E-GOVERNMENT: BETWEEN THE GOVERNMENT'S VISION AND ITS IMPLEMENTATION IN INDONESIA

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Abstrak − Dunia berubah dengan sangat cepat dan penuh dengan ketidakpastian, pesatnya perkembangan teknologi informasi dan komunikasi serta menguatnya demokratisasi menuntut penyelenggaraan pemerintahan yang lebih terbuka, bersih, partisipatif, responsif, dan akuntabel. Hal ini mendorong banyak instansi pemerintah untuk berinovasi dalam memberikan pelayanan baik internal maupun eksternal. Visi pemerintah untuk mewujudkan digital melayani yang dikenal dengan pemerintahan Dilan mencoba menjawab tantangan tersebut, kementerian dan lembaga pemerintah lainnya termasuk pemerintah daerah berlomba-lomba melakukan transformasi digital dalam bentuk berbagai inovasi yang berujung pada penerapan electronic government atau e-government di instansinya. Hasil survei E-Government tahun 2022 yang dilakukan oleh United Nations juga cukup menggembirakan, posisi Indonesia meningkat signifikan dari peringkat 88 pada tahun 2020 menjadi peringkat 77 pada tahun 2022 yang menunjukkan bahwa upaya pengembangan dan penerapan sistem pemerintahan berbasis elektronik telah berjalan dengan baik. Namun masih terdapat sejumlah tantangan yang harus dihadapi terutama implementasi e-government di pemerintah daerah antara lain hambatan organisasi, hambatan sumber daya manusia, kendala anggaran, dukungan yang kurang kuat, kapasitas yang lemah dan manfaat yang minim, serta mentalitas birokrasi tradisional yang masih ada dan tertanam kuat dalam ego sektoralnya.
Kata Kunci: Teknologi informasi dan komunikasi, visi pemerintah, e-government, implementasi.

Abstract− The world is changing very quickly and full of uncertainty. The rapid development of information and communication technology and the strengthening of democratization that demands a more open, clean, participatory, responsive, and accountable government administration have encouraged many government agencies to innovate in providing services both internal and external. Government vision to realize Digital Serves known as Dilan government try to answer the challenge, ministries and other government agencies including local government are competing to carry out digital transformation in the form of various innovations that lead to the implementation of electronic government or e-government in their agencies. The results of the 2022 E-Government survey by United Nations (UN) are quite encouraging, Indonesia's position has increased significantly from 88th in 2020 to 77th in 2022 that shows that efforts to develop and implement the Electronic-Based Government System have been running well. However, there are still a number of challenges that must be faced, especially in local governments including organizational barriers, human aspects barriers, financial constraint, the lack of strong support, weak capacity and less benefit, and also traditional bureaucratic mentality, which is still deeply embedded in its sectoral ego.
Keywords: information and communication technology, government's vision, e-government, implementation.

INTRODUCTION

President Jokowi, in his second term of leadership, paying serious attention to the implementation of e-government in Indonesia. As he said during the fourth session of the Presidential Candidate Debate at the Shangri-La Hotel in 2019, in the field of government in the future, the Dilan Government, Digital Serves, is needed. Dilan is not only the name of a fictional character in the 1990 film Dilan adapted from Pidi Baiq's novel of the same name. Dilan is also an acronym for Digital Melayani, a government concept promoted by President Joko Widodo. He cleverly took advantage of the enthusiasm of the Indonesian people in welcoming the presence of Dilan films to introduce the vision of his government

with the same name, namely the Dilan Government (Digital Serve). This vision is based on Presidential Regulation No. 95 of 2018 concerning the Electronic-Based Government System which regulates the National SPBE (Sistem Pemerintahan Berbasis Elektronik) Master Plan and the integration of electronic services. The electronic government system is the transformation of public services both internally and externally through technical operational duties and information and communication technology to improve service and participation in governance (Salleh & Ahmad, 2006).

The world is changing very quickly and full of uncertainty. The rapid development of information and communication technology and the strengthening of democratization that demands a more open, clean, participatory, responsive, and accountable government administration have encouraged many government agencies to innovate in providing services both internal and external. People's demands for public service standards are also increasing along with the increasingly dynamic lifestyle and patterns of human interaction. People want them to be able to access public services easily and quickly without the constraints of time and space through a digital system that is secure, reliable, transparent, and accountable. Responding to this challenge, ministries and other government agencies are competing to carry out digital transformation in the form of various innovations that lead to the implementation of electronic government or e-government in their agencies.

