

CHANGES IN LOCAL GOVERNMENT MANAGEMENT IN THE IMPLEMENTATION OF ELECTRONIC GOVERNANCE

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Article history: received 31 November 2023; revised 02 December 2023; accepted 04 January 2024

DOI: <https://doi.org/10.33751/jhss.v8i1.7547>

Abstract. The development of information and communication technology has encouraged changes in local government management by implementing electronic governance. The implementation of electronic governance has various benefits, including increasing transparency, accountability, efficiency, and public participation in the government decision-making process, as well as accelerating the resolution of public problems. This study aims to determine changes in local government management in implementing electronic governance. This type of research is qualitative research, while data collection techniques are carried out by literature study. The results showed that changes in local government management that can occur in the implementation of electronic governance include changes in the way local government works, interaction between local government and society, quality of public services, supervision and evaluation, decision making, data and information management and overall changes. Overall changes, the implementation of e-governance can bring significant changes in local government management, such as increased efficiency and effectiveness, more active community participation, better quality of public services, and more integrated data and information management.

Keywords: change; management; local government; electronic governance

I. INTRODUCTION

Local governments and lower-level governments apply classical and bureaucratic management styles that have several shortcomings that can affect the performance of local governments, such as slow response to change. Classical and bureaucratic management styles tend to be conservative and difficult to adjust to rapid changes in the surrounding environment. This can make it difficult for local governments to make decisions quickly and precisely (Istianto [1]). In addition, the advantages of rules in classical and bureaucratic management styles can also limit creativity and innovation among government employees, making it difficult to find new solutions to complex problems. In addition, the inability to adapt to change can also cause local governments to lag behind in using the latest technology and innovation, which can hinder regional progress and development. Therefore, a paradigm shift is needed in local government management that is more adaptive and responsive to change, and focuses on the quality of public services and community needs (Daraba [2]). A change to a modern style of government is needed as it emphasizes customer service, entrepreneurship, community participation, and mission driven. However, many district/city governments still experience underdevelopment because they rely on limited government funds and ignore private investment. Local governments need to improve the knowledge and ability of their officials to involve the private sector and apply modern government management principles to face increasingly complex environmental changes (Basuki [3]). The rapid development of information and communication technology has demanded changes in the way local governments manage governance and public services.

According to the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 10 of 2011 concerning Guidelines for the Implementation of Management Change Programs, management change refers to the management of resources in order to achieve organizational goals with better performance. In this context, management change means transforming conventional governance into e-governance through innovations, including transformation of government management change. Transformation is a continuous process, involving reform, restructuring, restructuring development priorities, revitalization, and renewal in the ways of governance. The transformation of government management changes into e-governance provides easy access to information and public services for the community, as well as accelerating the decision-making process in local government. However, this transformation also requires a change in mindset and work culture among local government officials, as well as an increase in information technology competencies and skills. Therefore, local governments need to prepare themselves carefully in facing the changes faced today and ensure the successful transformation of government management changes into e-governance (Kurniasih & Wismaningtyas [4]).

E-governance or electronic governance is a concept that refers to the use of information and communication technology (ICT) in order to improve the quality and efficiency of government services, accelerate the decision-making process, and increase public participation in the public decision-making process. In e-governance, ICT is used to connect between the government, society, and the private

sector in order to create a more effective and efficient system in providing public services (Nurhadryani [5]). The implementation of electronic governance has various benefits, including increasing transparency, accountability, efficiency, and public participation in the government decision-making process, as well as accelerating the resolution of public problems (Nurdin [6]). E-Government is one of the innovations that can help local governments to overcome the shortcomings of classical and bureaucratic management styles, so it is necessary to learn more about its implementation and its effect on management changes in local government. Based on the background of these problems, researchers are interested in conducting research entitled "Changes in Local Government Management in the Application of Electronic Governance".

