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# Inhibiting Factors for E-Government Implementation in Local Government

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***Abstract***

The purpose of this reasearch is to know inhibiting factor in e-government inplementation on local government. This research was conducted in DPMPTSP West Java using qualitative descriptive methods. E-Government is the use of information and communication technology in the administration of government.

The results of the study show that the succesfull of e-government implementation is influenced by inhibiting factor in organizational change. These factors arise from internal and external the organizational itself. The use of information technology in licensing services at DPMPTSP West Java through online licensing has been done since 2014. The results of the study show that people prefer to use licensing manually compared to online.

First, internal factor. The habit factor from within the DPMPTSP West Java institution is the habits that develop in the environment of the DPMPTSP West Java apparatus. These changes were made in an effort to improve service to the people. Effective leadership is needed to revitalize an organization and facilitate adaptation to a changing environment. Second, external factor. These are habits that develop in society. The community prefers to use the services of brokers in processing permits. The provision of online licensing facilities is an effort made by DPMPTSP West Java in eliminating the habit of using brokers. The goals of the online facility was to minimize the occurrence of direct physical contact between the applicant community and officers, in order to avoid collusion. This is an effort to prevent the practice of corruption, collusion and nepotism.

***Keywords: inhibiting factors, e-government implementation, local government***

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## Introduction

E-Government is the use of information and communication technology in the administration of government. Kumar said that e-government is an information technology (ICTs) that being uses by the government agencies (Kumar & Sinha: 2007). According to definition of European Comminte, e-government is the use of ICT in public structure and improvement of performance of government employees and public authorities in the background of realization of organizational reforms and forming of skills directed to the increase of level of services provided by them (Alguliyev and Yusifov. : 2015). With e-Government, the public services is more convenient, customer-oriented, cost-

effective, and altogether different and better way (Holmes, 2001).

E-government divided into three specifications: (1) government to citizen (G2C/ C2G), where the citizens are able to access government information and services online; (2) government to business (G2B/ B2G), which allows online interaction between government and the private sector; and (3) government to government (G2G/ G2G), depending on various levels of governmental agencies, to deliver services and allocate responsibilities (Moon: 2002).

The successful e-government aim to improve service level relationship between government and its stakeholder groups such as citizens, business and other government agencies (Statica and Lls : 2008). E-government is based upon the nature of relationship among government, citizens and tecnology (Heize et al : 2005).

E-government is one example of innovation carried out by the government in an effort to improve public services. In its implementation, e-government is not easy. This research focuses on the factors that hinder the implementation of e-government Dinas Penanaman Modal dan Perijinan Terpadu Satu Pintu (DPMPTSP) West Java. WDPMPTSP west Java is a local government institution in West Java that provides licensing services. The licensing service is done online.

The Research about the e-government implementation has been done by Keld Pederson. He find that productivity gains are difficult in the municipalities becouse of the lack of task and technology control and limited IT management capabilities, and that these challenges are not aosily dealt with becouse they are coused by fundamental characteristics of the way service processes are disigned and managed, and how IT is developed and acquired (Pederson: 2016). In other hand, for the best practise in adopting and implementing e-government for every government in Indonesia, some conceptual framework must be made. Framework with certain path of communication, information and chain of command. The nature of support from in each level with an additional vertical communication path. Control government provided all local government needs, from funds, policy,act, standard operating procedure as well as doing monitoring and controls so the implementation in the local level are well managed (Erhan, et. al: 2017).

Hussein et al found that organizational support is an important factor in the success of adopting ICT in public services. Furthermore, strategic factors and clear objectives also play an important role in the successful use of ICT (Hussein: 2007). Prihanto found that the achievements of e-Government implementation in local government are distinguished by aspects of policy, institutions, infrastructure, applications, and planning (Prihanto: 2012).

From the results of her research, Sriwijayanti (2018) states that there are factors that cause failure of e-goverment, especially in developing countries, such as weak internal drivers, less relevant VMTS (visi, misi, tujuan dan strategi), bad project management, political domination and personal interests, unrealistic designs, lack of the required

competence, inadequate infrastructure, and incompatible technology.

Nasution, et al. (2020), found that the identification of success strategies such as aligning the paradigm towards the vision, mission objectives and strategy of e-government services. Providing training and mentoring by experts to the human resources of the Medan city government. Adding servers in an effort to secure the e government service system. Socialization on an ongoing basis to human resources managing e government services and to the general public and businesses. E-government service regulatory arrangements that are clear and easy to understand. Evaluation of e-government services that are less useful can be improved. Improve the quality of budget absorption in developing infrastructure for facilities and infrastructure for the quality of e-government services. Building an effective and efficient organizational culture based on technology in every e-government service. Redesigned some of the features of e-government services. Monitoring of the e-government security system is tight. Provide a reward system to users of e-government services.

**Methods**

The method used is a qualitative research method with a case study approach and descriptive analysis. Source of the data obtained is divided into primary data such as the result of interfiew. And secondary data such as data compiled from information literature, such as textbooks, journals, research results, reports and other documents about e-government implementation. Data collection techniques used are: the study of literature about e-government implementation, observation in research sites and interview with informan. Data analysis techniques using three components of the analysis, namely data reduction, data presentation and conclusion.

