

Dimensions and Challenges of E-Government Applications in Bantaeng Regency

Saharuddin^{1*}, A. Lukman Irwan², Juanda Nawawi³

^{1,2,3} Department of Government Science, Hasanuddin University, Indonesia.

E-mail: *saharmd16@gmail.com¹, lukman97.polpem@gmail.com², juandanawawi1808@gmail.com³

ARTICLE INFO

Keywords: Dimensions, Public Service, E-Government

How to cite:

Saharuddin, Irwan, A. L., & Nawawi, J. (2022). Dimensions and Challenges of E-Government Applications in Bantaeng Regency. JAKPP (Jurnal Analisis Kebijakan dan Pelayanan Publik, 8 (2), 91-106.

ABSTRACT

This paper aims to examine the Dimensions and Challenges of E-Government Application in Bantaeng Regency and the factors that influence it. This paper uses a descriptive method. Data collection techniques are used by observation, interviews, and documentation then the data obtained in the field will be analyzed with qualitative techniques. The results showed that the application of the digital/electronic dimension of government in information services has not been optimally carried out by the bantaeng district government, while the digital/electronic dimensions of government include ease of use, trust, functional of interaction from the environment, reliability, content, and display of information, and support. Meanwhile, the influencing factors include supporting and inhibiting factors, from supporting aspects, namely leadership, and institutions, while the inhibiting aspects are community culture and lack of socialization in the community.

Introduction

The Development of Digitization could change the way people work in a manner Fundamental (Prof. Schwab 2017, in his book *The Industrial Revolution*), furthermore, the development of digitalization can connect various multidisciplinary groups for business, industry, and government. Information technology that is increasingly accessible to all corners causes everyone to be able to connect to a social network. The conclusion is that this era of digitalization will bring great changes, especially for governments that provide public services to their people. Governments must make different efforts to bring about change in all areas, especially local governments will compete for different innovations related to public services. According to law Number 25 of 2009 concerning public services, while in the Presidential instruction of the Republic of Indonesia Number 3 of 2003 concerning national policies and strategies for the development of electronic government, the Indonesian government is given the authority to carry out public services based on information and communication technology aimed at improving

government performance to society. This article aims to understand the Dimensions and Challenges of E-Government Applications in Bantaeng Regency. To analyze these dimensions and challenges, this paper takes a study in regional apparatus organizations in the bantaeng district of south Sulawesi province where these apparatus organizations perform electronic-based information services to government.

Literature Review

Public Service

Public service is one reference as well as reject measuring for the public on government performance because public service is one of the spearheads of the interaction between government and society. Public service is a provision of community in the form of services and non-services, the use of public facilities, both those carried out by the government and government.

By and large service terms can say gift something to people. However, service public refers to the words services, and service. Like services, services usually reflect a specific intangible product or industry. Meanwhile, as a service, service means everything that is done by certain parties (individuals or groups) for other parties (individuals or other groups)

Public services can be defined as all forms of services, both in the form of public goods and public services which in principle are the responsibility of and are carried out by the central, regional, and state/regional-owned enterprises, to meet the needs of the community and in the context of implementing the provisions of laws and regulations.

According to Moenir (1995) public service is an activity carried out by a person or group of people based on material factors through certain systems, procedures, and methods to try to fulfill the interests of other people according to their rights.

Meanwhile, in the Public Service Law Number 25 of 2009 it is stated that public services by the government are divided into three groups of administrative services, namely: First, the service group that produces official document forms needed by the community; Second, service groups that produce various forms or types of goods used by the public; Third, service groups that produce service goods needed by society.

Digitalization and E-Government

Nowadays the development of digitalization, everything is in your hands and happening quickly. In addition to the rapid development of digitalization, this also has an impact on economic growth. The development of digitalization can turn industrial systems into digital technology. In this case trade, banking as well as transport. All information and communication systems in this era of digitalization are forced to switch from traditional to digital. In terms of trade, for example, the

development of digitalization has made significant changes along with the outbreak of the Covid-19 pandemic. All communities are forced to make transactions more efficiently and cost-effectively without having to change places. Examples of the proliferation of online-based services such as grab, online commerce, and other activities that utilize online technology.

