved by an employee or group of employees in an organization in accordance with their respective authorities and responsibilities in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics [5]. So based on various opinions by experts regarding the performance above, it can be concluded that performance is an inseparable part of an organization, which is measurable work performance, related to personal abilities and skills that affect the team or organization as a whole.

Based on this, organizational performance can not be separated from the factors that can influence. as for the factors that affect organizational performance:

1. Technology in the form of work equipment and work methods. The higher the quality of the technology used, the higher the level of organizational performance.
2. The quality of inputs or materials used by the organization.
3. The quality of the physical environment.
4. Organizational culture.
5. Leadership.
6. Management of human resources.

3 Methodology

In preparing this journal the methodology used is qualitative research methods. The definition of qualitative research is research that is used to investigate, find, describe, and explain the quality or privilege of social influences that cannot be explained, measured or described through a quantitative approach [1]. Sugiyono (2011) defines it as a research method based on the philosophy of post-positivism, used to examine the condition of natural objects, (as opposed to experiments) where the researcher is the key instrument, sampling of data sources is carried out purposively and snowball, collection techniques are triangulation (combined), data analysis is inductive or qualitative, and qualitative research results emphasize meaning rather than generalization [2].

Meanwhile, that qualitative research is research that intends to understand the phenomena of what is experienced by research subjects such as behavior, perception, motivation, action, etc. [3]. Holistically, and by way of description in the form of words and language, in a special natural context and by utilizing various natural methods.

The type of qualitative research carried out is a case study. This method examines certain phenomena that exist in society which are carried out in depth to study the background, circumstances, and interactions that occur. In this case, the case study that will be carried out regarding the implementation of e-government in this case is the Tanglive application that has been built by the Tangerang City Government on organizational performance.

4 Results and Discussion

In order to realize e-government towards good governance, the Tangerang City Government has made various applications in order to make it easier and accelerate services to the community. This is because so far there have been complaints from the public against public services delivered by the community. The applications that are built are carried out by the Regional Office of the Ministry of Communication and Information in accordance with their main duties and functions. In the development of this application, the Department of Communication and Information (KOMINFO) is assisted by employees of both the Aparatur Sipil Negara (ASN) and consultants who have expertise in the IT field.

The division of the compiled application is divided into 2 (two) parts, including the following:

1. Applications built to facilitate the work of state civil servants are packaged in one portal, namely the e-gov portal.
2. An application built to fulfill and accelerate public services for the community in the form of the Tanglive application portal.

The Tangerang City Government has a vision of “The realization of a prosperous, well-mannered and competitive Tangerang City”. In addition, Tangerang City strives to continue to create a smart city with a city entitled LIVE: Liveable (Liveable), Investable (Investable), Visitable (Worth a Visit) and E-City (Digital City). Tangerang City which has an E-City Icon or Digital City is evidenced by the fact that to date 201 applications have been built to make it easier in terms of government management and public services (<https://application.tangerangkota.go.id/front/home>), here are the details (Table 1).

Some of the data, benefits and users of public service applications can be seen as follows (Table 2).

Table 1. Tangerang City Applications

No	Function	Amount
1	Government Management Apps	72
2	Public Service Application	129
	Amount	201

Source: <https://application.tangerangkota.go.id/front/home>.

Table 2. Types, Benefits and Application User Data on the Tangerang Live Portal

NO.	APPLICATION TITLE	APP BENEFITS	USE LEVEL	
			2020	2021
1	<i>JOBFAIR</i>	Applications built to make it easier to find job vacancies	298,113	356,463
2	<i>SOBAT DUKCAPIL KTP</i>	Applications built to make it easier to apply for an ID card	2.159	13,947
3	<i>PENGANTAR RT RW</i>	Applications built to make it easier to make ID cards and KK	148,542	140,592
4	<i>AKTA LAHIR</i>	Applications built to make it easier to make birth certificates	131,193	200,864
5	<i>CEK AKTA LAHIR</i>	Applications built to make it easier to check birth certificates	99,883	7,463
6	<i>KARTU KUNING</i>	An application built to make it easier to get a yellow card for job seekers	98,505	137,820
7	<i>LAKSA</i>	Applications built to accommodate suggestions and opinions from the community	60,779	60,926
8	<i>INFO COVID 19</i>	Applications built as a means of covid information	21.743	30854
9	<i>LOWONGAN KERJA</i>	Applications that contain types of job vacancies from companies	9.338	–
19	<i>AMBULAN GRATIS</i>	Application built to inform and serve free ambulances for the public	7.157	8.397
20	<i>MOBIL JENAZAH GRATIS</i>	Applications built to inform and serve free hearse requests for the public	7.126	7.103
21	<i>SIMPATI RS</i>	An application built to inform the number of vacant beds in hospitals throughout Tangerang City	5.232	8047
22	<i>VAKSIN</i>	Compiled application for vaccine registration	–	120,048

Source: Department of Communication and Information of Tangerang City

The application development that has been implemented has received a good response from the people of Tangerang City. This can be seen from the number of citizens who use the application. However, to find out the use of the application that has been compiled by the Tangerang City Government is actively used by the community or it will not be seen from the comparison of the population. Meanwhile, in 2020 the population in Tangerang City is 1.89 million people with the following details (Table 3).

