Implementation of E-Government Models In Government Sumedang District: Case Study at the Information and Ict Communication Service

Section A-Research paper

IMPLEMENTATION OF E-GOVERNMENT MODELS IN GOVERNMENT SUMEDANG DISTRICT: CASE STUDY AT THE INFORMATION AND ICT COMMUNICATION SERVICE

Rangga Amiruloh Muslim[1], Benyamin Harits[2], Iwan Satibi[3]

Abstract

The administration of government in Sumedang Regency, which is carried out in the old way, must be used as a momentum to activate e-government programs in Indonesia. The government should have become a pioneer in realizing e-government behavior. This behavior is shown by utilizing the use of information technology in government administration. Behaviors demonstrating traditional public administration must have been abandoned. In its current development, it can be said that the people of Sumedang are ready for digital literacy behavior. Data is collected in descriptive form and will be compared with existing theories to strengthen the theory or find new theories. Qualitative research is also used to reveal symptoms through collecting data from the background. The implementation of e-government policies in the Sumedang Government has not been optimally implemented because there are no websites in several agencies and the ability of village officials who have not been able to implement e-government policies. In the implementation of this Electronic-Based Government System, there are dynamics that influence each other. The new findings in this aspect, namely Support, Value, Capacity, make the dynamics of e-government in the application of an Electronic-Based Government System more developed. Furthermore, this integrated cycle produces output. Integration actions can take the form of temporary results, regulations and various joint policies made by consensus, and agreements to do work in the common interest.

Keywords: Governance, E-government.

[1,2,3]Universitas Pasundan, Bandung, Indonesia
Email: ranggaamirulohmuslim@gmail.com

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1. INTRODUCTION

Electronic Based Government System (SPBE) is a form of innovation carried out in government in order to carry out more effective service activities by utilizing information and communication technology in providing services to the public as SPBE users. As stated in Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems. SPBE has the goal of realizing clean, effective, transparent and accountable governance as well as quality and reliable public services. To improve integration in an electronic-based government system, SPBE management and governance is needed in it.

SPBE provides an opportunity for the government to encourage and realize a transparent, participatory, innovative and accountable government, increasing cooperation between government agencies in achieving common goals that have been set. In addition, SPBE also provides quality and quantity in terms of service coverage to users or the public in reducing crime rates in government such as corruption, collusion and nepotism. In other words, the implementation of the SPBE aims to create a government that is responsive, fast and responsive to various complaints and needs of the community, especially in the field of public administration.

Based on the results of the SPBE evaluation in 2019, one of the districts in Indonesia has achieved an SPBE index score of 2.88 with the title "Good". The Information and Communication Technology Governance Aspect has three indicators to be used as an assessment. The evaluation carried out resulted in suggestions and recommendations on the three indicators to be taken into consideration for improving the implementation of SPBE in local governments in a district in Indonesia.

The effort that must be made to overcome this is to improve the quality of sustainable public service delivery in order to realize public services according to the expectations of the community, because public service is one of the main functions of the government which will be provided to the community. Therefore, the implementation of public services will be realized if the principles of good governance are applied. One of the characteristics of good governance is the quality of service. Therefore, the utilization of the development of information and communication technology is an effort made by the government, including by local governments.

The increasing role of information and communication technology (ICT) in business processes has made many institutions compete to implement ICT in order to integrate various data and information needs. Based on the evaluation results of the development of e-Government in Indonesia, there are still many problems that generally stem from a wrong view or paradigm of E-Government. Technical and non-technical factors hindering E-government have also been identified in several studies. Interoperability between applications is also an urgent demand in development in Indonesia.

Substantively, e-government is the use of information and communication technology to promote more effective and cost-efficient government, then facilitate services to the general public and make government more accountable to the people. The existence of e-government allows for communication and interaction between governments with each other such as regional governments and the central government (Clay G. Wescott, 2016: 12).

The application of e-government functions so that the government can disseminate information and can interact with the public, and other government

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agencies (Clay G. Wescott, 2016: 18). The information system must be sufficient to support the running of e-government. The purpose of information systems in e-government is a matter of management and context. If it has good management, it can be said that the system is suitable for use as a service to the community by simply using the internet and supporting hardware (Nugroho, 2011: 18).