II. RESEARCH METHODS

This type of research is qualitative research, Sugiyono [7] explained that qualitative research methods are a research approach based on certain philosophies. This method is used to research in certain scientific conditions (e.g. experiments), where the researcher acts as the main instrument, data collection techniques are carried out qualitatively, and data analysis is carried out more emphasis on meaning. Data collection techniques are carried out by literature study. Literature study is a data collection method that is widely used in research because it can provide comprehensive and in-depth information about the research topic. In this study, data collection techniques were carried out using literature studies, namely by reviewing library sources that are relevant to changes in local government management in the application of electronic governance. Data sources used include books, journals, articles, and other references related to the research topic (Damayanti & Effane [8]).

In this study, the data used was sourced from secondary data obtained from various sources relevant to the research topic. Secondary data sources are very important in research because they can provide complete and accurate information about the topic under study. As is known, secondary data sources can be official government documents, scientific journals, statistical data, and others. In addition, secondary data sources can also be data collected by other researchers in research that is similar or different from the research being conducted. In the use of secondary data sources, researchers need to ensure the accuracy and reliability of the data used so that research results can be relied upon and useful for the development of science. Therefore, researchers need to evaluate the secondary data sources used before data analysis is carried out (Situmorang et al [9]).

The data were analyzed using qualitative descriptive analysis techniques. Qualitative descriptive analysis technique is one of the data analysis techniques used in this study. The data that has been collected will be reduced, processed, and analyzed to then be displayed descriptively.

This method of analysis aims to provide a detailed picture of the phenomenon under study. The analysis process begins with data collection from secondary sources and then data reduction is carried out to narrow the scope of research. After that, the data will be displayed using the appropriate table or graph to make it easier for readers to understand the data that has been collected. Finally, conclusions are drawn based on the results of data analysis that has been carried out. In qualitative descriptive analysis techniques, researchers will describe in detail the characteristics and phenomena present in the data (Rijali [10]).

III. RESULTS AND DISCUSSION

Electronic Governance or E-Government is a concept of applying information and communication technology in government administration. E-Government aims to provide more effective, efficient, and transparent public services through the use of information and communication technology (Nugraha [11]). The concept of E-Government includes the use of information and communication technology to facilitate and improve the accessibility of public services by the public. One form of public services that can be provided through E-Government is population administration services, licensing, and health services. In addition, E-Government can also help increase transparency, accountability, and public participation in the government's decision-making process. In the administration of local government, E-Government can help improve effectiveness and efficiency in public services, reduce operational costs, and accelerate decision making. In addition, E-Government can also facilitate coordination and integration between various government agencies in the regions (Sufianti [12]). The role of E-Government in implementing more effective and efficient local government includes (Gioh [13]):

1. Improve accessibility and quality of public services.
2. Increase transparency and accountability of local governments.
3. Speed up decision making.
4. Reduce operational costs.
5. Improve coordination and integration between government agencies in the regions.
6. Increase community participation in the decision-making process.

According to Salam in (Iqbal [14]) stated that government management is an effort made by government agencies to regulate the country so that it can achieve order, welfare, and prosperity. In Indonesia, Local Government Management is based on the 1945 Constitution which provides broad, real, and responsible autonomy. This is reinforced by MPR decree Number XV / MPR / 1998 which regulates the implementation of regional autonomy, distribution, fair use of national resources, and financial balance between the central and regional governments in the framework of the Unitary State of the Republic of Indonesia.

Management aims to achieve optimal results of activities and the realization of personal satisfaction, better

products and services, and achieve the desired goals. Although it is intangible, management involves individuals who perform predetermined actions to achieve goals (Syafuruddin et al [15]). These efforts and actions include an understanding of what must be done, how to carry it out, measuring business effectiveness, and maintaining environmental conditions and situations that provide economic, psychological, social, political, and technical responses and control (Terry [16]). There are several factors that affect the success of E-Government implementation at the local government level are very important to consider. Here are some factors that can affect the success of E-Government implementation at the local government level (Napitupulu [17]):

1. Political support

Political support is a very important factor for the successful implementation of E-Government at the local government level. Strong leadership and clear commitment on the part of local governments can give impetus to the development and implementation of E-Government.

2. Availability of Human Resources

Adequate and trained human resources are an important factor in the successful implementation of E-Government at the local government level. Experts who understand information technology and are able to operate the E-Government system well are needed.

