# Analysis of Efforts in the Development of Local Government: E-Government and Public Service Management

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| Article Info | |
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| | **Abstract:** This study aimed to determine the efforts to develop e-government and improve public services in Bima Regency. This research used descriptive qualitative methods. The subjects of this research were selected through a nonprobability sampling technique using a purposive sampling technique. The informants in this study were 20 web admins of Bima Regency Government institutions. Data collection techniques consisted of observation, interviews, and documentation. The results showed that support for implementing e-government in public services in Bima Regency has been provided. However, it could be more optimal due to different budget allocations in each local government agency. Regarding capability, in general, the literacy level of Bima Regency Government employees still needs to improve, especially senior employees. Meanwhile, in terms of value, e-government managers already understand the benefits and importance of information technology applications in public services. For e-government implementation to run optimally, creating a clear legal umbrella and making a grand design for e-government development, including preparing the budget, is necessary. Related to employees who still need to improve in literacy, it is essential to plan continuous Information Technology training, and in the future, the Bima Regency government should plan to recruit employees with an educational background in information technology. |
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## INTRODUCTION

The advancement of information and communication technology (ICT) has considerably influenced the improvement of public service (Syahputra et al., 2023), performance and the promotion of good governance (Mutiarin et al., 2019). Responding to public expectations for more efficient, transparent, and responsive services, e-government provides a solution (Khan & Krishnan, 2021). The deployment of e-government is at the heart of bureaucratic reform to improve public services.

The Indonesian government has also taken a step ahead by portraying e-government as a means of improving the quality of public services. The government released several recommendations in 2003 that guided the adoption of e-government at the regional level (Sabani, 2020). Infrastructure, electronic document system administration, agency e-government strategies, human resource training, and local

government website management are all included in these standards (Matitah et al., 2021).

The development of ICT has offered solutions to improve the performance of public services based on good governance (Lawelai et al., 2023). The readiness of human resources, regulations, budget funds, facilities, and infrastructure are absolute things that must be provided in the implementation of e-government (Huda & Yunas, 2016).

One of the objectives of e-government implementation is for government agencies to provide better public services (Turner et al., 2022). In this regard, a strong commitment is needed from the government to pioneer and start new things in the bureaucracy. Using e-government for the bureaucracy is expected to be an alternative for reform towards better services.

It was then complemented by guidelines issued in 2004, including quality standards and a range of services and application development (e-services), policies on institutions, authorization, information and private participation in good governance and change management policies, guidelines for project implementation and e-government budgeting, central and regional e-government application blueprints. Then in 2006, the government established the National Information and Communication Technology Council through Presidential Decree No. 20 of 2006, one of whose tasks was to accelerate the implementation of e-government.

The face of public services is now better. Recently, efforts to develop e-government have been actively carried out by the public bureaucracy (Rachmawati & Fitriyanti, 2021). The tendency of public bureaucracies such as ministries, non-ministerial government agencies, and provincial, city, and Regency governments to implement e-government in the governance system is noteworthy and exciting to study (Nugraha et al., 2022).

In connection with the implementation of regional autonomy, an interesting issue is how the tasks handed over by the center to the regions can run well. To carry out tasks well, especially in the service sector, e-government is an alternative (Yusriadi et al., 2018). The establishment of the Office of Electronic Data Management (PDE) or the Office of Transportation, Communication, and Informatics shows the commitment of the Bima Regency Government to accelerate the process of implementing information technology in public services (Yasin & Haeril, 2023).

However, the utilization of information and communication technology in Bima Regency is limited to the early stages of e-government development, namely the preparation stage. There are four stages of e-government development, namely: (1) preparation stage; (2) implementation stage; (3) maturation stage, and; (4) stabilization stage (Irfadat et al., 2020).