E-government development can be done by improving the management system and work steps in the government environment by maximizing information technology. The goal of developing e-government is directed as a network of transactions as well as information for public services, forming interactive relationships in order to improve the national economy, creating relations and communication with several state institutions, forming a new management system that is effective, efficient and transparent and accountable for improving the quality of public services (Clay G. Wescott, 2016:18).

Efforts to present e-government in Indonesia have been carried out formally since 2003 through Presidential Instruction (Inpres) Number 3 of 2003 concerning National Policy and Strategy for the Development of E-government. This Presidential Instruction states that the use of communication and information technology in government processes will be able to increase the efficiency, effectiveness, transparency and accountability of government administration.

In its implementation, the Association of Indonesian Internet Providers (APJII) stated that Presidential Instruction No. 3 of 2003 was felt to be running very slowly. At that time, Indonesian e-government was shown to be limited to providing static information to the public through local government websites. The condition of society also does

not yet support e-government considering the penetration of internet users in Indonesia has only reached 20% (APJII, 2017:31).

In the concept of government in general, e-government is classified into three groups consisting of citizens, business and services, state government departments. Referring to several abbreviations such as G2C (Government to Citizens) the relationship between government and citizens, G2B (Government to Business) which shows the relationship between government and business and industry departments, G2G (Government to Government) which shows the relationship between different government units (Alshehri & Drew, 2010:17).

To find out the success of SPBE implementation, it is necessary to review the SPBE evaluation indicators. Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 59 of 2020 Concerning Monitoring and Evaluation of Electronic-Based Government Systems stipulates three domains and thirty-five indicators for measuring SPBE maturity. The application of e-government in Indonesia is seen from Presidential Regulation Number 95 of 2018 concerning electronic-based government systems.

SPBE provides an opportunity to encourage and realize open, participatory, innovative and accountable government administration, 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 an electronic-based monitoring and public complaint system.

But on the other hand, the implementation of ICT Asset Management,

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human resource management, knowledge management implementation, and change management implementation are weaknesses in the SPBE management aspect in the Sumedang Regency Government. ICT Asset Management is only limited to managing or recording assets, and there is no process for planning, procuring, managing, and deleting hardware and software used in SPBE. HR Management SOP is already available. However, there is no explanation regarding the evidence that the competence of SPBE's human resources has been fully fulfilled, namely competencies in government business processes, SPBE architecture, data and information, SPBE security, SPBE applications, and SPBE infrastructure. In principle, guidelines for change management already exist, but the completeness of the documents mandated in the Regent Regulation Number 50 of 2021 has not been implemented effectively.

Government-related internal monitoring services are also a weakness in the Electronic-Based Government Administration Services Aspect in the Sumedang Regency Government. Then, the Legal Documentation and Legal Information Network Service (JDIH) is also a weakness in the Electronic-Based Public Service Aspect in the Sumedang Regency Government. The Legal Documentation and Information Network Service (JDIH) has not been able to perform transaction services.

To answer the demands of society in creating good government in the era of globalization, e-government services have emerged. The implementation of e-government will transform a rigid bureaucratic order into a complex and dynamic one in order to facilitate various forms of interaction with other parties. In this process, the government can optimize the use of ICT to eliminate bureaucratic organizational barriers, as well as form a network of management systems and work

processes that enable government agencies to work in an integrated manner to simplify access to all information and public services that must be provided in order to realize good governance.

2. METHOD

The method used in this study is a case study. The research approach used is a qualitative approach, while data collection techniques are carried out through literature studies and field studies, which include; observation, interview and focus group discussion. Data analysis was carried out using an interactive analytical model from Miles and Huberman which included data reduction, data presentation and drawing conclusions.

3. RESULTS AND DISCUSSION

The current condition of digital transformation in the Sumedang Regency Government can be seen from several things, including first, regulations or policies issued by the local government, second, available infrastructure, third, digital services that can be enjoyed by the community, fourth, data distribution, and finally is the quality of human resources.

