

Identification of Success Strategies for E-Government Services in Medan City

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Abstract. The high need for access to information technology that must be fast, accurate, effective, and efficient becomes a necessity in everyday activities where one of them is Medan City which has used e-government services in the government system. In line with this, researchers feel interested in trying to identify success strategies in e-government services in Medan City that have been running since 2017. Research methodology through a descriptive approach which is divided into 3 stages. The results showed that there were 11 identification of success strategies in e-government services in Medan City.

Keywords: Evaluation; SWOT; e-Government Services

1 Introduction

The needs of the general public for technology in Indonesia after the 4.0 era are increasingly high, where the need for this technology is a mandatory requirement in the work activities of every profession including in the public sector. Currently, the development of technology is very influential in the function of government bureaucracy such as internet access and intranet excess which is currently more popular, better known as e-government. The basic purpose of e-government itself is made by several countries to increase the quality of public services and improve relations between the government and stakeholders both the general public, business, public servants and between internal government organizations [1] and more simply, e-government can mean all activities carried out by the Government that uses information technology assistance in providing excellent service to the public. [2]

In line with the high spirit of bureaucratic reform in Indonesia. currently, e-government has a very important role in increasing the quality of public information both in the matter of transparency and accountability to achieve Good Government. But unfortunately, the current results in Indonesia are still quite alarming because there are still government institutions that experience obstacles and even fail to achieve increased quality public services even though these government agencies already have adequate information and communication technology [3]. If it can be seen, the growth of e-government applications varies greatly between various countries including Indonesia. Indonesia, when compared to countries in the ASEAN region itself, is still far behind from countries such as Vietnam, the Philippines, Thailand, especially Malaysia and Singapore [3] so it can be judged that Indonesia is categorized as lagging in e-government application where the low utilization and high failure rate is caused by the lack of

ICT infrastructure, the low quality of human resources, various cultural factors that generally occur in developing countries [4].

Medan City is one of the cities in Indonesia which is one of the 4 (four) major growth centers in Indonesia along with Jakarta, Surabaya, and Makassar which have been applying e-government services since 2017. In the application of e-government services in the city of Medan is presented through the website of the Government of the city of Medan in the period from 2017 – 2019 whereas a result the Medan city government itself has just received the award for the Challenge of Public Service Innovation e-government in 2018 by the North Sumatra Provincial Government. Also, based on the results of research by Melkior N. N. Sitokdana (2015) on evaluating the application of e-government On the websites of the Governments of Surabaya, Medan, Banjarmasin, Makassar and Jayapura, the information of Surabaya City is much better when compared to other cities including the city of Medan. [5].

So based on the considerations above, the researcher feels interested in the study of the success of e-government services, especially in Medan where so far the bureaucracy paradigm is generally only the technological factor which is the key to the success of e-government even though many other factors are more dominant than technological factors such as organizational management, work culture and ethics [6] [7]. Also, there is a linkage factor between the central government and regional governments in terms of the availability of infrastructure, leadership, and culture [8] and coupled with a clear commitment from the leader so that e-government will no longer run without clear objectives [9].

In general, some of the literature mentioned above is more dominant in producing dominant factors in identifying success and has not yet fully reviewed the strategies compiled in addressing the many dominant and inhibiting factors so far in the successful application of e-government services. So that the purpose of this paper is expected to produce an analysis of strategies that can be used by other Regency / City Governments in Indonesia So that the purpose of this paper is expected to produce an analysis of strategies that can be used by other Regency / City Governments in Indonesia to apply an e-government based service system using the resources available at each district/city government agency in realizing e-government effectively and efficiently.

2 Theoretical Review

2.1 E-Government

World Bank defines e-government is the utilization of information technology including wide area networks, the internet, and mobile computing. In every government agency that can establish communication/relations with citizens, businesses, and various government institutions. The purpose of e-government is used by the government in terms of providing maximum and more efficient public services to every community, business, and industry. Also, the benefits derived from e-government will be able to prevent corruption and improve the function of transparency, convenience, increased growth, and lower costs. [10].

Dawei, Liu (2008) effective e-government strategies one of which is Simplifying services to the community, eliminating levels of government bureaucracy and facilitating things that were previously considered difficult by the community, businesses, and governments have become easier. [11].

