

E-Government-based Bureaucratic Reform in Public Service

Yusriadi

College of Law Sciences Pengayoman
Bone Regency, Indonesia
yusriadi.yusriadi@uqconnect.edu.au

Abdul Sahid

College of Administrative Sciences
YAPPI Makassar
Makassar, Indonesia
sahidsarome@gmail.com

Indriati Amirullah

College of Administrative Sciences
YAPPI Makassar
Makassar, Indonesia
indychalie@live.com

Abdul Azis

College of Administrative Sciences
YAPPI Makassar
Makassar, Indonesia
andikaabdulazis@gmail.com

Anne Abdul Rachman

College of Administrative Sciences
YAPPI Makassar
Makassar, Indonesia
anneabdrachman@gmail.com

Abstract—Program Electronic Government aims to realize excellent service through increasing the scope of licensing service by bureaucracy of regency / city government in Indonesia. This study aims to analyse and explain the implementation of electronic government from the aspect of public service and its implication to the excellent service in Indonesia. The type of research used is descriptive-qualitative with case study approach. Data collection techniques used are interviews, observation, and documentation. The instrument in this research is the researcher himself, while the informant uses purposive technique. Data analysis techniques used follow an interactive model that includes the collection, data condensation, data presentation, and verification / withdrawal of conclusions. The results of research show that bureaucracy reform with the implementation of smart city based e-government which is held in Indonesia shows effective results seen from production, efficiency, satisfaction, adaptation and survival. Implementation of smart city with the implementation of e-government in Indonesia is an effort in improving public services, which aims to provide transparent information to the public by showing the work of the bureaucracy in handling the existing public service issues. Thus (proposition), if the application of modern technology appropriate with professional human resources, will directly improve the quality of public services.

Keywords—decentralization; electronic government; public service; bureaucratic reform; smart city

I. INTRODUCTION

One of the renewal efforts to support bureaucratic reform is using information technology. This effort is considered effective way to improve bureaucracy in Indonesia. Information technology can be applied in state institutions such

as legislative, executive and judiciary. Even public administration officials can use technology in delivering various information about government to the public. With information technology, government performance is considered to be more efficient, people can also directly control the performance of public officials, and these will certainly bring good influence in bureaucracy in Indonesia [1].

In Indonesia, E-Government innovations have been implemented in recent years. In addition to the need, both central government and local government will be an integrated system, the development of E-Government in Indonesia is supported by the Presidential Instruction of the Republic of Indonesia Number 3 Year 2003 on National Policy and Strategy of E-Government Development and supported also by related regulations such as -laws in Number 14 of 2008 on Public Information Openness, and Government Regulation Number 61 of 2010 on the Implementation of Public Information Disclosure Act. In addition, in line with the spirit of bureaucratic reform in Indonesia, E-Government increasingly plays a role in improving the quality of public services and help the process of delivering information more effectively to the community. It should be considered and understood that in accordance with the mandate of the 1945 Constitution Article 18 Paragraph (2) and Article 34 Paragraph (3), the improvement of public services should get the main attention of the government, because public service is the basic social rights of the society or fundamental rights.

Some of the benefits of E-government include reducing administrative costs; improving the ability to demand and inquiries about public services both in terms of speed and accuracy can provide access to services for all aspects at all

levels. These benefits are ultimately expected to improve the capacity of government in general. Some local governments have shown significant progress. Even in Surabaya City, Government has started to use e-government for the procurement process of goods and services (e-procurement). Several other local governments also performed well in the implementation of E-Government such as: Jakarta, Yogyakarta, East Java, North Sulawesi, Bogor, Tarakan, Kebumen, East Kutai, Kutai Kartanegara, Bantul, and Malang.

In 2013, as many as 11 Provinces in Indonesia can already be categorized either in applying E-Government (pegi.layanan.go.id). Of the eleven provinces categorized as good E-Government, South Sulawesi Province has not been included. According to the results of the E-Government rating study in Makassar City, this is because most of the Regional Working Unit (SKPD) in Makassar have an organizational structure but most SKPD do not have a clear Master Plan for E-Government implementation because the Master Plan managed by the Regional Development Planning Agency (BAPPEDA) and SKPD are not directly involved in planning the ICT Master Plan so that the direction of E-Government implementation becomes unclear. Likewise with the implementation of E-Government in Makassar City on 18 SKPD there is one SKPD category "Very Good", 7 SKPD categories "Good", 7 SKPD categories "Less" and 3 SKPD categories "Very Less".

The results of this study illustrates that the implementation of E-Government in Makassar is still in the category of "Less" [2]. In connection with this the City Government of Makassar launched Smart City program that aims to encourage the maximization of information technology to realize good governance. Makassar Smart City or in the common language known as E-Government is an effort from the government in developing an effective, efficient and transparent government system by optimizing the use of information technology system. This system has been developed since 1980 in the developed countries of Europe and Japan, while for Indonesia just entered in the early 2000s.

