ELECTRONIC GOVERNANCE MODEL IN PUBLIC SERVICE: A STUDY CASE OF INVESTMENT AND INTEGRATED ONE-STOP SERVICE OFFICE IN MAKASSAR CITY

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ABSTRACT

This study aims to recommend an electronic alignment model of governance to realize a one-stop integrated licensing service for the One Stop Investment and Licensing Service. This study uses a qualitative approach as a method of solving problems. Data collection uses in-depth interview techniques, observation and documentation. data were analyzed through the stages of business process analysis, analysis of qualitative data, namely data reduction, data cooling, conclusion drawing. Maturity Analysis, and SWOT analysis. The dimensions of the alignment process that measured sequential maturity, that is non-existent, Initial/ad hoc, repeatable, defined, managed and optimized. The dimensions of the process of harmonizing the authority of managing permits with Technology Governance in public services still reach the Initial / ad Hoc level to be defined or the failure rate of the alignment process that is still high. While the Electronic Governance dimension is needed to make improvements and optimization of support, capacity and value to realize integration and simplification of services. while the IT governance dimension is needed in order to improve efforts to improve process automation, improve the relationship of IT Governance processes, improve structure, processes and mechanisms (relationships) to realize the process of alignment and interruption processes.

Keywords: Electronic governance, one-stop service, public service, integration.

INTRODUCTION

Public services provided by the government lead to the transformation towards e-government by optimizing the use of information technology advancements, eliminating bureaucratic organization barriers, and establishing a network of management systems and work processes that enable government agencies to work in an integrated manner (Torres, et al. 2005; Davison, et al. 2005). Based on the Government Regulation of the Republic of Indonesia Number 96 of 2012 concerning Implementation of Law Number 25 of 2009 concerning Public Services. Article 14 in the Government Regulation illustrates that an integrated service system is an integrated service management process for several types of services carried out together in one place both physically and virtually in accordance with service standards. Then the Presidential Regulation of the Republic of Indonesia Number 97 of 2014 concerning the Implementation of One-Stop Integrated Services is a form of the government's seriousness in implementing integrated public services.

The implementation of government policies regarding the implementation of integrated electronic services will make it easier for everyone to interact with government services and facilitate access to services, adequate responses (Evans & Yen, 2005). In addition to integrated service implementation, it also creates an integrated government business process

between the Central Agency and the Regional Government so that it will form a whole and comprehensive unity of government and produce high-performance government bureaucracies and public services.

Trochidis, et al. (2008), argues that an integrated public service system promises smooth service delivery from various government organizations, creates efficiency and better service experience for service providers and service users themselves, as quoted by One-stop government referring to a citizen-oriented and integrated provisioning of services from multiple departments via a single access point (Wimmer & Tambouris, 2002).

The concept of integrated services fulfills several objectives, namely the integration of public services provided by several different institutions to a single access point known as customer-driven integration, connecting all government services in a one-door system to enable coordination of different service expertise known as task and expertise driven integration, and integrating functionality, data and resources used by different authorities to make service requests known as resource or data driven integration (Goldstein, et al. 2002). Based on the definition that the integrated public service system is very suitable for the implementation of PTSP (one-stop integrated service).

Invalidity of IT Utilization in business the service process and organizational structure of PTSP are the reasons for the lack of integration of various services. Alignment can also be related to synergy, suitability, and integration between business strategies and ES strategies (Chung, et al., 2003; Sabherwal et al., 2001). The results of research by Henderson & Venkatraman (1999), found that the lack of alignment between business strategies and organizational strategies is the main reason why organizations fail to achieve optimal value from information technology resources that have been invested. So that it can be concluded idiomatically that service integration is the goal and process to achieve the alignment process. The development of e-government is an effort to develop governance based on (using) electronics in order to improve the quality of public services effectively and efficiently (Moon, 2002; Ndou, 2004). Through the development of e-government, management systems and work processes are structured within the government by optimizing the use of information technology. Thus the purpose of the study is to describe the electronic dimension of governance, the IT Governance dimension and recommend the model of electronic alignment of governance to realize a one-stop integrated licensing service at the One-Stop Integrated Investment and Licensing Service.

METHODOLOGY

This study uses a qualitative approach as a method of solving problems. The research locations were carried out at the Investment and Integrated One-Stop Licensing Service (DPMPTSP). The application of the focus of this study aims to determine the inclusion-inclusion criteria or inputs that provide information in the field. Through the guidance and direction of the research focus, the researcher can know exactly which data is needed and collected and which data is omitted because it is irrelevant (Strauss & Corbin, 1990), while the focus of this research is to understand the implementation of electronic governance and IT Governance in the Planting Service Capital and PTSP. Electronic elements of governance using an electronic success approach to governance are raised by Harvard JFK School of Government and IT Governance elements proposed by Peterson and Weill and Ross as the basis for the preparation of electronic models of government. Data collection uses in-depth interview techniques, observation and documentation. data were analyzed through the stages

of business process analysis, analysis of qualitative data, namely data reduction, data cooling, conclusion drawing. Maturity Analysis, and SWOT analysis.