The birth of SPBE stems from the emergence of regulatory issues that only concern the strength and duration of implementation. Meanwhile, the reasons for Sumedang Regency needing SPBE are as follows:

1. Corruption, government that is not accountable is not transparent, ineffective and inefficient.
2. There is no valid, accurate and fast data available
3. Public services with less effective bureaucracy.

On the other hand, it was found that the low level of community participation has reduced the legitimacy of the government so that the realization of good

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governance is still only an ideal (Nugroho, 2001). In addition, market competition is still not as expected because current market competition is still dominated by economic actors with large capital, where the anti-monopoly law is still obtuse to strictly prevent monopolistic practices in Indonesia. Weak democratic processes in the economic field keep away from the ideals of realizing civil society as a pillar of good governance (LAN RI, 2003).

If observed more closely, the development of information technology imperatively has eliminated national boundaries and civilizations. Information management that was previously homogeneous and monopolistic has shifted towards information that is more heterogeneous and democratic. Public management which was originally closed and bureaucratic has changed to become more open, permissive and participatory. It is this kind of reform that takes advantage of the implementation of e-government in creating good governance and greater, wider and faster public participation.

Abidin (2002) agreed that e-government is an information management system and internet-based public services, to record and track public information and provide access to public services by government agencies. The real projection of this definition is that, for example, people can pay electricity bills or manage business permits independently with the help of an open, easy and fast management information system. The development of e-government as the use of information technology includes two related activities, namely: first, data processing, information management, management systems, and work processes electronically; second, the use of advances in information technology so that public services can be accessed easily and cheaply by people in all regions of the country.

To carry out the aims of e-government development, the directions are aimed at: first, the formation of a network of information and public service transactions having quality and scope that can satisfy the wider community and can be reached in all regions of Indonesia at any time without being limited by time barriers and at a cost. affordable by the community. Second, the formation of interactive relations with the business world to increase the development of the national economy and strengthen the ability to deal with changes and free trade competition. Third, the establishment of mechanisms and channels of communication with state institutions and the provision of public dialogue facilities for the public so that they can participate in the formulation of state policies. Fourth, the establishment of a management system and work processes that are transparent and efficient as well as facilitating transactions and services between government agencies and local governments. The main objective of implementing information technology in the government sector is the emergence of various transparent initiatives towards improving access to global competition and improving the welfare of life in a more rapid, efficient and reliable manner.

The key to success in meeting these goals lies in having leadership directions and a strategy for choosing the right technology. In addition, the following components must also be met:

1. The existence of business processes is based on procedures, rules of the game, and laws applied to companies or organizations.
2. Availability of human resources.
3. Investment in the IT sector which includes online systems or application software and network infrastructure.
4. There is public/community oversight as the most efficient control system.
5. Information can be searched from the office, home, without having to intentionally come to a government office as long as there is an internet network.

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6. Improving relations between government, business actors, and civil society. The existence of openness is expected to change the relationship between various parties for the better.
7. Community empowerment through easily accessible information.
8. Implementation of government is more efficient. For example, dissemination of various district government products to all apparatus will be cheaper if done online.

E-government Implementation Model

Conceptually, there are four models that must be met in implementing e-government, namely Government to Citizen, Government-to-Business, Government to Government, and Government to Employee.

1. Government to Citizen

Government to Citizen/Customer is the delivery of public service information by the government to the public using information technology. G2C enables people to exchange information and communicate between communities and governments. G2C aims to be closer to all levels of society, currently G2C is the most common.

Following are some of the Government to Citizen/Customer implementations, including: online tax system, health services, website for job seekers at Manpower Service, issuance of personal documents (KTP, Certificate, Family Card, Passport etc.), immigration offices and so on. The challenge faced by the Sumedang District Information Communication, Encoding and Statistics Service in implementing the Electronic-Based Government System is related to the many new regulations relating to regional planning and budgeting processes and products.

Institutionally, the Government of Sumedang Regency has attempted to take advantage of this technological development by developing an electronic-based administration of government, which is currently leading to the implementation of E-government. This program is manifested in the form of Government to Citizen (G-to-C), Government to Business (G-to-B), and Government to Government (G-to-G). Government To Citizen (G-to-C) is an E-government category that includes all interactions between government and the community with the construction of one-door facilities that are easily accessible and easy to use for all government services to the people of Sumedang Regency.

