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THE IMPLEMENTATION OF ELECTRONIC GOVERNMENT: A STUDY IN OFFICE OF INFORMATION AND COMMUNICATION OF SLEMAN REGENCY, INDONESIA

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ABSTRACT

The implementation of electronic government in Sleman aims to improve governance and public service quality. Through the development policy, the e-government system is integrated. This study uses a qualitative descriptive approach with an interactive data analysis. The focus of this study is the Edward III theory to know the factors that influence the success of public policy implementation. The results show that the implementation of the electronic government policy has not been optimal due to the lack of understanding in communication and lack of HR human resources and budget support.

KEY WORDS

Policy, implementation, e-government, information system, budget support.

Reform of duties and functions of government in order to realize good governance requires an enabler, i.e. Information and Communication Technology (ICT). Technology is very important in government institutions, especially related to e-government where the government seeks to improve services to make them more easily, quickly, cheaply, and efficiently accessed (Wardiyanto, 2010:92).

E-government is officially adopted by Presidential Instruction Number 3 of 2003 on National Policy and Strategy for E-Government Development. The implementation of electronic government policy in Sleman Regency is based on Sleman Local Government Regulation Numbrt 9 of 2016 about the Medium Term Development Plan Year 2016-2021 under the vision of "*Terwujudnya Masyarakat Sleman Yang Lebih Sejahtera, Mandiri, Berbudaya Dan Terintegrasikannya Sistem e-Government Menuju Smart Regency Pada Tahun* 2021" and the Regent Regulation Number 87 of 2016 related to the establishment of the office of Communications and Information Technology.

Sleman Regency Government has adopted e-government in the management of government and public services through the development of the local government website, www.slemankab.go.id, and sub domains all Organizations of Regional Devices from official portals such as www.perizinan.slemankab.go.id and utilization of 58 applications in the Organization of the Region. Empirically the utilization of ICT in Sleman is still partial in the sense that it is done based on the interests of each Organization of Regional Devices related to the implementation of tasks and functions.

Although there have not been any operational policies, the effort in developing e-government has been rewarded, such as the IDSA (Indonesia Digital Society Award) as "The Best Champion Government Category" in 2014 and 2015 and IDEA (Indonesia Digital Economy Award) 2016.

Based on the above description, the researchers examine the implementation of the electronic government policy in Sleman Regency. Sleman is chosen considering the various achievements it gains related to e-government.

LITERATURE REVIEW

Policies are generally understood as decisions taken to deal with certain matters, but policy is not just a determined decision (Hamdi, 2014:36). Thomas R Dye in Pasolong (2008:39) suggests that public policy is whatever the government chooses to do or not do. If

the government chooses to do something, then there must be an objective and the public policy includes all government actions, not merely a statement of the wishes of the government or government officials.

Paul A. Sabatier (in Wahab, 2005:135) explains that implementation is to understand what actually happens after a program is declared valid or formulated—this is the focus of policy implementation, i.e. events and activities that arise after passing policy guidelines that covers both the efforts to administer and the real impact on the community or events. Nugroho (2009: 495) says two steps of choice in implementing the policy, i.e directly implemented in the form of a program or through derivative policy formulation.

Edward III (in Nugroho, 2016:673) asserts that without effective implementation, the decision of policymakers will not be carried out successfully. Edward (in Winarno, 2016:156) in reviewing the implementation asks two questions, i.e. the preconditions needed for a policy implementation to be successful and the main obstacles that lead to failure in implementation. According to Edward, four main issues are necessary for the implementation of the policy to be effective, namely (a) communication, (b) resources, (c) disposition, and (d) bureaucratic structure. The four factors are interconnected in assisting the implementation process or otherwise hampering the public policy implementation process.

First, it is communication or how the policy is communicated to the organization and/or the public. Second, it is related to resources or the availability of supporting resources including human resources, budget resources, information resources, authority resources, and facilities resources. Third is disposition or the characteristic of will, the tendency of the implementer to show seriousness in implementing the policy. Fourth is the bureaucracy or the appropriateness of bureaucracy, which are the organizers of public policy implementation, including SOP and fragmentation.