One of them is the Ministry of Law and Human Rights which inaugurated the digital revolution in public services for 11 central work units on 2020. It is mandatory for the Ministry of Law and Human Rights to continue to innovate and develop technology because the data system in public services and the implementation of bureaucracy in one system saves the budget of each ministry in the midst of a pandemic, it also supports the realization of effective, efficient, transparent, and accountable bureaucratic governance. The application of information technology is also expected to be able to provide effective and efficient services to the community. Another example is Ministry of Finance's digital transformation vision which has been carried out at the Leaders Offsite Meeting (LOM) on 2018, the Ministry of Finance's digital transformation is proposed to realize service improvements that focus on the community and stakeholders (citizen-centric); improving the efficiency of business and operational processes; improving service quality through digitalization; building data driven organizations for more efficient policy formulation; encourage a collaborative and digitized work culture; and increase collaboration with other Ministries and Institutions, so as to improve the reputation of the Ministry of Finance as a modern world-class institution.

However, in the midst of the swift process of digital transformation in various government agencies as an effort to realize the government vision, there are challenges that must be faced, including limited infrastructure and the ability to use it, repair and maintenance that are still dependent on financial support, unsupportive bureaucratic culture and user friendliness issues. For this reason, this paper will discuss the implementation and adoption of e-government in Indonesia, especially government agencies at the central and regional levels, along with the challenges and obstacles they face.

RESEARCH METHOD

The research is exploratory research conducted to explore data and information on new topics or issues to deepen or further study. The research objective is to formulate more accurate questions answered in further research or later research. The researcher usually uses exploratory research to gain sufficient knowledge in designing and conducting more systematic follow-up studies. Exploratory research is generally carried out to answer the question "What" (What exactly is this phenomenon?). The purpose of this exploratory

research is to map and examine the issues of various research results with the theme of e-government implementation and adoption in Indonesia. The research question is how are the implementation and adoption of e-government in Indonesia, especially government agencies at the central and regional levels? What is the obstacle or challenges when implementing e-government at the central and regional levels.

The study used a literature review, where a literature review is a research methodology that aims to collect and extract the essence of previous research and analyze several overviews of experts written in the text (Snyder, 2019). A literature review has a role as a foundation for various types of research because the results of a literature review provide an understanding of the development of knowledge, a source of stimulus for policymaking, trigger the creation of new ideas, and are useful as a guide for research in a particular field (Snyder, 2019). The research begins by setting search keywords, then searching for data through a predetermined search engine application, Google Scholar and ResearchGate. The keywords set are "e-government," "e-government in Indonesia," "Electronic-Based Government System," "e-government implementation in Indonesia," "e-government adoption in Indonesia." The research period is set to be between 2010 and 2022. In searching with these predetermined keywords and based on a brief review (title, abstract, and conclusions) of each particle so that 13 articles and 1 regulation were obtained for analysis.

The next step was to analyze the article and regulation to look at the issues studied by the researcher. The method was conducted to group research results and map various issues of e-government implementation in Indonesia that will be studied in this paper. The last is compiling a research conclusion that answers research questions about the implementation and adoption of e-government in Indonesia, especially government agencies at the central and regional levels, along with the challenges and obstacles they face.

RESULTS AND DISCUSSION

1. E-Government

According to World Bank, "E-Government" refers to the use by government agencies of information technologies (such as Wide Area Networks, the Internet, and mobile computing) that have the ability to transform relations with citizens, businesses, and other arms of government. These technologies can serve a variety of different ends: better delivery of government services to citizens, improved interactions with business and industry, citizen empowerment through access to information, or more efficient government management. The resulting benefits can be less corruption, increased transparency, greater convenience, revenue growth, and/or cost reductions. Traditionally, the interaction between a citizen or business and a government agency took place in a government office.

With emerging information and communication technologies it is possible to locate service centers closer to the clients. Such centers may consist of an unattended kiosk in the government agency, a service kiosk located close to the client, or the use of a personal computer in the home or office. Analogous to e-commerce, which allows businesses to transact with each other more efficiently (B2B) and brings customers closer to businesses (B2C), e-government aims to make the interaction between government and citizens (G2C), government and business enterprises (G2B), and inter-agency relationships (G2G) more friendly, convenient, transparent, and inexpensive. Heeks (2005:4) defines e-government as the use of ICT by public sector organization, e-government also means the employment of the Internet and the world-wide-web for delivering government information and services to the citizens (United Nations, 2006). E-government means not only just

internet, but also office mechanism and internal management information systems and expert systems, including client-facing websites. To better understand e-government, we have to know about ICT. The core of ICT is manipulating data to produce information, storing data and make it useful for users. Later, as this traffic of data happens, it can be called a system. E-government therefore is called a management information system.

