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RESEARCH ARTICLE

The Implementation of E-Government Policies in Innovation of Public Service Provision in Indonesia

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ARTICLE INFO	ABSTRACT
	The implementation of the Electronic-Based Government System (SPBE/E-Government) is a national policy aimed at realizing the work process of public institutions efficiently, effectively, transparently, and accountably, as well as improving the quality of public services. For public institutions, innovation is a demand to realize various principles of good governance and encourage public institutions to have higher performance capabilities in providing public services. The importance of innovation in the public sector will have several attributes such as Relative advantage, Compatibility, Complexity, Triability and Observability. The purpose of this study is to identify and to analyze the implementation of e-government policies related to the provision of public services in general, through a doctrinal (normative legal) approach and qualitative descriptive analysis. The results of the study show that the implementation of an electronic-based government system (e-government) is a crucial element in increasing the efficiency and integration of public services, as a complaint channel and as a forum for information for the public from public institutions. The use of electronic government still requires consolidation and maturation in terms of service quality, especially in terms of indicators of public trust and support.

INTRODUCTION

The development of the world today has been so fast, technology has made the boundaries between information and human needs closer. This speed and accuracy are also needed in the process of interaction between government and citizens, but unfortunately the high mobility of citizens is not balanced with the accuracy and speed of the government in terms of services, especially services to the public (Kurniawan, 2016). Electronic-Based Government System or broadly understood as E-Government in the current era is not an option but a necessity in supporting the management and implementation of government.

Bureaucratic reform policies are essential in strengthening E-Government. The hope is that an agile bureaucracy and digital-based public services can be created, making it easier for people based on digital structures, digital culture and digital competence in bureaucracy and the implementation of flexible work systems. This flexibility allows public institutions to carry out the tasks in the office or at home and this work system requires adequate Information and Communication Technology (ICT) support so that the government and public services continue to run smoothly.

Electronic Government or E-Government is an information system that uses the internet and other digital technologies to carry out transactions, public services, communication, coordination and management of government organizations, which includes government to government services, government to business and government to society (Adriwati, 2001; Kusnadi, *et al.* 2017). In the essence, E-Government is the application of information and communication technology (ICT) in public administration. E-government was built as an effort to revitalize government organization and management. This is intended to be able to carry out its duties and functions optimally, in managing public services (Wienarni, 2019).

Electronic-based government (E-Government) is a process of transforming the relationship between government and its constituents (Ijeoma & Nwaodu, 2013). E-Government is the use of Information and Communication Technology (ICT) in government to improve the flow of information and services (United Nations, 2014). Electronic System Government (E-Government) is able to provide many benefits for government institutions. The evolution of the use of ICT in government operations is intended to address transparency, accountability and effectiveness in public sector services. E-Government is very important because it enhances the activities of public sector organizations and their agents (Maramura et al., 2017). Accountable institutions can help citizens to achieve sustainability by providing equal opportunities and contribute greatly to the maintenance of human rights, environmental protection, stable macroeconomic conditions, improved health conditions, and good management and mobilization of resources for essential public services (Juknevičienė & Kareivaitė, 2012).

The purpose of establishing a government is to advance public welfare and improve the life of the nation. This means that the state is obliged to fulfill the needs of every citizen through a government system that supports the creation of excellent public service delivery in order to fulfill the basic needs and civil rights of every citizen to public goods, public services, and administrative services (Nuriyanto, 2014). Public service reform should also be interpreted as an effort to restore and position the meaning of "servant" and "served" to its true meaning. Because the service that should be aimed at the general public is sometimes reversed into public service to the state, even though the state is actually established for the benefit of the people who founded it, so that the bureaucrats must actually provide their best service to the public (Sinambela, et.al., 2006).

An electronic-based government system (E-Government) does not merely change government administration from manual to digital or computerized. Moreover, the system between work units and even between agencies must be connected or integrated. The point is that there is an integrated implementation of an electronic-based government system (E-Government) between the central government, regions and nationally.