Makassar Smart City in Makassar City Government planning in cooperation with PT Telkom is modified by trying to improve module and feature addition, so this program is more modern and innovative. In the program Smart City Makassar there are five application services. First is E-Office in the form of application services that facilitate governance digitally. Second is the e-government urban are service that facilitates the management of population data administration. Third is integrated health service E- community Health centers. Fourth is "Makassar is not rantasa", which is a medium for the community to submit complaints to the government for further action. The fifth is "Kuciniki", which is a location-based application to monitor the performance of government staff for immediate solution.

The E-Office service has been used by 137 users throughout SKPD of Makassar city. Using the service, paper usage can be trimmed, the risk of letter fraud is reduced and all historical and log letters can be recorded properly. Meanwhile, E-Government in urban area has been running in 11 villages in Panakukkang district. For E- Community Health Centers already running at 10 Health Centers and health offices of

Makassar city, through this service the patient can do online registration using the Identity Number (NIK) before coming to certain community Health centers, E- Community Health Centers service also make health department easier to monitor health data community.

Of the three application services namely E-Office, E-Government and E- Community Health Centers contained in the program of Smart City in Makassar, this research focuses only on the application of e-Government services in urban village of Makassar in improving the quality of service as well as realize the program Smart City Makassar which has been proclaimed by the Government of Makassar.

II. RESEARCH AND METHODS

This study used a qualitative approach based case study. With this approach would be holistic observation and naturalistic. While the analysis used the approach analyzes interactive model of Miles and Huberman [3]. The main data of this study came from interviews with a purposive sampling technique to staff in the administration of public services, as well as with people who used services in Makassar City. Therefore, to ensure the degree of confidence of the results of this study, techniques done to maintain the validity of such data among others by the way; a) persistence of observations, b) triangulation, c) Carrying out checks peer through the conclusion of discussion, d) Presenting a detailed description and d) Holding auditing. The data analysis technique used in this study was the interactive model [3]. This analysis consisted of three basic components namely; data reduction, data presentation and conclusion or verification, the mechanism took place interactively. The analysis started from the data collection and continued until the time the study ended.

III. FINDINGS AND DISCUSSION

E-government as a whole will enhance good relations between government, corporations and communities, thereby increasing transparency, control, accountability, effectiveness and efficiency of government organizers and creating new governance environments which capable of addressing the various problems faced as a result of global change trends . Through E-government, communities will also be able to be more easily interaction with governments, which can create open and democratic public policy and services.

The results of informant interviews revealed that:

"E-government is carried out throughout urban village is a program of Makassar - to get Makassar city of the world. Thus, e-government in this urban village was first launched as a pilot which aims to increase, accelerate the service, meaning that during this time the citizen must come to the office, so it can be served but with the e-Government then at home can apply it. However, the print remains at the office of cooperation program with Telecommunication Limited Company (interview, January 2017)"

The types of information and services in urban e-government in Makassar City include the application of Family Card (KK), certificate of heir, Land, retired, Domicile,

Building Permit (IMB), Application for Identity Card (KTP) and business certificate. E-Government can provide better services to communities where information from government can be sought or obtained without having to physically come to government offices. The information materials are available 24 hours a day and seven days a week without having to rely on government operations office hours [4].

To see the implementation of e-government in sub-districts in Makassar City, which using indicators from Gibson are production, efficiency, satisfaction, adaptability and survival [5]:

1) Production

Production in this case is the service provided by using e-government. An interview with one of the service user informants revealed that:

"With this online service allows me to take care of ID card, just upload the file and wait for the outcome of ID card, no need to bother anymore to come to the office, different from the former, we have to go to the office first and see what conditions should provide in the management of ID cards, now is very easy (Interview, January 2017)."

This is similar to that expressed by the community of service users as well:

"Now it is easier, but sometimes in the form of online services now, sometimes we upload files difficultly and also I sometimes confused in accessing the website, I do not really understand about this online submission (Interview, January 2017)"

From these interviews it can be seen that the form of e-government services can facilitate the service users in managing the needs when compared to the service model before implementing e-government, but the implementation of e-government is sometimes hampered by human resource factors, as disclosed by one of the informants about his lack of understanding in the use of online services due to the level of knowledge in accessing the service website. It should be realized that the public demands the existence of public services that meet the interests of the wider community in all regions of the country, can be trusted, and easily accessible interactively [6].

2) Efficiency

Efficiency in this regard is that all services performed through e-government can be timely and can save costs compared to manual work. Interviews with service providers reveal that:

"Online service today, if there is a mistake we can directly correction in the application, so in terms of time savings, can be faster. It usually takes at least an hour to wait for the process of completion of the requirements, but with this e-Government service, ranging from 15 to 20 minutes then the requirements are completed. There are only a few weaknesses if there is a network interruption (Interview, January 2017).

Based on the results of the interview related to efficiency in the implementation of e-government shows a very good change

in the form of time and cost savings when compared to the form of service before the implementation of e-government, but it is sometimes constrained because of technological problems in the use of networks that sometimes disrupt the Internet network, usually experience obstacles. Through the process of transformation into the era of e-government, the government can optimize the use and utilization of information technology advances to reduce the barriers of bureaucratic organizations, as well as establish a network of management systems that allow government agencies to work in an integrated way to simplify access to all information and services public. if the changes implemented in the government sector certainly have more complex challenges. Therefore, changes or reforms in the government sector are clearly in great need of hard and consistent effort [7].