RESULTS AND DISCUSSION

The dimensions of e-Government implementation in this study are based on the elements of successful implementation of e-Government by Harvard JFK School of Government (support, capacity, and value) and Three elements of IT Governance developed by IT Graduation IT Governance Institute (ITGI) & De Haes (2008), namely the structure, process, and relation mechanism. Three elements of successful e-government implementation and the three elements of IT governance as external and internal parameters are interconnected.

The existing dimensions of electronic success in governance and IT Governance are described to provide an overview of the alignment between business, IT planning, organizational business alignment and IT strategy introduced by Henderson & Venkatraman, (1999). In the end there was an electronic model governance decision to realize a one-stop integrated licensing service for the One Stop Integrated Investment and Licensing Service. Following are the various dimensions of the existing dimensions of the electronic success of governance and IT Governance, each of which has been described as follows.

Dimensions of Electronic Governance

The Capital Investment and PTSP Service, has not fully developed IT-based service procedures, filing processes, and issuance of permits, still requires service users to come to DPMPTSP. ICT-based licensing service systems are still limited to providing information about licensing services and procedure procedures and permit management mechanisms. Whereas the registration process still uses the face-to-face system.

The Institution of the Sombere and Smart City Councils and the Makassar City Implementation Team Towards Makassar Sombere and Smart City, which were determined by the pilot but did not show a strong function in encouraging the implementation of electronic government or smart city in Makassar.

Information security and data perizinana at DPMPTSP currently have not implemented a policy of reducing the risk of using IT in the government as mandated by PP No. 82 of 2012, which can be proved by the agreement on the level of security of services and Governance Documents, operating work procedures, and the mechanism of audits carried out periodically. Documents supporting the sustainability of the implementation of e-government in the Makassar City Investment and PTSP Service include the document Regional Work Unit (SKPD), Lakip and so on as the direction of electronic governance development in the Makassar Medium-Term Development Plan (RPJMD).

Strategic plan Investment Office and PTSP is the realization of a conducive investment climate for all through the implementation of world-class licensing and investment, its mission is to improve licensing and investment standards and quality of services that are transparent, accountable and free of corruption, modernization of licensing and investment services through the application of information technology. The aspect of planning and determining Information Technology Financing is not based on a comprehensive study, only based on budget readiness, the budget platform is still partial, not a sustainable principle program.

From this description it is clear that the service process made by the Makassar City DPMPTSP is burdensome to the community because the licensing procedures issued by the Makassar City One Stop Services and Integrated Services are still complicated. So that it can be concluded that there is no autonomy in carrying out the main tasks and functions of the Makassar Investment and One Stop Service Office.

Dimensions of IT Governance

The Head of the Makassar City One Stop Integrated Services Investment Office has been given authority to form an organizational structure that integrates public services from the point of view and interests of the community or customers (Trochidis, et al. 2008; Kubicek and Hagen, 2001). This is done as an effort to facilitate the community in licensing services, which of course is also the goal of the organization. Give attention to the needs of the community and business world and enhance the image of public administration. Therefore the need to reform and make adjustments in order to improve licensing services, a conducive investment climate through the implementation of world-class licensing and investment through improving service quality standards and service modernization.

The flow of licensing services in the Makassar City DPMPTSP shows a long service flow chain. Processes that come in direct contact with the community, such as file verification and file selection should only be done at the licensing counter. Communities that have not received satisfactory service, thus DPMPTSP conducts complaints through online counters or media and has been embedded in the flow of licensing service standards.

Achieve effective IT governance a mechanism for two-way communication is needed, good participation and collaborative relationships between business people and IT people. The crucial mechanic for DPMPTSP is to improve and facilitate sharing, knowledge management, continuous education and cross training, through active participation, and collaboration between stakeholders between governmental groups.

Achievement of IT governance in the Investment Office and PTSP, namely to realize service integration through the process of aligning Governance Technology Governance. The process of cohesiveness and alignment is the same as the e-gov dimension which is divided into six levels, namely nonexistent, initial / ad hoc, repeat but intituitive, defenent, managed and measurable, and optimaised; Generally, each method of service integration and simplification process dimensions still reaches a defened level and no one has reached the Managed and Measurable level and is optimized. This condition shows that the process of achieving IT Governance in optimizing, automation, improved feedback is still very heavy so that the process of integration and alignment of IT governance dimensions still need to improve efforts to improve process automation, improve the relationship of IT Governance processes, improve structure and technology management mechanisms supporting the integration process and alignment process.