**Results and Discussion**

Aneke et al find that thare are a number of barriers experienced in public sector organisations that prevent the realisation of anticipated benefits and degrade successful implementation of e-government projects in developing countries. Such as inadequate IT infrastructure, poor internetworking, organizational attitude, energy and power factors, cost of IT equipment and poor maintanance culture, poor remuneration for IT staff, in adequate training and support for staff, low budgetary allocations for ICT, lack of government IT regulatory policy, corruption in public office, high cost of broadband, awareness, web presence and poor design, resistance to change, lack of qualified IT staff. (Aneke, et al : 20190. The basic fears about data security, personal information security and other resource security need to be removed from the public mind (Sarrayrih & Sriram : 2015).

In spite of some advantages gathered from successful e-Government implementation, there are same disadvantages. Solinthone and Rumyantseva find some of these disadvantages are lack of equality in

public access to the internet, lack of trust and cyber crime, hyper survellance, false sense of transparency and accountability, and costly infrastructure (Solinthune and Rumyanteva: 2016).

The use of information technology in licensing services at DPMPTSP West Java through online licensing has been done since 2014. The results of the study show that people prefer to use licensing manually compared to online. This inhabit the successful use of e-government. The results of the study indicate that the lack of people who use online facilities is caused by the presence of cultural or habitual factors inside and outside the institution.

**First, internal factor**. The habit factor from within the DPMPTSP West Java institution is the habits that develop in the environment of the DPMPTSP West Java apparatus. West Java DPMPTSP as an organization or government institution has undergone changes from time to time. These changes were made in an effort to improve service to the people. Innovation in licensing services has been carried out by DPMPTSP West Java with the use e-government.

The use of e-government in licensing services in DPMPTSP West Java has brought changes. The apparatus is required to be able to adjust and can use information technology. The capacity building of apparatus is carried out through trainings. DPMPTSP West Java always sends their apparatus to attend trainings. The training by the Central Government such as Kementrian Dalam Negeri (Kemendagri), Badan Koordinasi Penanaman Modal (BKPM) maupun yang dilaksanakan oleh Komisi Pemberantasan Korupsi (KPK).

Apparatus that cannot adjust to the development of information technology tend to reject these changes. In addition there are also apparatuses who are reluctant to change, not because they can not use information technology but because they feel comfortable with the situation. The use of information technology raises fears of changes in work habits or culture. This is according to Connor (in Yukl, 2005) about 9 resistance phenomena for changes in organizations.

First, lack of trust. The lack of trust is the reason for rejecting change. There is a feeling of distrust of the parties who propose change, especially the fear of major implications of these changes. Mutual trust between leaders and subordinates can lead to rejection of changes made by the leadership.

Second, assuming that change is not necessary. The reason that there is no need to make changes is the cause of rejection of change. The success of work that has been done in the past and the absence of problems that occur makes the assumption that there is no need to change.

Third, believe that change is impossible. A proposed change will be opposed assuming it is not possible to succeed. The failure of the previous change program made some doubts about the proposed program.

Fourth, economic threat. The assumption that change will be detrimental is the reason for the change. Although these changes will benefit the organization. This is related to changes that involve replacing people with

technology or renewing processes to be more efficient.

Fifth, the costs are relatively high. Changes from work routines can cause discomfort and require great effort. Resources are needed to implement changes, there will be a change of existing resources and new ways that must be learned. The process will not be estimated accurately.

Sixth, Fear of personal failure. Change requires learning new skills or new ways. This will make the expertise that you already have become obsolete. Those who do not have self-confidence tend to be reluctant to change procedures by new procedures, which they consider difficult to learn. A change will be easily accepted if followed by the provision that is sufficient to help people learn new ways of doing things.

Seventh, loss of power status. Major changes in organizations always result in changes in the structure of power and status for certain people. New strategies often grow new skills that may not be owned by some people who are currently in high status as people who solve problems. The change in status, power and authority will lead to change.

Eighth, a threat to values and idealism. Changes that are considered inconsistent with strong values and idealism will be reject. Threats to one's values increase strong emotions that encourage resistance to change. If the value is invested in a strong organizational culture, resistance will spread rather than be isolated.

Ninth, anger towards interference. Some people will oppose change because they don't want to be controlled by others. Efforts to manipulate them or force change will bring anger and hostility.

The phenomenon of resistance to change in the organization occurred in DPMPTSP West Java. So that the implementation of e-government is not successful. Paying attention to Connor's opinion above, it can be said that the rejection of changes that occur in DPMPTSP West Java is more on the reasons for economic threats and the reasons for the loss of status and power. The fear of staff downsizing is felt by officials who cannot adjust to changes to be a reason for rejecting change. Because this is considered to reduce or even eliminate the source of income.