Researchers found innovations in licensing services displayed by the Informatics and Communication Service in one of the SKPD, namely the Investment and One-Stop Services Office (DPMPTSP) in Sumedang Regency, as agents of growth. The essence of service innovation in question, can be summed up as follows: First, the implementation of licensing service innovations in general has been running, has been optimal, there are several indicators that have been realized in its implementation. Second, the obstacles encountered include: service requirements, service mechanisms and procedures, service completion time, product and service type specifications, and service implementer competence, service costs and rates, service implementer behavior, complaint handling, suggestions and input, and service facilities and infrastructure. Third, the efforts made to overcome obstacles are: (1) simplification of the process flow; (2) opening the applicant's room to edit data; (3) locking all activities that can be carried out by the applicant; (4) lock the groove so that the steps are clear; (5) there is a direct communication facility between the verifier and the applicant through the Si Ice Mandiri application; (6) improving SK templates and requirements according to the latest regulatory developments; and (7) transparently show the application process by tracking.

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Empirically, it was found that in reality the community is still having difficulties with the series of achievements achieved by the Sumedang Regency Government such as the Public Service Mall, where the implementation is as follows:

1) Public services through public service malls are indicated by changes in bureaucratic structures and procedures with administrative efficiency.

2) Changes in administrative reform can be seen from the restructuring and integration of services carried out by the regional government where the Public Service Mall is held with provincial government agencies and the central government at ministry level.

3) Bureaucratic procedures have now been simplified by cutting bureaucratic flows with "everything in one place" services and the use of single data to avoid data duplication.

4) Implementation of Public Service Management (MPP) is a strategic step as a form of administrative reform to realize a quality public service in Sumedang Regency.

5) Public services that are already established can provide services with an online system called Online Single Submission (OSS) to make it easier to provide services in the field of licensing and non-licensing.

6) As described in Law Number 25 of 2009 concerning Public Service, that public service is an effort to give rights to every citizen, including services in the field of goods, services and administration.

This Government to Citizenship approach is important considering that society should not be the object of the policies taken by the government, but also determines the direction of the policies to be implemented. One of the goals of Government to Citizenship is to make services available indefinitely. If the e-government portal is designed in a way that integrates with different government department applications and provides access to citizens and businesses, then services can be made available through the portal in real time (PuluJadi, 2002:98).

Another goal is to provide services that are transparent, efficient and secure. With e-government, it provides a great opportunity for the government to determine the direction of its policies in accordance with the wishes of the community and for the community, it provides a broad opportunity to play a role in the government system so as to create a more democratic government system. The e-government approach means that in the implementation of governance in providing public services it is based on considerations from the government alone, because it considers that the government knows better what is best for its people and not based on the needs and desires of citizens.

2. Government to Business

Today the government is continuously encouraged to innovate to optimize government performance by utilizing information and communication technology as part of efforts to provide better public services. The development of information technology in the digital era moves so fast and changes human behavior in almost every aspect of life.

Now the government has innovated by utilizing technology. One way is to implement an e-government system to improve government performance that is faster, more efficient and transparent. The E-government system is a government application system that is integrated with each other by utilizing IT technology.

Government-to-Business (G2B) is an electronic transaction service between the government and business people. In the G2B E-Gov service, various services & information are available that are needed by people to transact with the government, for example selling government products and services through online e-Procurement

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applications, paying corporate taxes, and obtaining business licenses online.

The results of the analysis found several policy implementation strategies that could be used by the Sumedang Regency Government, including:

1) The Regent's commitment to the success of the licensing service policy is good. This can be seen by the formation of BPMPT to serve all licensing processes, so that the community/businessmen only need to go to one place to apply for licensing services.

2) Sanctions that are enforced on licensing services are good enough, especially with threats to anyone who violates licensing regulations, including imposition of fines/penalties.

3) The use of information technology in the implementation of licensing service policies cannot be used optimally.

4) Development of implementing apparatus in implementing licensing policies is carried out by following technical guidance conducted by the relevant SOPD and also through consultation with the relevant agencies.