The role of regional heads has formulated the organization's vision and mission and formulated strategic roles such as simplifying licensing services, delegating signatory permits and establishing organizational structures. Internally the role of regional head The process of simplifying licensing services does not really exist, but the esternal process shows the role of simplifying licensing services and the delegation of signing permits to the Head of the Investment Office and PTSP has been effective. Head in the organization, responsible for planning, building, developing, maintaining, and servicing various things related to system management, and information technology in realizing one-stop service. But the role at the

management level to develop an internal service management information system in an integrated manner is still poorly understood, external SKPD the Investment Office and PTSP that there is no clear explanation on the development, maintenance, improvement and development of service management information systems to interact services to OPD related. IT infrastructure, in the form of portfolio management for the implementation of modernization of licensing services through the application of information technology is still Initial / Ad hoc status to the Investment Office and PTSP. external organization or within the scope of the Government of Makassar City Non Existent, meaning that the implementation and development of IT infrastructure has not been directed to the development of Licensing Services in order to support the modernization of licensing services.

Business applications needs, requirements and application selection are important decisions in the utilization of information technology in the implementation of integrated and integrated, integrated services, with automation processes. Internal operational responsibility for the implementation of IT in its internal environment is carried out by senior level IV officials. External alignment of the business needs of the Initial / Ad Hoc process, namely the process, namely the process of integration, synchronization, assignment and responsibility for the implementation of IT in the Makassar City environment.

Obstacles to implementing IT Governance in simplifying and integrating services in an integrated manner, there has been no ratification of the Makassar e-gorrment development master plan, the mechanism for implementing data security and information security among DPOs in Makassar City, the mechanism of cooperation with other SKPDs in the context of data management irrigation. standard information and data intervals format, There is no collaboration mechanism as well as standards for reporting and managing data between external agencies, There is no performance measurement across SKPD, Cross sectoral, mulitchanel has not been implemented extensively and in real time. and yet periodic performance measurement of public service performance with IT, service performance that is integrated with other institutions.

Implementation of Electronic Governance

Two important things are government support for the electronic system of One Stop Integrated Services at the Investment Office and PTSP, namely integration and alignment. The process of cohesiveness and alignment is divided into six levels, namely non-existent, initial / ad hoc, repeat but intituitive, defined, managed and measurable, and optimaised; Generally, each method of service integration and simplification process dimensions still reaches a defened level and no one has reached the Managed and measurable level and is optimized. This shows that the process towards implementing integration and the integration process is still very low so that the process of integration and alignment of the e-gov dimension still needs to increase efforts to improve support, capacity and value.

Capacity Analysis (infrastructure, HR, and Budgeting) Implementation of Management of IT Governance in Makassar City DPMPTSP that generally only reaches the level of repeatable but Intititive progress, which means that DPMPTSP has demonstrated the existence of an alignment and integration process and has been developed towards stages and procedures and stages and has been followed by other parties to do it. However, because there has been no training, formal procedures or communication of standard procedures and submission of responsibilities to individuals so that errors or the likelihood of program failure cannot continue.

Information systems that have existed in the Investment Office and PTSP, the implementation of government interconnection, unavailability of data backups, service standards and interpoerability, the following table can be concluded that there is a need to upgrade existing IT facilities in order to implement data warehouse in data integration, implementation of Service Oriented Architecture (SOA) in the process of integration of existing information systems, this activity resulted in increased costs.

The dimensions of Electronic Benefits of governance in realizing integrated public services in Makassar City are still in the Initial / Ad Hoc, Intituitive and defined stages. The program is considered to be a strategic program such as the establishment of e-Government development, IT Governance Implementation Related to Information Security Aspects, Division of tasks and responsibilities based on institutional structure, process and relation mechanisms, socialization of the role of the IT Board, Guaranteed security and confidentiality of information and data Initial / Ad Hoc.

It was concluded that the implementation barriers to electronic governance in realizing integrated public services in Makassar City PTSP-DPM were unclear roles and responsibilities of parties to IT governance, online systems for licensing processes and accelerating licensing services, lack of realization of budgets for technological infrastructure development, standardization database for interoperability processes, backup / data recovery processes and landscape applications, integrated monitoring systems, efforts to reduce risk of IT usage in the government, procurement of electronic certification and electronic signatures, application procurement processes carried out in decentralized level VI, low staff numbers having ICT skiing and performance measurement for public service performance.