2. Electronic-Based Government System / Sistem Pemerintahan Berbasis Elektronik (SPBE)

SPBE or Electronic-Based Government System is a government administration that utilizes information and communication technology to provide services to SPBE Users. This is as stated in Presidential Regulation No. 95 of 2018 concerning Electronic-Based Government Systems. SPBE is aimed at realizing clean, effective, transparent, and accountable governance as well as quality and reliable public services. Governance and management of nationwide electronic-based government systems are also needed to improve the integration and efficiency of electronic-based government systems.

The information and communication technology (ICT) revolution provides an opportunity for the government to innovate the development of the state apparatus through the implementation of the Electronic-Based Government System (SPBE) or E-Government, which is the implementation of government that utilizes ICT to provide services to government agencies, state civil apparatus, business people, the public and other parties. SPBE provides opportunities to encourage and realize open, participatory, innovative, and accountable governance, increase collaboration between government agencies in carrying out government affairs and tasks to achieve common goals, improve the quality and reach of public services to the wider community, and reduce the level of abuse of authority in the form of collusion, corruption, and nepotism through the implementation of a community-based supervision and complaints system. electronic.

The government recognizes the importance of the role of SPBE to support all development sectors. Efforts to encourage the implementation of SPBE have been made by the government by issuing sectoral laws and regulations mandating the need for the implementation of information systems or SPBE. So far ministries, agencies, and local governments have implemented SPBE individually according to their capacities, and achieved a very varied rate of SPBE progress nationwide. To build synergy in the implementation of legally strong SPBE between ministries, agencies, and local governments, a National SPBE Master Plan is needed which is used as a guideline for Central and Local Governments to achieve an integrated SPBE. The National SPBE Master Plan is prepared by taking into account the direction of policies, strategies, and initiatives in the areas of SPBE governance, SPBE services, ICT, and HR to achieve SPBE's strategic objectives for 2018 - 2025 and the development goals of the state apparatus as set out in the National RPJP 2005 - 2025 and the Grand Design of Bureaucratic Reform 2010 - 2025.

3. E-Government Implementation and Adoption in Indonesia

The implementation of electronic government (e-Government) in Indonesia and what has been accomplished so far undoubtedly need change on both sides in terms of the implementation plan and the philosophy of e-Government. The delay in E-Government progress would only ensure that this country is far from changing the values, enhancing the standard of public services for all, and eventually preventing societal welfare (Alshehri & Drew, 2010; Farida et al., 2020; Baeuo et al., 2016).

According to Ali Rokhman (2011) in his study of E-Government Adoption in Developing Countries: The Case of Indonesia, although the global ranking of e-government readiness is in low level, but expectation of Internet users toward e-government is very big, evidenced by the existence of more than 93 percent of the

respondents have an intention to use e-government. The results of the study show that segments of society with upper middle-class status are very ready to use e-government, e-government is compatible with their lifestyle and culture, and they ready when public services will not be delivered by face to face.

Mi'rojul Huda and Novy Setia Yunas (2016) stated the development of e-government in Indonesia is still in need of improvement and would require some development strategies, including policies, technology resources, and human resources. Besides those two things, most important thing is strong commitment and leadership character are needed in developing e-government. Commitment and leadership character become important to do transformation and change in terms of electronic-based government administration, because in reality, the public and government officials tend to be difficult to implement new patterns that are more modern. Dinoroy Marganda Aritonang (2017) say although Indonesia has widely implemented the policies and programs of public administration reform, the Implementation of e-government in Indonesia is not as easy as planned. It requires massive and simultaneous efforts with the support of adequate funding and consistent political will. Implementation of e-government does not necessarily increase the quality of public services. Thus, this is as a result of a long and stiff service culture. Farida et al (2020) also say the development of the government system began to increase in quantity but in quality it was still inadequate because implementation was not evenly distributed in all regions and still functioned as a provider of static information only.

Apart from the studies and research that have been carried out regarding the implementation of e-government in Indonesia, what is encouraging now is United Nations (UN) has released the results of the 2022 E-Government survey where Indonesia's position has increased significantly from 88th in 2020 to 77th in 2022. This shows the result of hard work and good cooperation between ministries, institutions, and local governments to develop and implementing the Electronic-Based Government System have been running well. This achievement is also expected to pump the enthusiasm of public servants to continue to encourage digital government to serve as directed by President Joko Widodo in Presidential Regulation 95/2018 concerning Electronic-Based Government System or SPBE, so that the public can feel the benefits more broadly.

4. **E-Government Implementation in Central level Government Agencies and Local Government**

Based on the results of the Analysis Of E-Government to Public Services In The Ministry Of Law And Human Rights that has been carried out by Trisapto Wahyudi Agung Nugroho (2016), the implementation of e-government, related to services and the dissemination of public information at the Ministry of Law and Human Rights is good and in the medium category but still needs to be repaired and improved. The Ministry of Law and Human Rights in implementing e-government fulfills the first stage, namely information publishing and the second namely official two-way transactions based on the Deloitte & Touche framework. The study also stated several aspects that need to be considered in the use and development of e-government including institutions, infrastructure and human resources.