5) In implementing licensing policies, it is necessary to make breakthroughs/simplification of procedures as long as they do not violate applicable regulations, as well as carry out Personal Approach Strategies for the community.

6) Licensing services and other services that are under the authority (district) to facilitate the public in obtaining services.

The results of the analysis also reveal several obstacles in the field of licensing at BPMPT Sumedang Regency, including the following: first, land conversion for investment requires several stages that require time. Second, there has not been a mapping of the potential of each sub-district in Sumedang Regency which is reflected in the Geographical Information System (GIS) which can be accessed by entrepreneurs. Third, Sumedang Regency also has problems in very limited infrastructure so that access to various remote areas is not well reached. Fourth, the IMB target is an integral part of the smooth licensing procedure. Fifth, the regular measurement of the Community Satisfaction Index does not reflect the actual conditions. Sixth, there is overlapping authority between BPMPT, sub-districts and urban villages in terms of handling permits.

The results of the study also found that the implementation of policies in the field of licensing at BPMPT Sumedang Regency basically reflected the spirit and intent and purpose of holding this integrated service (one stop service), although it was not optimal enough. In addition, it was also revealed that the settlement of integrated licensing issues is cross-sectoral and cross-administrative which requires serious commitment between sectors and related stakeholders. Meanwhile, the factor of compliance level and the response of the executor is constrained in terms of the response which is still low in terms of the application of punishment to the violators.

3. Government to Government

Implementation of government data governance to increase the value of data as a basis for policy making is contained in the 2018-2020 Indonesia open government national action plan (Open Government Indonesia), where one of the initiatives is One Data Indonesia (SDI) (Bappenas, 2017).

SDI is an effort to provide credible, accountable and up-to-date data by building a government database that can be used as a reference in every policy and its implementation. The data needed includes data on food, energy, infrastructure, maritime, education, health, education, economy, industry, tourism, and bureaucratic reform. The implementation guidelines and guidelines for implementing SDI are contained in the Presidential

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Regulation of the Republic of Indonesia No. 39/2019.

Challenges or obstacles to implementing OGD in the SDI context need to be identified. Likewise, the critical success factors for implementing OGD from various studies on Critical Success Factors (CSFs) for OGD implementation need to be analyzed. On the other hand, in the OGD success model, the success of open data management is determined, among others, by data quality, web quality, service quality, social media quality, and collaborative data utilization. Satisfaction of data users is measured by public values, namely efficiency, transparency, engagement, collaboration, and trust.

The Office of Communication and Informatics, Encryption and Statistics of Sumedang Regency is still not fully capable of creating harmonious coordination and integration in the development of the telematics field in all existing components. The implementation of Presidential Regulation No. 39 of 2020 still faces many challenges. Each component of SDI implementation (data planning, data collection, data checking, data dissemination) has a number of problems. One of the challenges in the data planning component is that priority data has not yet been determined. Then, in the data collection component, the challenges encountered include the difficulty of integrating data.

As for the data checking component, there are problems that are still difficult to follow SDI principles, namely data standards are not met, metadata is not uniform, there is no data reference code which results in data overlapping and difficult to share. Furthermore, the data dissemination component has challenges in terms of digital infrastructure readiness, namely the development of an integrated data center and the development of one application that can be used by all central and regional government institutions, as

well as the challenge of a lack of data competency.

E-government has become one of the government's main issues in encouraging the provision of public services, including transparent and accountable aspects of government to government. Discussion of e-government in the context of government reform is heavily influenced by the New Public Management (NPM). The general vision of NPM assumes that the use of information and communication technology (ICT) will increase efficiency, policy effectiveness and democratic values.

Thus the e-Government aspect of government to government can be used as a tool to increase government-government interaction in an effort to improve democracy, because it is a way to improve service and trust in the government with an emphasis on improving performance at all levels of government.

4. Government To Employee

Not only to the community, the government also serves more specifically to employees or apparatus. The goal is to provide service and comfort to employees. The Government To Employee element which emphasizes aspects of the government for employees in the governance environment shows a change even though it is not optimal. However, the implementation of E-government also provides significant implications, namely how these employees can be proficient in applying the digitalization model in the E-government process which prioritizes the principles of effectiveness and efficiency.