Furthermore, in previous decades there have been many studies relating to e-government in producing an identification of the success factors of e-government such as Gil-Garcia dan

Pardo (2005) in the research formulation of 23 success factors related to e-government initiatives [12], Fortune dan White (2006) make 27 success factor formulations [13], Yoon dan Chae (2009) make 15 success factors [14], Furuhold dan Wahid which resulted in 6 factors determining the e-government success in Sragen regency, namely strong leadership, involvement of all parties, preparation of human resources, carrying out gradually, building predictions and routine evaluation [15] and this research was also supported by Junaidi (2011) which resulted in 4 dominant factors of success, namely the political capacity of the regional head, the development of the e-government master plan, change management and community participation [16], there is also Sirat, BI, & Computers, P. (2013) have compared the determinants of the e-government success from the previous literature so as to produce 9 factors namely security, organizational culture, training, vision and goals, strategic planning, leadership support, infrastructure, finance and collaboration [17]. Napitupulu, Darmawan (2015) produced 55 CSF factors that could be accommodated by the government and related parties so that the application of e-government was prevented from failure [18] and for the latest research on e-government Sudarsono, B. G., & Lestari, S. P. (2018) with the results showing a conceptual model of successful application of e-government that was developed consisting of 17 determinants of the e-government success [19].

Also, there is research literature that explains inhibiting factors that can lead to the failure of the application of e-government, Heeks (2003) which states that there are factors that cause the failure of e-government especially in developing countries such as weak internal drivers, lack of relevance of VMTS (vision, mission, goals, and strategies), poor project management, political domination, and personal interests, a design which is not realistic, does not yet have the required competencies, inadequate infrastructure, and the incompleteness of the technology used [20].

3 Methodology

Method This study uses a literary approach with descriptive qualitative methods. The stages of the research method are divided into 3 stages, among others 1) Provide an evaluation of the Medan City Government website on the application of e-government service applications based on assessing Transparency, Service, Efficiency, Economy, Aspirations, Views, Updates [5], 2) Providing an evaluation using the previous research literacy approach, namely, there are four phases proposed by the World Bank namely Presence, Interaction, Transaction, and Transformation [10] [9]. 3) Analyzing stage 1 and stage 2 using the SWOT Analysis method. SWOT is a step that is considered appropriate in identifying a factor both from internal or external that can affect the goals of the organization [21]. Furthermore, from the activities of phase 1, phase 2, and stage 3, it is expected that the identification of success strategies for the e-government services of the Medan city government will be obtained. Finally for this research data using secondary data sources namely studies of literature, articles, opinions as well as those who are pleased with research that can build information in this study.

4 Result and Discussion

Following the stages contained in the Research Methodology, the research results are described as follows:

Stage - I

Medan City Government has applied an e-government service system to the public by providing 25 application services, among others: licensing services, birth certificate registration, library, webmail, Medan's geographical information system, electronic procurement services, IMB calculation and retribution, Areatrafic Control System, Documentation Information Management Officer, e-planning, staffing information system, filing management information system, food security system, e-budgeting, regional catalog, administrative system facilities, correspondence, agenda and archives, sports facilities and infrastructure information system, information documentation network law, report, complaint service, information system metrology, SMS center, SIMPAD, SIRUP and family planning informaion services (KB).

Next, an analysis of the 25 applications on the Medan City Government website was evaluated by evaluating Transparency, Service, Efficiency, Economy, Aspirations, Views, Updates, and then described as follows:

Table 1. Evaluation of e-government on the Medan City Government Web

Rating Items	Evaluation
Transparency	On the Medan City Government website, there has been a report on the Budget Management and Program Planning of the Medan City Government since 2014.
Service	Of the 25 applications, 9 services are intended for the community, namely licensing services, birth certificate lists, libraries, reports, regional catalogs, Areatrafic Control System, SMS Center, Complaints Services and Family Planning Information Services. For 5 services namely licensing services, birth certificate list, library, report, a regional catalog can provide access to the community quite well but there are 4 services namely Areatrafic Control System, SMS Center, Complaint Service, and Family information service. and specifically for family planning information services, it is only intended for employees of the Pemko Medan, not to the community, but also for each application, it is necessary to make a guide for using the application to facilitate the community.
Efficiency	As many as 25 applications have provided the efficiency of time and cost to the needs of the community, business, government in each of these applications
Economy	Information regarding opportunities for investment is sufficient and available so that the public, public, and business can use this information in providing recommendations for investment decision making in the city of Medan.
Aspiration	There has been a service system for community aspirations through the Report Service, but there is also a complaint service, but this is seen as not being utilized by the community because it is considered that the community's service system is slow.
Display	From the perspective of researchers in providing an assessment on the web, the display is considered quite good because it has displayed most of the information arranged in a menu catalog, there is a search system, contacts, and links to the Medan City government social media.
Update	In providing updated information, the Medan city government can be said to be good because the latest information is always visible on the main web page.

From the results of the evaluation analysis above, it can be assessed that the majority of e-government services on Medan city government web can be said to be quite good although there are some deficiencies in the assessment of e-government services so that these services cannot be accessed maximally by the general public, the public, and businesses.