In its development, most of the existing e-government application development stages still focus on providing websites and information services only. So that if a local government has a website, the assumption arises that it has implemented e-government applications (Putri, 2022). The concept of e-government is displaying government

information through website services and transforming the relationship between the government and all stakeholders, which initially used conventional media to use information technology.

Furthermore, related to the preparation stage of e-government in Bima Regency is only one-way, namely only providing information to stakeholders. It has yet to achieve an interactive relationship between the government as a servant and the community as the party being served (Nur & Usman, 2022). The form of service organized by the Bima Regency Government is a website that only displays one-way information from the government to the community or business. Thus, in the application of e-government-based services to the community so far, many things still need to be prepared.

At this point, technology created to facilitate and improve the quality of human life shows its role. The majority of forms of government services to the community are matters relating to the collection, processing, and provision of various data, information, knowledge, and policies, along with their dissemination to all members of the community in need, so the most suitable technology to be applied is information technology (Androutsopoulou et al., 2019). Based on the data above, this research aims to see how the Bima Regency Government develops e-government in public services and what obstacles are encountered in developing e-government-based public services in Bima Regency.

Therefore, one of the most appropriate strategic innovations to gain a competitive advantage is reorganizing the organization by involving the benefits of information systems and information technology in the organization's processes (Chatterjee et al., 2015). The development of information systems and information technology is very rapid. It has also been considered a vital resource for government and private organizations.

E-government can generally use digital technology to transform government activities to improve effectiveness, efficiency, and service delivery. The term e-government or electronic government refers to government organizations' use of information technology to make them more effective and transparent (Vephkhvia Grigalashvili, 2022). With e-government, it is expected that services to the public can be better, the internal effectiveness of government organizations will increase, and public access to information in the government environment will be easier.

E-government is also a process of government system by utilizing ICT as a tool to facilitate communication and transactions with citizens, business organizations, government agencies, and their staff (Alawneh et al., 2013). So that efficiency, effectiveness, transparency, and accountability of government to its citizens can be achieved. The development concept involves Government to Government (G2G), Government to Business (G2B), and Government to Citizens (G2C) relationships (Putri, 2022).

To develop e-government, there are four phases proposed by the World Bank (2002), namely Presence, Interaction, Transaction, and Transformation. But no less

important in the development of e-government is the element of support, such as political will, than the aspect of capacity or the component of ability or empowerment of the local government in realizing the dream of e-government, as well as the element of value or provide benefits that are significantly felt by the community (Bhatti & McDonald, 2020).

Despite intensive attempts to establish e-government at the municipal level, most current development phases are still confined to providing websites and one-way information services. In reality, e-government entails using information technology to alter the interaction between the government and all stakeholders.

One of the obstacles in building regional e-government is regulating regional autonomy. The regional implementation of e-government must ensure that the responsibilities delegated by the national government function smoothly. This is where e-government may play a vital role in supporting improved regional public services.

As one of the areas in Indonesia that have created an PDE and shown its commitment to using information technology in public services, Bima Region is still in the planning stages of creating e-government. Efforts to build e-government in Bima Region have been confined to giving information to stakeholders through the website, with little interaction between the government as the servant and the community as the served party.

For this reason, from the description above, this research aims to find out the efforts to develop e-government and improve public services in Bima Regency.

**RESEARCH METHOD**

This research explores efforts to develop e-government and public service management in Bima Regency. The research method used is descriptive qualitative, which will provide an in-depth description of the situation and process of e-government development in the area (Njie & Asimiran, 2014). The research subjects were selected using a nonprobability sampling technique with a purposive sampling technique, so the informants involved were 20 web admins from various Bima Regency Government institutions.

The data used in this study consisted of two types, namely primary data and secondary data (Johnston, 2014). Preliminary data were obtained directly from the research location through three data collection techniques, namely observation, interviews, and documentation. Through observation, researchers will understand how the e-government system operates and how public services are conducted using information technology. Interviews with informants will provide their views on challenges and barriers in e-government development and their understanding of public service management involving technology. Meanwhile, documentation will provide supporting data in the form of information and literature relevant to this research.