Table 3. Number of Population by Age Group and Gender

Age Group	Man	%	Woman	%	Amount
0 to 14	244,441	51.25	232,504	48.75	476,945
15 to 64	675,439	50.43	663,837	49.57	1,339,276
64+	39,129	49.36	40,136	50.64	79,265
Amount	959,009	50.59	936,477	49.41	1,895,486

Table 4. Number of Population by Generation Age Group

Generation Age Group	Amount
Generation Z Post Posts	262,495
Generation Z	479,480
Millennials	521,431
Generation X	419,616
Boomer	196011
Pre Boomer	16,453
Amount	1,895,486

Source: BPS (Tangerang City in Figures for 2021)

The population by generation age group is as follows (Table 4).

Associated with the objectives listed in the Mayor's Regulation no. 2 of 2016 article 2 reads: the purpose of the use of e-government aims to improve efficiency, effectiveness and accountability in the administration of government, development and society as well as make it easier for the community to obtain public services. Following up on this, Tangerang City has also prepared supporting facilities so that the public can access free applications that have been built. The supporting suggestions that have been prepared are internet networks in 12 public areas and 955 networks in each RW or better known as RW net. The hope is that with the construction of supporting facilities, the community can access the application anytime and anywhere.

Based on Table 5, the population of Tangerang City in the productive age between the ages of 15 to 64 years is 1,339,276. Based on the data on the number of users juxtaposed with the population of the City of Tangerang both in terms of age and generation, the level of use is not significant. If we compare the population data based on the technology literate generation, namely the millennial generation and generation X, totaling 941,047 people with the highest application users, namely the job fair, which amounted to 356,463, the use is still not significant.

Based on the data on the type of application and its use, one sample or case can be taken, namely for the manufacture of e-KTP which in the manufacturing process can use applications to reduce interaction and facilitate service to the community. The data can be described as follows:

Table 5. The manufacture of e-KTP

No	Description	Submission via App	ID card issued	Percentage
1	Making ID Cards in 2020	2.159	212,526	1
2	Making ID Cards in 2021	13,947	162.244	8.58

Source: Dukcapil Office of Tangerang City

Based on the data above, the community prefers to submit directly (manually) for the completeness file for making an e-KTP to the Population and Civil Registry Office as a regional apparatus that has the authority and duty to serve the making of an e-KTP. Because if you look at the data above, the percentage of submissions through applications in 2020 is 1% and in 2021 it is 8.58% of the number of printed ID cards.

If you look at the understanding related to e-government, the Tangerang City Government has implemented this, with the aim of improving organizational performance. Because the higher the information technology used, the higher the organizational performance. To develop quality applications, the Tangerang City Government already has human resources that specifically handle the designated regional apparatus, namely the Communication and Information Office (Kominfo Service). However, if you look at the pattern of use and utilization of the applications that have been built by the Regional Government, the community has not taken full advantage of the facilities and access that have been provided. So that the services carried out are still manual for the process of submitting the service in question.

This is in line with the results of research from [4] regarding the Identification of Community Satisfaction with Smart Government In Fulfilling Public Service Needs in the City of Tangerang, the results show that the implementation of smart government in the City of Tangerang is still very low when viewed from the realization of programs that are already running, because the users of smart government services are still very few when compared to the number of people who can use the service" [4]. With the results of this discussion, it is necessary to re-examine the factors that cause the lack of public participation in the use of applications that are built to facilitate services to the community.

5 Conclusion and Implementation

The purpose of application development carried out by local governments is of course to simplify, accelerate, and transparent in the implementation of services to the community so that it will be more efficient. Through this application, it is hoped that there will be no queues at public service counters and no complaints from the public. The community is facilitated by the application, with the functioning of the application being built, the objectives of the local government as a community service are expected to be achieved. The community is facilitated by not having to spend money to get public services. These services can be carried out at home or in public places via mobile phones owned by the community.

In addition to developing various applications, long-term facilities in the form of the internet have also been installed in various public area locations and in every RW or known as RW net. With the convenience provided, regional officials can carry out services anytime and anywhere without the need to meet face-to-face with people who need services. This can eliminate allegations of corruption, nepotism and gratification which have been the monitoring of law enforcement officials.

The purpose of building applications and supporting facilities in the form of the internet by the Regional Government is so that many people can take advantage of the various types of services provided. Based on the results of the discussion that when compared between the number of people based on productive age with a total of 1,339,276 and also from the side of population based on generation, namely the millennial generation and generation x who are technology literate, it can be seen that the population has not directly affected the use of applications built by the Government. Area.

Apart from that, the facilities built through this application have not been fully utilized by the community, as illustrated by one of the applications, namely Sobat Dukcapil for the service of making ID cards. The percentage of community submissions through the application is relatively small when compared to e-KTP documents printed by the Population and Civil Registry Office. Through one of these cases, it can be seen that the community is still carrying out directly or manually for the proposed service.

If it is associated with organizational performance, the information technology built is expected to improve the performance of employees in local government organizations so that services become faster and easier and reduce interaction. However, with the conditions described at this time that the process is still carried out manually which will affect things that were previously expected to accelerate organizational performance. This is certainly a challenge for local governments to re-evaluate organizational performance. Based on this, there needs to be further research so that it can be known about the implementation of e- government in the Tangerang City Government and the factors that influence the low use of applications that have been built at this time.

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