According to the results of studies and research from the Harvard JFK School of Government (in Indrajit, 2004), to apply digitalization concepts to the public sector, there are three elements of success that must be possessed and paid serious attention to. Each of these successful elements are support, the support element is the most important element in the development of e-government. Support or what is commonly called political will from public officials is needed so that the concept of e-government can be implemented. Without it, various e-government development and development initiatives can be implemented. The forms of support that can be done are as follows: The agreement on the e-government framework as one of the keys to the country's success in achieving its vision and mission, so it must be given high priority. The concept of e-government is disseminated evenly, continuously, consistently, and comprehensively to all bureaucrats in particular and the public in general through various sympathetic campaign methods. Then the second is capacity, the capacity element is a resource needed in the construction and the development of e-government so that the concept that has been created can become a reality. There are three resources that must be owned, namely: the availability of sufficient financial resources to

implement various e-government initiatives. The availability of adequate information technology infrastructure is therefore 50% of the key to be successful in implementing e-government. The availability of human resources who have competence and expertise is needed so that the implementation of e-government can be in accordance with the expectation. Then, the third is value. The value element is based on the benefits obtained by the government as a service provider and also the community as recipients of e-government services. The value element that determines the extent of the benefits of e-government is the community as the recipient of the service. For this reason, it is necessary to be careful in selecting applications that are a priority for community needs that need to be prioritized in their development and expansion.

RESEARCH METHOD

This qualitative research was conducted using a doctrinal approach (normative juridical) in the form of library research, especially the conceptual approach. The conceptual approach, starting from the view and doctrines that develop in legal science (Marzuki, 2013), especially administrative law. The conceptual approach is intended to analyze legal materials, so that the meaning contained in legal terms can be known. Legal materials, including primary legal materials, secondary legal materials, and tertiary legal materials. The stages are carried out through primary (statutory regulations) and secondary (in order to find other materials or expert analysis) literature searches, searches for legal theories, related to e-government. It is done as an effort to obtain new meanings contained in the terms studied, or to test the legal terms in the theory and practice (Hajar, 2015). The data analysis was carried out descriptively qualitatively, and described through non-statistical linguistic arguments.

RESULTS AND DISCUSSION

Legal Basis for Electronic-Based Government Systems (E-Government) in Indonesia

Historically, the establishment of Presidential Instruction (Inpres) of the Republic of Indonesia number 3/2003 concerning National Policy and Strategy for E-Government Development was intended to provide broad opportunities for the public to interact with public agencies electronically, without being hindered by the distance and time, and vice versa the public agencies will easily establish the communication with the public. The implementation of E-Government in the construction of interaction between the government and citizens has a broader goal, namely empowering the democratic process.

The next phase was the issuance of Presidential Regulation number 95/2018 concerning the Electronic-Based Government System (SPBE) as a new chapter for governance or government management in Indonesia. Based on this policy, all government agencies are required to implement SPBE or better known as *E-Government.* In fact, the use of information and communication technology (ICT), which is the embryo of *E-Government* itself, is not something new in Indonesia, including among government bureaucrats. However, in its implementation it is still biased, resulting in inefficiency. Mapping *E-Government* nationally, since 2018 the Ministry of State for Empowerment of State Apparatus and Bureaucratic Reform (PANRB) has evaluated the implementation of *E-Government* in 616 government agencies. The results, as many as 82 government agencies (13.31%) were rated good, very good, and satisfactory. Meanwhile, 534 government agencies (86.69 %) were rated sufficient and lacking. The portrait of SPBE/E-Gov. National has not met the expected target.

This digitalization of governance is also a real step towards bureaucratic reform which will lead to improving the quality of public services. Along with the development of the times, the government bureaucracy must also adapt. The implementation of *E-Government* will suppress fraudulent practices in bureaucracy, such as extortion, bribery, even corruption, collusion, and nepotism (KKN). The implementation of E-Government for state administrators is a must, not an option because it is based on Presidential Regulation 95/2018. All government agencies, both central and regional, must

continue to develop E-Government in an integrated manner as a new chapter in managing all government affairs and public services.

The implementation of regional government, in accordance with Law number 23/2024 in the consideration section letter b also emphasizes and mandates that "the implementation of regional government is directed to accelerate the realization of community welfare through improving services, empowerment, and community participation, as well as increasing regional competitiveness by paying attention to the principles of democracy, equality, justice, and the uniqueness of a region in the system of the Unitary State of the Republic of Indonesia." This is emphasized again in the attachment letter P section B: the management of e-government within the scope of the Regency/City Regional Government.

In 2016, Indonesia was ranked eighth among countries in the world in terms of the number of internet users, reaching 82 million people (official website of the Ministry of Communication and Information of the Republic of Indonesia). This factual condition is a driving force for implementing E-Government in the implementation of regional government. In relation to these facts, the need for the implementation of E-Government and the need for regulations regarding the implementation of E-Government as its legal basis is a rational need that has coherence with the validity of the principle of legality as one of the principles of a state of law.

The legality principle of the rule of law demands that government actions be consistent and permanent by consistently following the prescriptions of generally applicable legislation, rather than following the individual preferences of its officials (A. Scalia, 1989).