The data analysis method that will be used is an interactive model (Mezmir, 2020). The first stage is data reduction, where the data that has been collected will be thoroughly analyzed and sorted out to identify emerging themes and patterns. Next, the data

presentation stage will describe the main findings of the analysis through narratives and quotes from interviews and observations. The final stage is conclusion drawing and verification, where the results will be interpreted holistically and adjusted with relevant theories.

This research will contribute significantly to understanding e-government development efforts in Bima Regency and how information technology plays a role in public service management in the area. E-government, as a solution to improve the quality of public services and good governance, will be examined more deeply to see the extent of its implementation in Bima Regency.

## RESULT AND DISCUSSION

The results of this study show that to implement digitalization concepts in the public sector in Bima Regency, three elements of success must be owned and taken seriously: support, capacity, and value.

### *Support elements for e-government implementation in Bima Regency*.

The Support aspect is the first and most crucial element that the Bima Regency Government must own, namely the desire of various circles of public and political officials actually to implement e-government. Research results show a collective agreement to implement e-government. Informants' understanding of the concept of e-government is quite good. They believe implementing e-government in public services will be more effective and efficient. The challenge for the Bima Regency Government as the party that has the initiative to implement e-government is that it must still be able to convince those who cannot or are not interested in using various information technology facilities.

Allocating resources (human, financial, labor, time, information). The seriousness of the Bima Regency Government in developing e-government can be seen from several service features that have begun to be created digitally. However, they have yet to reach all services. The Regency government has addressed the limited number of human resources with an IT background by conducting training to improve the literacy skills of its employees.

Various supporting infrastructures and superstructures were built to create an environment conducive to developing e-government. The results of interviews in the field, although not explicitly budgeted in each local government agency, there is a willingness of the leadership of local government agencies to include a budget for IT development and maintenance. Infrastructure development is carried out in collaboration with third parties.

Socialization of the e-government concept evenly, consistently, and thoroughly. The results in the field show that informants agree that the Bima Regency Government has socialized the application of e-government in public services. There is a real effort from the Regency government to change conventional services into responsive services daily. The public does not need to know what happens behind all that (back office), but they

need to know that government performance has improved, which has occurred since the e-government program at the Bima Regency Government was launched.

The research findings on the support elements of e-government implementation in Bima Regency illustrate the critical factors in the performance of e-government in Bima Regency. These support elements are essential to ensure the success and effectiveness of e-government development in public services in the Regency.

First, support from various parties, including public and political officials, is the main element that must exist in implementing e-government. The research results show a collective agreement to implement e-government in Bima Regency. Informants' understanding of the concept of e-government is also quite good, and they believe that implementing e-government will make public services more effective and efficient. However, the challenge faced by the Bima Regency Government is to convince those who have not been able or interested in using information technology facilities in public services. Therefore, support and willingness from various parties need to be continuously improved to ensure the implementation of e-government runs smoothly.

Secondly, allocating human, financial, labor, time, and information resources is a serious sign of the Bima Regency Government in developing e-government. Although some service features have been digitized, the local government still needs to increase the scope of e-government services. The provincial government has also realized the need for more human resources with IT backgrounds, so they conduct training to improve the literacy skills of their employees. This shows a commitment to overcoming human resource barriers to optimize e-government implementation.

Third, supporting infrastructure and superstructure are also crucial in creating a conducive environment for e-government development. The interview results show that although not explicitly budgeted in each local government institution, the leaders of local government institutions desire to provide a budget for IT development and maintenance. Collaboration with third parties is also done to build infrastructure that supports e-government implementation.

Fourth, evenly, consistently, and thoroughly socializing the concept of e-government is the key to introducing e-government to the public. This research shows that informants agreed that the Bima Regency Government had conducted socialization on implementing e-government in public services. The local government has genuinely tried transforming conventional services into responsive services daily. Although the public can only know some of the processes behind the scenes (back office), they need to know that government performance has improved since the Bima regency's launch of the e-government program.