Apart from that, the implementation of the SPBE also requires the State Civil Apparatus to be more digitally competent in the work processes carried out by the government on its own employees. In this context, researchers detected problems, including the unpreparedness of the Sumedang Regency Government in

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presenting definite data regarding its employees, such as data on the length of service of the State Civil Apparatus within the Regional Organizational Units. Other issues that are also quite crucial, among others, are related to the payroll system and the presence of employees in carrying out their duties. These various problems reflect that Government to Employee has not run optimally.

Model of E-government Implementation at the Sumedang District Communication and Information Service

As explained above, that operationally E-government is an activity that utilizes information and communication technology to improve government efficiency, effectiveness, transparency and accountability. Indrajit (2005:31) states an easier definition that e-government is the use of information technology by the government that allows the government to transform relations with the community, the business world and interested parties, and in practice e-government is the use of the internet to carry out government affairs. and the provision of public services so that they are better and oriented towards community service. From the various definitions above, it can be argued that e-government is the use of information technology by the government to improve relations with parties in the aspect of good governance (community and business institutions) with the aim of improving the quality of effective and efficient services.

Analysis of the Electronic-Based Government System in Sumedang Regency, operationally requires commitment from every actor involved in order to have the same perspective on the implementation of e-government. Thus, e-government implementation is able to build more effective and efficient public services. Empirically it was also found that the implementation of e-government policies in the Sumedang Government environment had not run optimally. This can be observed from the absence of websites owned by several regional apparatus units and village administrations, thus hampering the acceleration of e-government implementation.

The evaluation of the implementation of e-government indicators is determined by basic values that reflect the success or failure of e-government implementation. The measures used as parameters in the implementation of e-government include effectiveness, efficiency, transparency and accountability (Azkiya in Saingura, 2018).

The achievements of the 4 indicators by the Government of Sumedang Regency in implementing e-government policies in the framework of realizing good governance in accordance with the Instructions of the President of the Republic of Indonesia are as follows:

1) The effectiveness of the implementation of e-government in the Government of Sumedang Regency is the provision of operational facilities and infrastructure that support good government management.
2) The efficiency of the Sumedang Regency Government has not gone well. This is because there are still obstacles related to the ability of the apparatus, especially at the village level who technically have not mastered effective communication and information technology.
3) Transparency. Evaluation of indicators of transparency in village government, including the absence of a website to provide information on performance, work programs, village development, budget and news about the village.
4) Accountability is the main way to form good governance and transparent government in all aspects of governance, because accountability is a means to build public trust in the government.

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The determining factors for the success of implementing e-government in Sumedang Regency are what needs are currently the main priority of the community in government agencies or village governments, both related to telecommunication infrastructure, level of connectivity and use of information technology, readiness of apparatus resources, availability budget, availability of legal instruments, changes in the paradigm of work methods and behavior of apparatus resources.

These factors can be used as a reference to determine the success or failure of e-government policy implementation. Empirically, it was found that the apparatus resources in the Sumedang Regency Government were not fully prepared, especially the apparatus in the village administration. One of the reasons for the importance of e-government is based on the need for transparent government and the demand for changes in an increasingly advanced era. One of the goals is to improve public services through the use of information and communication technology.

The forms of improving public services in question include the following:

1) Information network and public service transactions that can be accessed anywhere and anytime.
2) Increasingly affordable public service transaction costs, one of which is through the paperless program.
3) Relations between the government and the business world become more interactive and can always be updated.
4) Ease of communication between interrelated government agencies to improve public facilities and services.
5) Guarantee the transparency and efficiency of government performance.
6) Government employee career development system.

This model will be more effective in the process of implementing e-government considering that the implementation of an Electronic-Based Government System in the Sumedang District Government is an important matter that must be addressed immediately if it is racing with the times that are full of digitalization.

Figure 1 is an illustration of an effective e-government model in an Electronic-Based Government System within the Sumedang Regency Government. The figure shows that there are several variables which are components or elements forming an integrated framework in the context of e-government implementation. These components or elements are an inseparable unit, such as Support, Value, and Capacity. In an effective and efficient e-government process to realize 3 elements in e-government which are G2C, G2B, G2G, and G2E.