The Adaptation of Administrative Law

The concept of Administrative Law regarding to the development of ICT which has implications for encouraging changes in government administration techniques using ICT (E-Government) requires adaptation. In principle, the law must always adapt to social dynamics because the law functions to respond to these dynamics by establishing a prescription. One of the most important societal dynamics is the widespread use of ICT, especially the internet. For this reason, law (including the Administrative Law) is responsible for regulating the use and misuse of technology and the scope of its applications (N. Lucchi, 2016).

The values contained in the administrative law approach to public administration are obedience/integrity to the constitution, law enforcement/procedures based on applicable law (law enforcement and procedures based on law), basic rights (substantive rights) and equality before the law for all people (equality before the law) (Rachman, 2021). The characteristics of the administrative law approach to E-Government include the first is organizational structure. The organizational structure approach is an approach to public institution services to the community with an emphasis on legal procedures, a judicial system that is implemented efficiently, effectively, economically and does not conflict with the nature of representation, responsiveness and accountability from a political perspective. The courts must be able to maximize the protection of rights against illegal things. Although there are weaknesses in this judicial system, including being impractical/rigid and time-consuming, so that other alternatives have emerged in order to seek justice outside the courts, namely through other dispute resolution institutions outside the courts in a non-contentious manner. The second is views on individuals. Each community is viewed as a unique individual/subject that can stand alone or in groups (in the case of class action lawsuits) having the same rights and obligations before the law. The law enforcement/procedural based on applicable law (procedural due process), basic rights (substantive) and equality before the law for all people (equality protection equity). The third is cognitive approach. In the legal approach, knowledge is developed based on facts obtained in the application of rules. The available evidence becomes information that is considered by policy decision makers. The fourth is decision making. Legal

decision making is generally incremental on each fact and each case will be evaluated based on the application of established legal principles.

Public Service Innovation

The innovation is a planned change by introducing technology and the use of new equipment in the scope of work in a particular agency supported by other related agencies and improving the way of working that is more useful by integrating social resources, employee resources and institutional resources Said (2007). Innovation can help the public sector to create value for society. Innovation in the Regulation of the Ministry of State for Empowerment of State Apparatus and Bureaucratic Reform number 30/2014 concerning Guidelines for Public Service Innovation and the need for the Local Area Network (LAN) Innovation is a creative process of creating knowledge in making new discoveries that are different and/or modifications from existing ones.

Public services are activities to fulfill the service needs according to legislation for every citizen for goods, services and/or administrative services provided by public service providers. So that public service innovation is a breakthrough type of service which is an original creative idea and adaptation/modification that provides benefits to the community. Public service innovation itself does not require a new discovery, but can be a new approach that is contextual.

According to Muluk (2008), innovation categories are divided into two, namely the first is sustaining innovation, which is an innovation process that brings new changes but remains based on the current service and system conditions or existing products, and the second is discontinuing innovation, which is an innovation process that brings completely new changes and is no longer based on previously existing conditions.

Innovation has characteristics as stated by Rogers (2003) as follows, the first is Relative Advantage. An innovation must have advantages and added value compared to previous innovations. There is always a new value inherent in innovation that is a characteristic that distinguishes it from others. The second is Compatibility. Innovation also has a compatible nature or suitability with the innovation it replaces. This is intended so that the old innovation is not immediately discarded, in addition to the cost factor which is not small, but also the old innovation becomes part of the transition process to the latest innovation. In addition, learning about the innovation can also be faster. The third is Complexity. With its new nature, innovation has a level of complexity that may be higher than previous innovations. However, because an innovation offers a newer and better way, this level of complexity is generally not a significant problem. The fourth is Triability. Innovation can only be accepted if it has been tested and proven to have advantages or added value compared to previous innovations. And the fifth is Observability. An innovation must also be observable, in terms of how it can work and produce something good.

This is in line with what was stated by Albert Hirschman (1970) that public service performance can actually be improved with exit and voice mechanisms. The definition of an exit mechanism is that the public has the opportunity to choose a better public service provider if the current public service is of poor quality, while the voice mechanism is the opportunity to convey the dissatisfaction with the public services to the provider.

One very important concept in service management is the moment of truth. Albrecht and Bradford (1990:30) define critical service moments as the contact that occurs between consumers and every aspect of the organization that will shape consumer opinion about the quality of service provided by the organization. To create good service quality, every organization must identify and manage the critical moments of service well. Albrecht and Bradford (1990) stated that there must be a match or compatibility between three factors in managing the moment of truth, namely the service context, the references held by consumers and the references held by members of the service provider organization.