This research provides a comprehensive picture of the support offered by the Bima Regency Government in developing e-government and public service management. Support from various parties, severe resource allocation, supporting infrastructure and superstructure (Apriyani & Jannah, 2022), and adequate socialization are essential

elements that must be considered and strengthened to ensure the success and sustainability of e-government in Bima Regency.

### *Support elements for e-government implementation in Bima Regency*

The capacity aspect is the ability or empowerment of the Bima Regency Government to realize e-government in public services. The results of the field study found four elements that must be owned by the Bima Regency Government, including:

Availability of sufficient resources to implement various e-government initiatives (Elkadi, 2013). The availability of resources for implementing e-government is challenging for the Bima Regency Government. Limited funds mean that the budget for e-government development is not explicitly allocated. Noteworthy in this aspect is a special meeting to discuss the progress of the e-government program. This meeting is an absolute must because almost all government services through e-government require cross-sectoral coordination, so discussions between those in authority are necessary to obtain the desired service quality.

Availability of adequate technology infrastructure. The results of interviews in the field indicate the existence of technological infrastructure that supports the implementation of e-government, which consists of hardware and software in each local government agency. The provision of e-government supporting infrastructure must also be clearly by national policy and implemented consistently by the approved masterplan. The availability and development of this infrastructure is a transformation strategy that can be seen by the community, the business world, and other parties working with the government will also feel safe because of certainty so that they do not hesitate to participate and invest in the public sector.

Availability of human resources who have the competencies and expertise needed in the implementation of e-government. The availability of human resources who master information technology is still challenging for the Bima Regency Government to implement e-government. The fact is that many senior employees who are about to retire cannot operate computers at all. There is a policy from the Bima Regency Government to use outsourcing. However, it should be noted that not all matters related to the development of e-government in public services can be outsourced to other parties. Critical matters (core) that must remain under government control should not be the domain of the alliance. At the same time, those that are supporting (necessity or supporting) can be used as examples of e-government domains that can be outsourced.

Aspects of the Bima Regency Government's capacity or ability to realize e-government in public services. The Bima Regency Government must own four elements to support the implementation of e-government.

First, the availability of sufficient resources to implement various e-government initiatives is challenging for the Bima Regency Government. The limited budget means that funds for e-government development have yet to be explicitly budgeted. Therefore, it is necessary to hold special meetings to discuss the progress of the e-government program. These meetings are a must because almost all government services through e-government

require cross-sector coordination, so discussions between those in authority are necessary to ensure the desired service quality.

Second, adequate technological infrastructure is essential in supporting e-government implementation. The interview results show that the technical infrastructure that supports the implementation of e-government already exists and consists of hardware and software in each local government agency. The importance of precise national planning and consistent implementation of master plans in providing e-government infrastructure should be noted. The availability and development of this infrastructure have become a transformation strategy that can be seen by the public, the business world, and other parties working with the government so that they feel safe and confident to participate and invest in the public sector.

Third, the availability of human resources with the competencies and expertise needed to implement e-government is also essential. The availability of human resources who master information technology is still challenging for the Bima Regency Government to implement e-government. Some senior employees about to retire still need help operating computers. The Bima Regency Government uses an outsourcing policy to overcome this problem. However, remember that not all matters related to e-government development in public services can be outsourced to other parties. Critical matters (core) that must remain under government control should not be the domain of the alliance. Meanwhile, supportive things (necessity or supporting) can be used as examples of e-government domains that can be outsourced.

Bima Regency Government's capacity is essential in realizing e-government in public services. The availability of adequate resources, technological infrastructure, and human resources are crucial elements that must be fulfilled to succeed in implementing e-government. In facing this challenge, Bima Regency Government needs to take strategic steps to ensure the success and sustainability of e-government in providing better and more efficient public services to the community.