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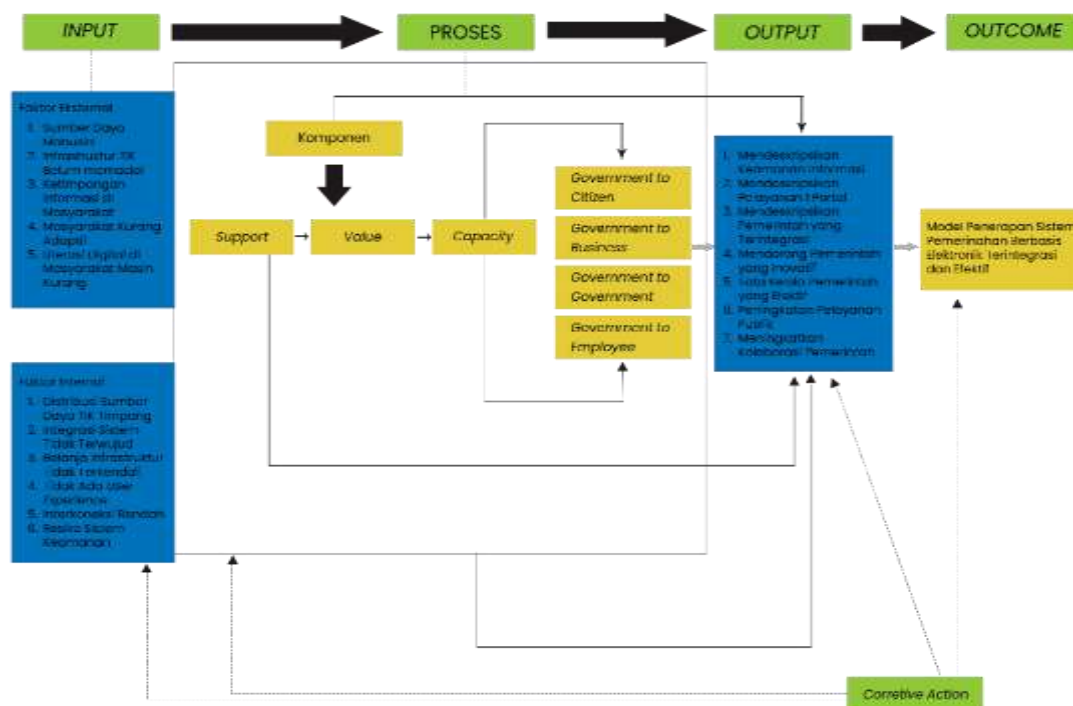
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Figure 1 Model of Electronic-Based Government System in District Governments Sumedang

Empirically the research results have revealed that e-government in an Electronic-Based Government System in the Sumedang District Government, apparently not only regulates relationships through four models, namely Government to Citizen, Government-to-Business, Government to Government, and Government to Employee, but also must be supported by three important elements, namely Support, Value, and Capacity. Thus, it is expected to produce effective and efficient implementation of e-government. Therefore, the e-government model as initiated by Indrajit which is the basis for analysis in research on Electronic-Based Government Systems in the Sumedang Regency Government, seems to require modification and refinement.

The results of the study also found that the implementation of an Electronic-Based Government System occurs dynamics that interact and influence each other among the various existing components. The interesting thing that became a research finding was the emergence of three supporting components Support, Value, Capacity in the process of implementing e-government in the Sumedang District Government.

In principle, the e-government process implemented by the Sumedang Regency Government must comprehensively consider input, process, output and benefit variables. In this context, e-government must be the answer to various problems that arise related to public services in Sumedang Regency. Thus, it is hoped that there will be a shift in the bureaucratic paradigm towards a new e-government paradigm that is more flexible, transparent, effective, efficient and accountable in carrying out government activities.

4. CONCLUSION

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The results of the study concluded that the implementation of e-government within the Sumedang Regency Government had not been fully effective, so that it had implications for improving the quality of public services. To optimize the implementation of e-government in Sumedang District, three important elements are needed, namely Support, Value, and Capacity. Thus, it is expected to produce an effective and efficient e-government process.

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