METHODS OF RESEARCH

This research uses descriptive qualitative approach. As stated by Moleong (2011: 6), qualitative research is a study that intends to understand what subjects experienced such as behavior, perception, motivation, action, and so forth holistically, and by way of description in the form of words and language, in a context. The focus of this study is based on the theory of Edward III stating that variables playing a role in the effective implementation of a policy are communication, human resources, financial resources, supporting infrastructure, and disposition and hierarchy of bureaucracy. Sources of data are informants, events, and documents. Informants are chosen based on purposive sampling and the snowball technique. The research informants are staff and officials at Sleman Regency Office of Communication and Informatics. The data analysis follows the interactive data analysis model. According to Miles, Huberman and Saldana (2014: 10-12), three steps are carried out in an interactive data analysis, i.e. data condensation, data presentation, conclusion drawing, and verification.

RESULTS AND DISCUSSION

Based on the research focus, factors influencing the implementation of electronic government policy based on the Edward III theory including (1) communication, (2) resources, (3) disposition, and (4) bureaucratic structure.

E-government policy in Sleman has been communicated by implementers, i.e. the Communication and Information Office in the form of internal consultation and coordination among the working units; this is done through circulars, meetings, non-formal discussions, and morning routines. External communication is done with the existing local government offices in order to obtain a common perception for e-government to run as expected. However, miscommunication occurs due to changes in personnel. Successful implementation requires the implementer to know exactly what to do as communication is a process of exchange of thoughts or ideas whose success requires understanding between the parties communicating. Broadly speaking, a communication process must have similarity

of meaning and exchange of thoughts or understanding between the communicator and the communicant. Further, Effendy (1992:34) adds that the purpose of communication is social changes or participations, attitude changes, opinion changes, and behavior changes.

Resources are related to the availability of human, financial, and infrastructure resources. In this case, shortage of employees with IT background especially in the field of e-government services and coding with 2 sections directly related to the development of e-government. There are 10 employees, but only 5 people have IT background. Recruitment of monthly and daily contract employees is not done through workload analysis or taking into account the system and the area to handle. The problems in systems and networks cannot be quickly solved and system integrators cannot meet the target. With regard to budget, funding for the development of e- government in the Sleman Regency uses the local funds, and the amount is increasing year by year, through the Communication, Information and Mass Media Development Program, yet the amount is still limited. Facilities and infrastructure such as buildings, computer equipment (hardware and software), network and data center, are sufficient.

Disposition is related t willingness, desire, tendency of policy actors to run the policy seriously. In this case, policy implementers have good attitudes and commitment to the importance of e- government development as to improve the quality of public services. The employees of the Office of Communications and Information Technology supported by the local government offices have good commitment and support the implementation of e-government policy, and almost all e-government services are running. Positive responses are demonstrated through work morale and initiation by forming specialized forums through social media to support the smoothness of e-government development. This disposition is a great capital for achieving the successful implementation of e- government.

The bureaucracy structure, according to Edward III in Winarno (2016:177), includes aspects such as Standard Operational Procedure (SOP) and fragmentation between organizational units. Within the bureaucratic structure, there is a corresponding organizational structure, the division of authority, the relationship between units within the organization, and the organization's relationship with other organizations. The Office of Communications and Information Technology as a leading sector has the authority to manage the development of e-government through the Regulation Number 87 of 2016 on Position, Organizational Structure, Duties and Functions, and Working Procedures of the Office of Communications and Information Technology. The division of responsibilities under the regulation provides clarity of authority as to improve the effectiveness of work implementation and coordination with other work units. It cannot be separated from the organizational structure with the echelon II and the special work unit, i.e. the e-government and coding service. There are 11 SOP to support the implementation and work guidelines. According to Edward in Nugroho (2009), SOP acts as a work guide for the implementer because a lengthy organizational structure tends to weaken the supervision.

CONCLUSION

Based on the findings, implementation of the e- government policy in Sleman Regency is not optimal yet; some things need to be improved. Communication is not optimal because miscommunication occurs as personnel changes. There are a limited number of human resources with IT background causing slow improvement in problems systems and networks. Budget is also limited as there are constraints set by the budget team.

Some things that can be done to overcome the above obstacles include the implementation of e-mail system for disposition; the optimization of human resources through IT related training, and the need for a technical legal umbrella that can support budgeting. It is also necessary to monitor and evaluate the implementation of e-government in Sleman Regency as to know the real level of IT development in the field and its constraints, because the measurement of development is not only from the realization of the budget and the targets achieved.

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