### *Value elements for e-government implementation in Bima Regency*

The value aspect means that various e-government initiatives will be useless if no parties benefit from implementing the concept. In this case, it is not the government that determines the size of the benefits obtained by e-government. Still, the community they are the ones with interest (demand side) (Rose et al., 2015). The results showed that most stated that applying information technology in public services would make it easier for the community. They also argue the need to increase the literacy of e-government managers.

The best and most effective socialization of e-government use is by word of mouth, in the sense that a person's successful experience interacting with the government through information technology facilities is precious. The concept of e-government does not only mean a change in good performance from the government to its people but further means a transformation of the approach to the administration of a government that was initially government-centered (executive) to community-centered (democracy).

The research results on the value aspect illustrate the value or benefits of e-government initiatives that are crucial in the success and public acceptance of the implementation of the concept. This value element emphasizes that the success of e-government is determined by the government and more by the benefits the community feels as an interested party (demand side).

The results show that most people state that applying information technology in public services will facilitate them. They realize that e-government can potentially improve the accessibility and quality of public services. This positive acceptance shows that people understand the value and benefits that e-government brings to their daily lives.

However, the research also found a need to improve the literacy and understanding of e-government managers. This indicates that there are still challenges in managing and implementing information technology within the government. Local governments need to invest in training and education to improve the competencies of e-government managers so that they can manage and provide e-government services effectively and efficiently.

Regarding e-government socialization, research shows that the best and most effective method is to provide real examples of one's positive experience interacting with the government through information technology facilities. Through a word-of-mouth approach, people can see firsthand how e-government brings tangible benefits to public services. This approach helps create greater awareness and enthusiasm from the public toward e-government implementation.

In addition, the research also voiced the importance of transforming the approach of government administration from government-oriented (executive) to people-centered (democracy). The concept of e-government is not only about improving government performance in delivering services but also about building a closer and more participatory relationship between government and society. E-government can encourage people's active participation in public decision-making processes and increase transparency in government.

This value aspect emphasizes that public acceptance and perceived benefits are critical factors in the success of e-government. Local governments must continue to strengthen this value element by promoting adequate socialization, improving the literacy of e-government managers, and encouraging the transformation of government administration approaches to be more participatory and people-centered (Demirel, 2023). Thus, e-government can be an effective tool in improving the quality of public services and strengthening the relationship between government and society.

**CONCLUSION**

This study investigates e-government growth and public service management activities in Bima Regency. According to the findings, three critical success factors for the effective deployment of e-government in Bima Regency are support, capability, and value. The support factor is the dedication and willingness to adopt e-government from multiple

parties, including public and political leaders. Informants have an excellent comprehension of the idea of e-government and applying it would improve the effectiveness and efficiency of public services. The issue, however, is persuading people unwilling or unable to use information technology in public services.

Bima Regency Government's capability to implement e-government comprises the availability of necessary resources, technical infrastructure, and human resources. Allocating funding for e-government development is complicated by a restricted budget. Nonetheless, the Bima Regency Government demonstrates commitment by providing technology infrastructure to enable e-government adoption. The availability of human resources who understand information technology remains a concern, but the government has initiated to increase e-government literacy via training and education.

The value aspect highlights the significance of the community's perceived advantages as an interested participant in the deployment of e-government. The majority of individuals believe that the use of information technology in public services will make their lives simpler. Positive user experiences with e-government are used to effectively socialize the notion so that people are more engaged and passionate about it. E-government is also a tool for improving the interaction between government and society.

Support, capacity, and values are critical components that must be evaluated and developed for e-government to deliver better, more effective, and more efficient public services to the community. To achieve more transparent, responsive, and participatory governance, the Bima Regency Government must continue to overcome hurdles and capitalize on opportunities to increase the implementation of e-government.

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