Stage - II

At this stage II, the study provides an evaluation of e-government assessments based on achieving its objectives following (World Bank) namely Presence, Interaction, Transaction, and Transformation. So based on the analysis conducted by researchers, it can be stated that the e-government services in the Medan city government are still in the Interaction Phase, which is a second phase where at this stage offers a simple interaction between each government or the government with the community, and at this stage on the web service site, email contacts and forms of interactive communication are available to produce response information [21]. Although the Medan City Government has so far made many efforts in increasing the quality of the e-government service system, to reach the phase 2 phase, namely the Transaction Phase.

Stage – III

At this stage III, the researcher tries to make a SWOT analysis in producing an identification strategy in the e-government success based on the results of the analysis in stages - I and stage - II, with the following description:

Table 2. SWOT Analysis of Medan City e-government

Strength (S)
<p>There are 25 e-Government Application Services</p> <p>E-government services have been applied since 2017.</p> <p>Application of e-government services following the vision and mission, goals, and strategies of the Medan city government.</p> <p>There has been a lot of training related to the application of e-government services in each agency.</p> <p>The availability of adequate human resources in managing e-government service applications.</p> <p>Medan city community has been encouraged to use e-government service applications.</p> <p>There is strong support from the leadership in maximizing e-government services.</p>
Weakness (W)
<p>There are still e-government services that have not been maximally utilized.</p> <p>Lack of adequate and ongoing assistance to HR management of e-government services.</p> <p>There are still many people who cannot know and understand in using e-government services.</p> <p>The e-government service budget absorption has not been fully absorbed.</p> <p>Not yet maximum e-government service infrastructure to maximize application services.</p> <p>Not yet high organizational culture of the Medan city government in maximizing e-government services.</p>
Opportunities (O)
<p>Central government support related to the realization of Medan as a smart city.</p> <p>Many consulting institutions in developing e-government service systems for large cities.</p> <p>The high needs of the community and business community in obtaining effective and efficient information.</p>
Threat (T)
<p>High threats to data theft from other parties.</p>

Some argue that e-government services are difficult to run for people who are used to direct services.

Limited regulations regarding e-government in Indonesia on a legal basis.

From the results of the SWOT analysis above, the researcher makes a strategy identification through the SO Strategy, ST Strategy, WO Strategy and WT Strategy with the following details:

Table 3. Identification of e-Government Success Strategies

Strategy (Strength - Opportunity)

Aligning the paradigm of thinking between the vision, mission objectives, and strategies that have been prepared for the planning of e-government service strategies that will be made in the next period.

Providing training and mentoring by experts to HR in Medan city government agencies to increase the quality of e-government services that have been provided.

Strategy (Strength - Threat)

Add server and strengthen the security system of e-government service for each user account.

Conducting socialization of e-government service access to HR managers related to the development of e-government service information.

Establishment of clear and easily understood regulations for e-government services by local governments.

4. Conducting socialization of access to e-government services, both to the public in the form of activities, directly and indirectly, for example, seminars/discussions/dialogues and user guides e-government services carried out on an ongoing basis and evaluated annually on the quality of the socialization conducted.

Strategy (Weakness - Opportunity)

Reviewing the use of e-government services which are very useful and which e-government services are less useful.

Increasing the quality of budget absorption in developing infrastructure and infrastructure and the quality of e-government services in realizing terrain cities to become smart cities.

Building an effective and efficient organizational culture based on technology in every e-government service.

Strategy (Weakness - Threat)

Redesign some of the e-government display services so they can be more easily understood by users.

Monitoring of e-government security systems through server maintenance and maintenance in ensuring data loss is not occurring (data losses)

Provide a reward system to users of e-government services.

If seen from the description above, it can be assessed that so far e-government services have not been running in line with the maximum, which is more factors that are hampering the e-government services. The researcher realizes that the Identification of the Strategy generated can still be developed more broadly, given that this study only looks at 1 or 2 points of thought only as using a qualitative approach in the form of Focus Grup Discussion (FGD).

5 Conclusion

The conclusions of the identification of success strategies from the results of the previous analysis are as follows:

1. Aligning the paradigm to the vision, mission goals, and e-government service strategy.
2. Providing training and mentoring by experts to HR in Medan city government agencies.
3. The addition of a server in the e-government service system security efforts.
4. Ongoing socialization to HR management of e-government services, the general public, and the business community.
5. Regulation of e-government service regulations that are clear and easy to understand
6. Evaluation of e-government services that are less than useful to be improved.
7. Increasing the quality of budget absorption in expanding infrastructure and infrastructure of e-government service quality targets.
8. Building an effective and efficient organizational culture based on technology in every e-government service.
9. Redesign some of the e-government display services
10. Strict monitoring of e-government security systems.
11. Provides a reward system to users of e-government services.

The suggestions that may be given in this study are as follows

1. The Medan City Government continues to be oriented that this e-government service is one of the factors that must be realized to turn the terrain into a smart city.
2. In subsequent research studies, more focus on the success strategy of e-government more broadly not only limited to service to the community such as the supporting factors or factors inhibiting the success of e-government.

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