

# **THE IMPLEMENTATION OF E-GOVERNMENT (SMART CITY PROGRAM) TO ACHIEVE AN EFFECTIVE PUBLIC SERVICE (CASE STUDIES ON QLUE AND CROP IN MANAGEMENT UNIT OF JAKARTA SMART CITY)**

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## **Abstract**

Public service has a central role in many aspects of human life, and also as the functions in maintaining the existence and growth of the community, the nation and the state. As a capital city of Indonesia, Jakarta is the highest population level of urbanization that make the city face the big problems, such as energy, environment, security, and bureaucracy. In the era of digital government, smart city program become a solution to solve the problems, especially in public service. Smart city is an innovative city and has ability to manage the resources by utilizing ICT to improve public service become more effective, efficient and sustainable. Qlue and CROP are integrated applications of Jakarta Smart City that can accommodate all complaints reported by citizens. This paper used descriptive research method with qualitative approach. This study aims to describe and analysis the implementation of e-government (smart city program) by using Edward III model to measure the success of implementation policy.

**Keywords:** E-Government, Jakarta Smart City, Effective Public Service

## **INTRODUCTION**

Public service has a central role in many aspects of human life, and also as the functions in maintaining the existence and growth of the community, the nation and the state (Hartley and Skelcher in Hartley et al 2008:3). Even the basic form of the government itself is to bring prosperity and happiness of society, through public service. Should be recognize, that the services provided by the government to the people always have updates, both in terms of paradigm or form service with increasing demands of the community and changes in the internal of government itself. Because public service delivered by the government is has not been expected by the people. The key aspects of service that often complained by the people is low response, lack of empathy, ineffective and inefficient.

In the era of digital government, organizations in public sector are increasingly using data to improve their performance, provide greater citizen engagement, and cultivate levels of collaboration and transparency (Reddick et al. 2015). Mostly, the concept of digital government that is used by the government through electronic system such as website and social media to communicate, provide information and service to citizens. The importance of involvement and interaction of citizens in a democratic state structure that underlies the emergence of open government. The concept of open government in Indonesia, was formed

by Act of Indonesia No. 14 of 2008 pertaining public information openness as a legal foundation of the development of e-government and also Open Government Indonesia (OGI) in 2011, which then works with local government such as Jakarta provincial government. Furthermore, open government cannot be separated from the phenomenon of information technology development to use e-government as a tool for public service. Generally, public service is always related with the performance and program in implementation of e-government.

According to Dwiyanto (2004: 14) explained that e-government give much benefit, simplify hierarchy and improve the information quality, and the government's response become more quickly and accurately. Generally, the purposes of e-government are to make governance system more transparent, accountability, effective and efficient. It was in accordance by Muthu et al (2016) emphasize that the vision of e-government focuses on effectively and efficiently in providing services from the government to the people through online services to improve service delivery. Effective e-government creates an environment for citizens to have greater access to their government (Williams, Gulati, and Yates. 2014). Meanwhile, the development of e-government is the first step to achieve an effective public service in Jakarta.

Jakarta as the capital city of the Republic of Indonesia, has the potential area and the largest population level with the various problems due rapid urbanization. Urbanization that is characterized by overcrowding population makes the city faced big problems such as security, environment, energy, and public service. In the other side, slow respond in handling the citizen reports makes the people of Jakarta feel bored and unhappy with the performance of Jakarta Provincial Government.

Based on the phenomenon, the Jakarta Provincial Government has a solution to solve the social problem by implementing e-government (Smart City Program). Qlue and CROP are smart city applications as an information system in social media platform to achieve the public complaints effectively and improve public participation in the development of Jakarta city. Qlue is an application for the citizens to report their complaints and CROP is an application for related agencies to respond the public complaint reports. The two applications are integrated system in public complaint service that managed by Team Unit of Jakarta Smart City. Furthermore, in the implementation of e-government based on technology can simplify in public service, especially in respond to public opinion through smart city applications. In this research, the main question is how the effectiveness of information system in public complaint service based on Jakarta smart city applications.