The conformity between three factors can be seen in the model below:
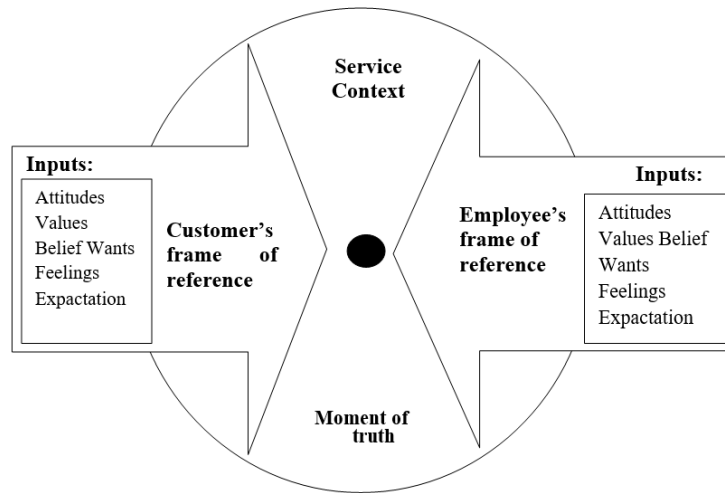
Picture: The Moment of Truth Model

(The Moment Model of the Critical Service)

Source: Albrecht & Bradford, 1990:37

Sedarmayanti (2003) concluded that there are 4 (four) main elements or principles that can provide a picture of public administration characterized by good governance, namely the first is the Rule of Law, good governance has characteristics in the form of guarantees of legal certainty and a sense of justice for the community towards every public policy taken. The second is Transparency. The good governance will be transparent to its people, both at the central and regional levels. The third is Participation, requiring open opportunities for the people to submit responses and criticisms of the government that they consider not transparent. The fourth is accountability, the obligation for government officials to act as those responsible and accountable for all actions and policies they establish.

Based on the description above, below is a table showing the implementation of E-Government policies based on the principles of good governance in presidential regulation (perpres) number 95/2018 from the perspective of a welfare state based on law, regional autonomy, good governance and public services as follows:

Table 1: **The Implementation of E-Government Policy Based on the Principles of Good Governance in Presidential Decree Number 95/2018 in the Perspective of a Welfare Legal State, Regional Autonomy, Good Governance and Public Services**

No	The Principles of Good Governance Presidential Decree 95/2018	The Welfare of State of Law	Regional autonomy	Good Governance	Public service
1	**Effectiveness**	Utilization of e-gov. which is in accordance with user needs.	Local governments can utilize resources in their regions to implement e-gov.	right on target	e-gov service delivery is successful and in accordance with needs.

2	**Integration**	Integrated integration makes it easier for e-gov users to provide services	Regional governments can carry out integration in the implementation of e-gov.	simplification of service bureaucracy	e-gov. can provide integrated services to the community.
3	**Continuity**	The e-gov concept has progressively been in line with user interests.	Regional governments can run e-gov continuously according to the characteristics and needs of their local communities.	permanent, integrated and sustainable	service orientation in e-gov. always up to date in responding to the needs of public services
4	**Efficiency**	targeted use of e-gov.	local governments can optimize e-gov resources so that they can be implemented accurately.	reduce expenses and budget	easy and equitable provision of e-gov services.
5	**Accountability**	Prioritize the needs of e-gov users.	Regional governments with their responsible functions can implement e-gov.	government that serves	response according to conditions and service needs
6	**Interoperability**	e-gov operations make it easier for users to use (*user oriented*)	local government implements coordination and e-gov business processes in managing services with users	collaboration and coordination between service stakeholders results in productivity	Operational and business processes in simple and easy to use services
7	**Security**	maintain all user data components	regional governments in their authority safeguard e-gov data. and users	security guarantees from the government in e-gov services.	provide a sense of security and legal certainty

CONCLUSION

The digitalization of the government system is one way to reform the bureaucracy that leads to excellent public service. Optimal implementation of SPBE/E-Government will have an impact on system integration, thereby increasing effectiveness and efficiency. All leaders of government agencies, from central to regional, must support the acceleration of SPBE/E-Government in three main domains, namely policy, governance, and services.

The use of E-Government still need the consolidation and maturation in terms of service quality, especially in the trust and citizen support indicators. The emergence of obstacles in the implementation of digital-based public services still cannot be avoided, because E-Government in Indonesia is still struggling with technical problems such as local government websites not functioning properly, server damage, websites that are not updated including things like limited human resources (HR), the government is not ready to face change, lack of infrastructure and budget, and the provision of online services which in reality still require people to come to the service location offline.

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