Model Recommendation

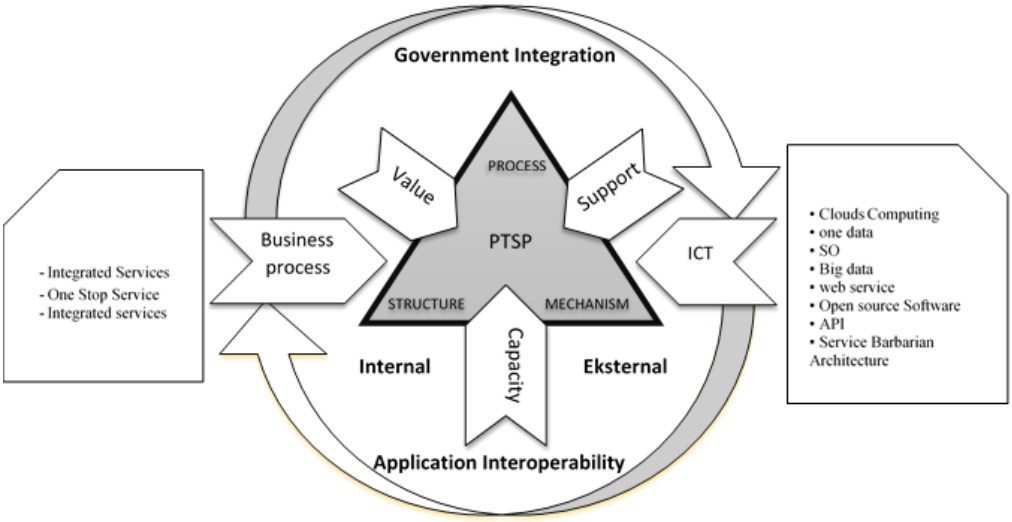
The portfolio strategy considered to determine the alignment model is a technology platform that supports the process of implementing cohesiveness and alignment. Taking into account the process of integration and alignment of e-gov dimensions, efforts to improve support, capacity and value, Optimize IT Governance, improve IT Governance structures and processes, improve structure and technology management mechanisms to support cohesive processes and alignment processes, various dimensions of E -gov and IT Governance.

Decision on alignment of IT Governance at the Investment Office and PTSP and SWOT Strategy Analysis for the integration of Investment Services and PTSP services, the PTSP Government Electronic Model Reconstruction in the Investment Office and PTSP of this research is an alignment model that integrates the role of governance and application interoperability, based on results study of electronic dimensions of governance and IT Governance dimensions at the Makassar Investment Office and PTSP. This Alignment Model is a balance model of various research dimensions and is described as a process cycle of the implementation of integrated services based on electronics, integrating various services with interoperability between e-government applications.

The input element is a business process that has been mandated or has been delegated to the Investment Office and PTSP to carry out integrated and integrated public services including the concept of integrated one-stop service, integrated services, simplification of services, and so on. Whereas the second input element is the latest technology that will be used according to the business needs of public services such as louds Computing, one data government, Single Sign on (SSO), Big data development, services using web services, Open source Software, Application Programming Interfaces) with Multiplatform Database, Barbasis

Architecture Services and so on, so that this model is needed to facilitate the process of technology alignment in exchanging information quickly and accurately, facilitating the process of aligning workflows with the latest technology that will be implemented in government agencies connected to various departments, upgrading and migrating software, and multisectoral data requirements, facilitating the verification of data and information through various SKPDs and sectoral lint institutions.

Figure 1. Recommendation of PTSP Government Electronic Dissemination Model at Makassar Investment and PTSP Office.



Implementation of interoperability in electronic-based public services based on Government Regulation Number 82 of 2012, Article 23 that Implementation of Electronic Systems must guarantee the functioning of the Electronic System in accordance with its designation, while taking into account interoperability and compatibility with previous Electronic Systems and related electronic systems.

CONCLUSION

The electronic dimension of governance is needed for the process of optimizing support, capacity and value to realize integration and simplification of services. The lack of realization of anggaram for technology infrastructure development, database standardization for interoperability processes, data recovery processes and landscape applications, integrated monitoring systems. In the IT governance dimension, it is needed in order to increase efforts to improve process automation, process improvement, improvement structure, processes and relationships of IT Governance for the implementation of the alignment process and the interruption process. The absence of a collaboration mechanism and standards for reporting and managing data between external entities. The Integrated Government Model that allows using multi-channel or multi-channel public information. So that with multi-channel or multi-channel, many to many services will be built, the integration of various services, accessible to anyone and get a response in real time, is open, transparent and the community can participate anytime and anywhere. Interoperability model between e-government applications, performs a simplification function, integration of services between fields or departments and between government organizations so that it needs to do fast and accurate information exchange, upgrading and software migration, and multisectoral data requirements.

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