## **LITERATURE REVIEW**

### ***Indonesian e-government initiatives***

In Indonesia, the e-government initiatives were introduced under Presidential Instruction No.3 of 2003. There are 6 strategies compiled by the Indonesian government to achieve the objectives in the development of e-government namely (1) developing the existing service system, reliable and affordable by the people; (2) organizing the system and work processes

of government and the autonomous regional government holistically; (3) utilizing the information technology optimally; (4) increasing the participation of the business community and developing the telecommunication industry and information technology; (5) developing the capacity of human resources; (6) implementing the development of e-government systematically by realistic steps and measurable.

### ***Public policy implementation model***

Implementation is an act of actions taken by the government to achieve the goals that set out in a policy decision. The government in policy-making should assess in advance whether the policy could have a negative effect or not for the community. In principle, the policy implementation is a way to achieve the goals in every policy that made by the government.

The success of public policy implementation can be seen through the variables or determining factors. The implementation model that used in this study is George Edward III model. There are four main factors that influence the success or failure of public policy implementation, as follows:

#### **1. Communication**

Communication is the process of delivering information from the communicator to the communicant. Meanwhile, communication is the process of delivering the policy means the policy information from policy makers to policy implementers. Communication in policy implementation includes several important dimensions namely transmission, clarity, and consistency.

Dimension of transmission requires that information is not only communicated to policy implementers but also to the target groups and stakeholders. While for dimension of clarity requires that the information is clear and easy to understand, in addition to avoid misinterpretation of policy implementers, target groups and stakeholders in policy implementation. And for consistency requires that the information presented should be consistent in order to avoid confusion of policy implementers, the target group or related parties.

#### **2. Resources**

The resources have an important role in policy implementation. The resources here are pertains to all sources that can be used to support the successful implementation of policies. These resources include human resources, budget, facilities, information and authority.

#### **3. Disposition**

Disposition is one important factor in the approach regarding to the implementation of a public policy. If the implementation of a policy to be effective, so the policy implementers not only know what to do but also must have the capability to implement it.

#### **4. Bureaucratic structure**

The organizational structure has a significant influence on policy implementation. The aspects of organizational structure include two things, the mechanism and the structure

of the bureaucracy itself. The first aspect is usually made the Standard Operation Procedure (SOP). The second aspect is the bureaucratic structure, if the bureaucratic structures are too long and fragmented supervision would tend to weaken and cause of bureaucratic procedures that are complicated.

## **METHODOLOGY**

This study used descriptive research method in qualitative approach, with the purposes to find, describe and analyze an object and a condition about the implementation of e-government in Jakarta city which investigated by researcher, so the research purposes can be achieved. According to Arikunto (2009: 243) descriptive research is non-hypothesis research, so in the step research no need to formulate the hypotheses. While for qualitative research as the definition, Creswell (2009: 4) said that qualitative research is an approach to explore and understand the meaning of an individual or group to think about social issues.

In order to collect a data, the researcher engaged in interviews and discussion with some key informants. Accordingly, interviews and discussions with some administrators and officers of Management Unit of Jakarta Smart City, Regional Work Unit of Jakarta Provincial Government, and local people of Jakarta city. The researcher also observed in newspaper reporters, online chat forum and obtained from official documents, videos, reports, books, records and forms pertaining to this research.

To measure the success of the implementation of e-government (smart city program), the focus on this research is regarding to all of factors that influence on communication, resources, disposition, and bureaucratic structure. This research conducted in the office of Management Unit of Jakarta Smart City that under coordination on Agency of Communication and Information Technology, Jakarta Provincial Government – DKI Jakarta Province.

## **RESULTS**

Since on a half of December 2014, smart city program in Jakarta was launched by Governor of Jakarta, Mr. Basuki Tjahaja Purnama (Ahok). He claimed that the smart city program become a solution to solve urban problems and improve public service. By issued the Governor Regulation No 280 of 2014, so Jakarta Provincial Government formed the organizational structure and working procedures on Management Unit of Jakarta Smart City to achieve success in the implementation of smart city program. In the other hand, Jakarta Provincial Government collaborate with the private sector (as an application developer of smart city, such as application Qlue and CROP) in order to implement it properly.

Based on the results, the research obtained the indicators in success of the implementation of smart city program in Jakarta, the theory that used in this research is implementation model by George Edward III. There are 4 indicators that influence on success of a policy implementation, namely:

1. Communication

The researcher obtained data on Qlue user, the citizens who have participated by using Qlue only 3% from total population in Jakarta. Based on interviews with citizens, most of them do not know and understand about Qlue application. While the local people who active in using Qlue are satisfied, because all of their complaint reports can be followed up completely and quickly. By Qlue and CROP, the citizens can communicate every time and everywhere with Jakarta Provincial Government when they found any problem in the whole neighborhood of Jakarta city.