Referring to research conducted by Noviandi Erhan, Mardiyono, Romy Hermawan, and Hideaki Ohta (2017), the practice of e-government system in Indonesian Local Government such as Electronic Monitoring and Evaluation in Balangan allows Balangan Local Government to measure and evaluate agencies performance in more simple ways. However, in its implementation there is a few barriers and challenges that can be summarized to be organizational barriers (policy and regulation, leader support), human aspects barriers (personnel qualification and Awareness) and financial constraint. Although

now many local governments in Indonesia have developed e-government, however still many e-government developed as a provider of information only. Even it can be said that still lots are classified as half way or not as expected, like what happened in Balangan Regency with electronic monitoring and evaluation system. In number, the development of e-government in Indonesia has shown a significant progress but in a qualitative way is still inadequate.

Nasrullah (2017) says that implementation of e-government in Makassar city faces several challenges especially those faced by government organizations. One of them is the problem of inadequate human resources. The implementation of e-government in public offices needs to be supported by employees who understand technology. In addition, the implementation of e-government requires changes in the organization and new skill support. Implementing e-government is not just the use of technology information but rather the use of information technology combined with organizational change and new skills in order to improve public services and democratic processes in support of public policy.

Bagus Pramono (2019) also stated that the implementation of e-government in sub-district agencies in Pontianak City is considered not going well. This can be seen from the perspective of the lack of strong support, weak capacity and less benefit that indicates problems and dysfunctions in the implementation of e-government. The thing that caused the goal of implementing e-government not to be achieved at the sub-district office in Pontianak such as support in the implementation of e-government was dominantly manifested only in the form of material support, public is not aware of the implementation of e-government, lack of initiative plans to develop the application of e-government in various innovations and creations, inadequate budget allocation, human resources who do not adequate, inadequate infrastructure and the benefits felt by policy targets are only a few.

Another study by Martitah Matitah, Saru Arifin, Slamet Sumarto and Widiyanto (2021) says the Local government's primary impediment at the moment is the traditional bureaucratic mentality, which is still deeply embedded in its sectoral ego. Each agency competes to demonstrate its effectiveness by disparaging the performance of competitors. Individualism and a lack of coordination have hindered the pace of local government adoption of e-government. Another impediment is the e-government leadership's inconsistency. When positions are rotated, what was expected by previous officials is still overlooked by new officials with fresh perspectives. This is undoubtedly a distinct obstacle for regional technologists implementing e-government architecture. Meanwhile, the impact of e-government on Local Government performance appears to be generally positive, especially in four areas: Human Resources, Time, Budget, and Costs. From the viewpoint of local government, these four industries are clear in terms of efficiency and efficacy, both in terms of employment, infrastructure, and assurance. Meanwhile, residents are generally satisfied with the pace and ease with which local governments respond to community needs. This situation becomes a distinct credit for the government in order to re-establish public confidence in government services that were previously regarded negatively due to slow response times, lengthy processes, and high costs.

CONCLUSION

In general, the implementation of e-government in Indonesia has been going well in accordance with the Jokowi government's vision of realizing digital service. The central government and related ministries have issued supporting regulations, including the Presidential Regulation No. 95 of 2018 concerning the Electronic-Based Government

System which regulates the National SPBE (Sistem Pemerintahan Berbasis Elektronik) Master Plan and the integration of electronic services. The results from the 2022 E-Government survey held by United Nations (UN) also showed a significant increase in Indonesia's position from 88th in 2020 to 77th in 2022 which shows the result of hard work and good cooperation between ministries, institutions, and local governments to develop and implementing the Electronic-Based Government System. However, when looking at studies conducted on e-government implementation in local government, there are obstacles and challenges that must be faced, such as organizational barriers, human aspects barriers, financial constraint, the lack of strong support, weak capacity and less benefit, and also traditional bureaucratic mentality, which is still deeply embedded in its sectoral ego.

Therefore, development of e-government in Indonesia is still in need of improvement and would require some development strategies, including policies, technology resources, and human resources. Besides those two things, most important thing is strong commitment and leadership character are needed in developing e-government. In this way, the goal of implementing e-government, namely the realization of an integrated and comprehensive electronic-based government system to realize high bureaucratic performance and public services, can be achieved, besides that the government can ensure that public services can be carried out and community business activities can still be carried out in parallel without one having to be disrupted. So that in turn the wheels of the economy can keep moving, the people will be more prosperous, and the country will be stronger.

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