3) Satisfaction

Satisfaction in this case is that people are satisfied with the service after using e-government. The results of interviews with community users of services, revealed that:

"Related to the new service device, for me a businessman is quite satisfied, saving my time in taking care of business license, well although maybe some other service users differ with me. This is natural because the implementation of e-government requires internet network, we know there are still many people who do not understand in internet usage, I think that is reasonable because human resources are not too ready for technology-based services (Interview, February 2018) "

The results of the interviews are related to the satisfaction of the service users, indicating the satisfaction of the service users with the e-government implementation with the ease of experience as well as saving the time and cost in managing the business license, but it cannot be denied that the implementation of e-government is also constrained by factors human resource users of different services, there are still some people who have not understood the service online. Communities, especially in developing countries, will rapidly evolve into a digital society marked by an increasing number of people who use computers, lower communication costs, ease of use and access to hot news into a need, increased telecommuting, increased global economic activity, and so on. [8].

4) Adaptability

Adaptability in this regard refers to the organization's response to external and internal changes. The results of interviews with service providers, revealed that:

"In this office is constrained by the application of this program. Because this is a new service, so not all of us have fully understood how the application of the program, but it has been trying to overcome by training, we hope that in the future can be understood of all the application of e-government program implementation (Interview, January 2018) ".

The results of the interviews are related to adaptability in the application of e-government programs that get constrained in implementation of the application, one of the things to overcome this by following the forms of existing training.

Resources are positioned as inputs within the organization as a system that has economic and technological implications. Economically, resources are related to the direct costs or costs incurred by the organization that reflect the value or potential use of its transformation into output. Technologically, resources are related to the transformational capacity of the organization [9].

5) *Survival*

Survival in this case is an e-government program that can continue to survive to help service to the community. Interviews with service providers reveal that:

"We hope that in the future as an administrative apparatus, this program can continue to follow the changing era in the modern era, the target so that service to the community will be better and more satisfactory, the society can be served with efficient and cost-effective time (Interview, February 2018)".

The result of the interview is related to the survival that with implementation e-government that facilitates the society in the service process can keep progressing with the development of information technology, so that the society can receive service efficiently and save time. By applying e-government it also takes a series of cultural changes from traditional approach to management as well as from the era before information and communication technology to the era of the development of highly sophisticated information and communication technology [10].

IV. CONCLUSION

In its progress, the city continues to grow from different perspectives such as population, economy, social, culture and technology. This requires more innovative management and urban management. Smart city emerged as an alternative to innovative instrument concepts and began to be applied to major cities around the world. Smart city is a phenomenon that in a few years its emergence is increasingly popular around the world. This is evolving in the form of procurement projects, research, and has been applied as an integrated application. Making a city smarter is an obligation and cannot be opposed to its existence.

Realizing smart city, should be able to combine the development of technology with professional human resources and of course the full support of all elements, including the community. Implementation of smart city with the implementation of e-government in Indonesia as an effort in improving public services, which aims to provide transparent information to the public by showing the results of bureaucratic work in handling existing public service issues. Therefore, Smart City-based implementation of e-government is required as an intelligent solution. Broadly speaking there are two main things that must be prepared by a city planning in developing smart city that is efficient to apply appropriate technology and professional human resources.

Seeing the development of the concept of urban planning in Indonesia can be said very quickly, but the implementation process is not as fast as the existing expectations. Cities in Indonesia accept the concept of adaptation outcomes from

countries that have successfully implemented the concept of smart city based e-government. The concept of smart city is now a dream of many big cities in Indonesia. This concept is considered as a solution in overcoming public services. The journey to the concept of smart city has also started to run well. The growing application support as well as the creation of creative ecosystem in technology, is a good first step towards smart city based e-government. A city with the support of smart technology in supporting daily activities will certainly make it easier for people in the process of governance. However, the concept of smart city based on e-government seems to be supported by modern human mindset in Indonesia. Awareness of the maximum utilization of technology, and awareness of the importance of intelligent lifestyle are the things that need to be considered by every element of society living in urban areas.

Seeing barriers to the implementation of smart city-based e-government in Makassar and Indonesia in general, it needs an expansion of the use of information and communication technology in various fields in government services, the current limitations of the services become an obstacle to be solved. The government should further expand internet services in areas that implement smart city based e-government in Indonesia. In addition, the government can help communities manage resources efficiently and provide appropriate information in conducting activities or anticipating unexpected barriers.

Smart city becomes a dream of almost any country in the world. With smart city, various data and information located in every corner of government services can be collected and analyzed with smart applications. The development of smart city based e-government should be implemented in cities all over Indonesia, especially the provincial capital. Because the smart city based e-government can be realized a city full of technological progress, economic progress, social politics and the realization of community welfare.

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