## 2. Resources

As the capital city, Jakarta is the central of government and economic center in Indonesia. All of activities, around 60% of the circulation of money occurred in Jakarta. With smart city program, Jakarta Provincial Government used the ICT optimally by integrating system and make all of data become transparent and accountable. Most of professional labors are recruited become several teams to manage, review, and evaluate smart city program.

## 3. Disposition

Based on the results of field research, the policy implementers are working professionally and responsibility in handling all of public reports. Every agency supporting to each other and collaboration in serving public complaint.

## 4. Bureaucratic structure

The bureaucratic structure in Jakarta Smart City has the standard operational procedure (SOP) to formulate the strategic planning, manage, implement, monitor and evaluate the system of Jakarta Smart City. There are five sub-divisions in the team unit of Jakarta Smart City, namely: division of field and operational, division of monitoring, division of IT development, division of data analytics, and division of communications.

## **DISCUSSION & CONCLUSION**

The activity of public service is identified by the performance of government to serve the community. Modern technology and urban planning has produced some innovations. Many kind of innovations expand the elements of smart city service. To achieve effective public service, Jakarta Provincial Government implemented smart city program. With the implementation of smart city program, indicates that QLUE and CROP is directed to provide digital solutions to assist the Jakarta Provincial Government.

Generally, smart city program make a city become modern and innovative city, manage resources effectively and efficiently by utilizing ICT in order to achieve sustainable development and prosperous. Through four indicators by Edward III model to measure the success of policy implementation:

1. Communication: an important element to achieve the success of policy implementation. policy implementation should be communicated to the policy actors based on public interests, so the policy actors can know and understand what the content, purpose, direction, and target groups of policy, so the policy actors can be prepare properly and implement public policy to make policy goals and targets achieved with our expectation.

The lack of socialization and promotion is due to low participation from citizens in using Qlue.

2. In this case, Jakarta provincial government provided smart city applications to communicate and follow up all of citizen complaints. Implementation will be effective if the measures and policy objectives understood by every individual that is responsible for the achievement of policy objectives. The clarity of rules and policy objectives need to be communicated appropriately with the implementers. Consistency or uniformity of the basic size and purpose should be communicated, so the implementers know precisely the size and purpose of the policy.
3. Resources: Edward III suggests that the resource factors also have an important role in policy implementation. Furthermore, Edward III confirms that “However clearly and consistently the provisions or rules, and however accurately deliver the provisions or rules, if the policy implementers who are responsible for implementing policies that lacked of resources to do the job effectively, then the policy implementation is not effective. Resources as already mentioned include human resources, financial resources, and equipment resources (such as buildings, land, and other spare parts) which needed in implementing policies”.
4. Disposition: Edward III confirms that the successful implementation of policies not only determined by the extent the policy actors (implementers) knows what to do, but also determined by the desire of policy actors (implementers) who have a strong disposition towards policies that are being implemented. This disposition is the desire, and the tendency of the policy actors to implement the policy seriously, so all policy objectives can be realized.
5. Bureaucratic structure: This bureaucratic structure includes aspects such as organizational structure, division of authority, the relationship between organizational units existing within the organization, and the organization's relationship with another organizations and so on. Therefore, bureaucratic structures include fragmentation dimensions and standard operating procedures to facilitate and unify the actions of the policy implementers in implementing each field of responsibility. In addition, the team unit of Jakarta Smart City has an organizational structure with appropriate fields of expertise. There are five divisions that focus in their respective fields, but all of the five divisions was fully taken from professional labor.

In the era of digital government, technological advances are needed and utilized in public interests. Based on the results and discussion above, the implementation of e-government (smart city program) was influenced and achieved public service. By utilizing ICT in the governmental process will improve the efficiency, effectiveness, transparency and accountability of governance. The success of the implementation of smart city program in Jakarta proved with the high performance of Jakarta provincial government, and most of the people who active in using Qlue are satisfied. An effective public service is depend on clarity consistency of communication, management resources optimally, strong disposition towards policies and supported by bureaucratic structure.

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