3. Adequate information technology infrastructure

Adequate information technology infrastructure is also an important factor in the successful implementation of E-Government at the local government level. A stable and fast network system is needed, as well as adequate hardware and software to operate the E-Government system.

4. Supportive policies and regulations

Supportive policies and regulations are important factors in the successful implementation of E-Government at the local government level. Clear policies are needed that support the development and implementation of E-Government as well as clear rules on the use and management of electronic data.

5. Community participation

Community participation is also an important factor in the successful implementation of E-Government at the local government level. Support and active participation from the community in the development and use of the E-Government system are needed.

In addition to the factors previously described, there are several recommendations that can be given to local governments in developing E-Government. Here are some of those recommendations:

1. Improve the quality of human resources

Local governments need to strengthen the capacity of human resources in terms of information and communication technology, especially in the management and development of the E-Government system. This can be done by carrying out training and competency

development for local government officials (Setiawan [18]).

2. Strengthening information technology infrastructure

Adequate information technology infrastructure is essential in the successful implementation of E-Government. Local governments need to pay attention to infrastructure aspects, such as communication networks, hardware, software, and information security, to ensure the E-Government system can run well and safely (Damanik & Purwaningsih [19]).

3. Build an effective monitoring and evaluation system

Local governments need to establish supervisory and evaluation units responsible for monitoring and evaluating the implementation of E-Government. The unit can monitor, evaluate, and improve the E-Government system periodically (Udoyono [20]).

4. Involving the community in the development of E-Government

Public participation is very important in the development of E-Government, because the community is the main user of the E-Government system. Local governments need to socialize and educate the public about the benefits and how to use the E-Government system (Muliono [21]).

Changes in local government management in the implementation of E-Government are very important because the application of information technology in the administration of local government can affect the way of work, governance, and relations between government and society. Some changes in local government management that can occur in the implementation of E-Government include (Kurniasih & Wismaningtyas [4]):

1. Changes in the way local government works

The implementation of electronic governance (e-governance) will bring changes to the way local governments work such as the use of information and communication technology (ICT) in the process of administration, management, and delivery of information to the community. In this case, e-governance allows local governments to optimize the use of technology and reduce manual processes, making it more efficient and effective.

2. Changes in interactions between local governments and communities

E-governance allows active community participation in local governance. Communities can provide input and suggestions through electronic platforms, enabling local governments to respond and provide better public services.

3. Changes in the quality of public services

With the implementation of e-governance, local governments can provide faster, more accessible, and quality public services. For example, local governments can provide applications to make it easier for people to apply for business licenses or obtain information about public services. Improving the quality of public services through the use of e-government applications that can optimize the process of submission, monitoring and completion of applications. This will speed up turnaround

time and improve the effectiveness and efficiency of public services.

4. Changes in monitoring and evaluation

Better supervision and evaluation of local government performance from manual to integrated and can be done in real-time. With e-governance, the community can monitor the performance of local governments online and provide feedback for performance improvement

5. Changes in decision making

Decision making from experience-based to integrated data and information-based. Better and faster decision making through management information systems. E-governance can assist local governments in decision making through accurate and up-to-date information and data.

6. Changes in data and information management

E-governance enables more efficient and integrated management of data and information between local government agencies. This can improve data accuracy and security and facilitate a more informed decision-making process.

7. In the whole

The implementation of e-governance can bring significant changes in local government management, such as increased efficiency and effectiveness, more active community participation, better quality of public services, and more integrated data and information management.

The implementation of e-governance in Indonesia faces various challenges and obstacles, including limited infrastructure and equitable internet access, this is because there are still areas in Indonesia that are difficult to reach and lack infrastructure, including the availability of internet access. This can limit public accessibility and participation in the implementation of e-governance (Safiril et al [22]). Readiness of human resources, competent human resources and understanding of information technology are needed to operate the e-governance system. However, there is still a lack of adequate number and quality of human resources. Changes in organizational culture, changes from conventional ways of working to the implementation of e-governance require changes in culture and attitudes from all parties in government organizations, including decision making and application of technology (Mustapa [23]). In addition, there are still data security issues in the implementation of e-governance. Data leaks and cyber attacks can threaten the security of information stored and processed by e-governance systems, thereby reducing public trust in the government. More intensive efforts are needed in building a strong data security system and increasing public understanding and awareness of the importance of maintaining information security (Haripin [24]).