The phenomenon of reluctance or rejection of changes in organizations also known as government management transformation also occurs in other government institutions. The results of research conducted by Redjo on Government Management Transformation, it was found that the transformation transformation process cannot deny the existence of culture and norms and values in a particular area. The success of the management transformation process is largely determined by the existing culture, norms and values (Redjo: 2012). This is consistent with Riley, that the application of e-government means also making a cultural change from the traditional approach to management, as well as from the era before ICT to the era of sophisticated ICT development (Riley: 2002).

The use of e-government in administering government has made changes in organizational culture. The use of information technology will

eliminate some work habits that have been running. This also happened in DPMPTSP West Java. The leadership in DPMPTSP West Java has a big role in these changes. The Head of DPMPTSP West Java always encourages the improvement of services to the community by making innovations especially in the utilization of information technology. According to Yukl the leader of the organization can bring changes to their organization or institution. Lead change is one of the most important and difficult leadership responsibilities (Yukl: 2005). Effective leadership is needed to revitalize an organization and facilitate adaptation to a changing environment.

Heeks argues that the successful of e-government implementation depending on the information reform and government reform. The importance of paradigm changes in both aspects is very necessary (Heeks: 2001). In the implementation of e-government changes will occur. This is as stated by Riley, that the implementation of e-governent means also carrying out a series of cultural changes from traditional approaches to management and from the era before information and communication technology to the era of development of highly sophisticated information and communication technology (Riley: 2012). This indicates the need for management of appropriate changes so that the implementation of e-government can run successfully.

**Second, external factor**. These are habits that develop in society. The community prefers to use the services of brokers in processing permits. This phenomenon occurs for various reasons. There is an assumption that by using brokers, the process will be faster because they are used to dealing with government officials or experienced. The assumption is that by using brokers, the process will be easy and not complicated because they have many connections. However, the reasons for reluctance to deal with government institutions because they tend to be troublesome and convoluted are many reasons to be found. So as a consequence, there are costs that must be incurred in processing licensing, even though in the terms of submitting a permit it is free.

The provision of online licensing facilities is an effort made by DPMPTSP West Java in eliminating the habit of using brokers. With the online licensing facility, it is hoped that the community will take care of their own permits directly. This is in line with the opinion of Bertucci and Senese, that the use of ICT in government is an effective and responsive way that will create efficiency, transparency, participation and community involvement to restore public trust (Bertucci and Senese: 2007).

The provision of online licensing facilities has created openness in the processing process. with the notification of the progress of the licensing process that is sent to the applicant. It has saved the time spent by the applicant. By providing the required information on the online facility, so that the applicant can immediately complete the required requirements.

This shows that the use of e-government must be supported by all parties involved, both the government as service providers and also the community as users who take advantage

of services. This is in accordance with the results of research conducted by Mardiah, the use of ICTs in government administration must have the support of all parties involved, both government and society (Maradiah: 2012).

The goals of the online facility was to minimize the occurrence of direct physical contact between the applicant community and officers, in order to avoid collusion. There has been a change, where in the past the leader interacted a lot with the applicant as part of his duties, now it is limited or even avoided. This is an effort to prevent the practice of corruption, collusion and nepotism.

DPMPTSP West Java continues to prevent collusion in licensing services. Efforts to make the public more familiar with online facilities in the licensing process continue to be made through socialization. Invitations to take care directly without brokers, use online facilities, and not commit bribery are the materials of socialization. This socialization is in the form of announcements, banners, posters, banners and other information media.

The information system used by the West Java DPMPTSP has become a pilot for other provinces in Indonesia by Komisi Pemberantasan Korupsi (KPK). The Simpatik information system (in which there is an online licensing facility) was developed by the West Java DPMPTSP team to become a pilot project for corruption prevention by the KPK for 17 Provinces in Indonesia. This system is considered as a public service innovation carried out by local governments in the revenue sector, employee benefits sector and the licensing sector in an effort to prevent corruption. So that the team from DPMPTSP West Java became a mentor for other regions throughout Indonesia to provide training.

This is in accordance with the vision and mission of West Java DPMPTSP in realizing quality and accountable government, reliable and trustworthy in services supported by professional apparatus, information technology-based systems towards good and clean governance.

**Conclusion**

Based on the explanation above, it can be concluded that the succesfull of e-government implementation is influenced by inhibiting factor in organizational change. These factors arise from inside and outside the organizational itself. First, internal factor. The habit factor from within the DPMPTSP West Java institution is the habits that develop in the environment of the DPMPTSP West Java apparatus. These changes were made in an effort to improve service to the people. Innovation in licensing services has been carried out by DPMPTSP West Java with the use e-government. The use of e-government in administering government has made changes in organizational culture. The use of information technology will eliminate some work habits that have been running. Effective leadership is needed to revitalize an organization and facilitate adaptation to a changing environment.

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**Commented [UM3]:** Is there any effort made by government to tackle this inhibiting factor or maybe suggested further research concerning this problem?

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*A. Review on the article "Inhibiting Factors for E-Government Implementation in Local Government"*

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- Clear research question and answered at the end of the research
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