Other challenges are related to budgets and political support. The implementation of e-governance requires a sizable budget and strong political support from the government. However, sometimes the budget and political support provided are not optimal enough to support the effective implementation of e-governance. This can slow down the process of implementing and developing e-governance in Indonesia. Therefore, more intensive and

collaborative efforts from various parties are needed to overcome challenges and obstacles in the implementation of e-governance in Indonesia (Diah & Werdiningsih [25]). Although it has a number of challenges, this application has a number of benefits including (Ilham [26]):

1. Increased efficiency and effectiveness of public services: with the existence of E-Government, local governments can provide faster, easier, and more accurate public services so as to increase community satisfaction.
2. Increased government transparency and accountability: E-Government can assist local governments in publishing information and data transparently so that the public can monitor and assess government performance more accurately.
3. Increased public participation in decision making: E-Government can increase public participation in the decision-making process through features such as online discussion forums and online complaint mechanisms.

Some case studies on the implementation of E-Government in several local governments in Indonesia and abroad that can be used as material for analysis of the success and failure of the implementation include:

1. Bandung City, Indonesia: This case study shows the successful implementation of E-Government in Bandung City, which has succeeded in increasing the efficiency and effectiveness of public services and improving relations between government and society (Kurnia & Ramadhan [27]). Indonesian Journal of Public Administration and Governance, 10(4), 164-181.
2. Seoul City, South Korea: This case study shows the successful implementation of E-Government in Seoul City, which has succeeded in increasing government transparency and accountability and improving relations between government and society (Jho & Lee [28]).
3. Province of Quebec, Canada: This case study shows the failure of E-Government implementation in Quebec Province, which is experiencing problems in terms of data security and privacy as well as limited adequate human resources (Roy [29]).
4. Mumbai City, India: This case study shows the challenges in implementing E-Government in Mumbai City, which is experiencing constraints in terms of limited information technology infrastructure and availability of adequate human resources (Patil & Purswani [30]).
5. New York City, USA: This case study shows the successful implementation of E-Government in New York City, which has succeeded in increasing the efficiency and effectiveness of public services and improving the relationship between government and society (Pawes & Pardo [31]).

Research on changes in local government management in the implementation of E-Government has significant implications for the development of local government in the future. The implementation of E-Government can assist local governments in improving the efficiency and effectiveness of public services as well as

increasing government transparency and accountability. However, the challenges faced in the implementation of E-Government must be addressed effectively to ensure successful implementation. To develop a better E-Government in the future, local governments need to pay attention to several recommendations conveyed in this study, such as improving the quality of human resources, strengthening information technology infrastructure, and building an effective monitoring and evaluation system. In addition, further research can be focused on a more in-depth analysis of the factors that influence the success of E-Government implementation and strategies that can be used to overcome the challenges faced in E-Government implementation. Case studies on the implementation of E-Government in various countries can also be an interesting research topic.

IV. CONCLUSION

In managing governance and public services, local governments must realize that classical and bureaucratic management styles that tend to be formal and rigid are no longer relevant in the evolving digital era. Therefore, more adaptive and responsive management changes are needed to achieve organizational goals with better performance. The rapid development of information and communication technology has triggered these changes and encouraged the implementation of electronic governance as a solution to improve the efficiency and effectiveness of local government. E-governance has many benefits, including increasing transparency, accountability, efficiency, and public participation in government decision-making and accelerating the resolution of public problems. Management changes that occur in the implementation of e-governance include the way local governments work, interactions between local governments and communities, the quality of public services, supervision and evaluation, decision making, data and information management, and overall changes. By adopting appropriate management changes, the implementation of e-governance can bring significant changes in local government management, including increased efficiency and effectiveness, more active community participation, better quality of public services, and more integrated management of data and information.

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