In today's era of openness, information is developing so rapidly. Information is no longer interpreted as a tool to then inform individuals and the public but has become the dominant determining force. Information communication is a very important part of government administration. Accurate and well-managed information helps the community understand and even support development policies, if the information submitted is not understood and is not transparent, it is feared that it will cause public unrest. This is very much realized by the government, therefore the government makes various efforts, one of which is the introduction of electronic information systems, namely E-Government

E-Government is a government program that aims to develop E-Government administration and make changes to facilitate community and business activities. E-Government can manifest itself in different forms and degrees so that E-Government can be interpreted in different ways. There are several definitions of E-Government, depending on the perspective of the defining party and the current state of development.

In the Presidential Instruction of the Republic of Indonesia Number 3 of 2003 concerning National Policies and Strategies for E-Government Development.

"E-Government is an electronic-based government administration (information and communication technology) to improve government performance about society, the business community, and other related groups towards good governance".

Dimensions of E-Government

The Ministry of Communication and Informatics of the Republic of Indonesia shows that five dimensions must be implemented in the concept of E-Government at every level. In the annex to Presidential Instruction No. 3 of 2003 concerning National Policy and Strategy for E-Government Development, taking into account the current conditions, the achievement of E-Government strategic objectives needs to be implemented through six closely related strategies, namely as follows:

- a. Develop a service system that is reliable, trustworthy, and affordable to the wider community. Its targets include expanding and improving the quality of communication networks throughout the region. Another target is the establishment of an information portal and public services that can integrate management systems and work processes of government agencies
- b. Organize management systems and government work processes so that they can adopt advances in information technology appropriately

- c. Utilizing information technology optimally. The target to be achieved is standardization related to the interoperability of the exchange and transaction of information between government portals
- d. Increasing the participation of the business world and developing the telecommunications and information technology industries. The goal to be achieved is the participation of the business world in accelerating the strategic objectives of E-Government.

In the operational category, some things that have received attention in the development of E-Government include :

- a. Government organizations and work procedures need to accommodate E-Government services efficiently and effectively.
- b. Human resources need to develop their expertise and skills in managing information and communication technology and pay attention to awards (remuneration) and career paths.
- c. The budget for the maintenance of the device is equally important as the budget for development, so a sufficient budget is needed to continuously maintain the quality of E-Government services.
- d. Encouraging various parties to improve their ability and willingness to develop, manage and update the content of data and information on an ongoing basis so that what is needed by related parties is available in real-time.

According to Muhammad Ateeq Alanezi, Ahmed Kamil, and Shuib Basri (2010) E-Government is the extent to which an E-Government website can facilitate providing competent services to help people, businesses, and institutions achieve their governing administration. There are six main criteria known as the E-Government dimensions. The six dimensions of E-Government include:

- a. Ease of Use: The ease of E-Government is for people to be able to interact.
- b. Trust: Public trust in E-Government regarding freedom from the risk of harm or doubt during the online service process.
- c. The functionality of the Interaction Environment: An integral role in E-Government that enables users to communicate, collect necessary information, and use media to transmit information online.
- d. Reliability: The public's trust in E-Government regarding correct and timely delivery services. The term includes correct technical functionality (accessibility and availability) and services whose accuracy is highly promising.
- e. Content and appearance of Information (content and display of information): Public confidence in the quality of the information and its presentation (appropriate use of colors, graphics, and web page sizes).

- f. Citizen Support (support): Assistance provided by the government to assist the community in the search for information.

While according to Al Gore and Tony Blair in Andrianto (2007) stated that 6 benefits that can be obtained by implementing E-Government in a country, including:

- a. Improving the quality of government services to its stakeholders (the community, entrepreneurs, and industry), especially in terms of effectiveness and efficiency performance in various state lives.
- b. Increasing transparency, control, and accountability of government administration in the context of implementing the concept of good corporate governance.
- c. Significantly reduce the total administrative, relational, and interaction costs incurred by the government and its stakeholders for daily activities.
- d. Provide opportunities for governments to obtain new sources of income through their interactions with interested parties.
- e. Creating a new community environment that can answer various problems faced quickly and precisely in line with global changes and existing trends
- f. Empowering the community and others as government partners in the process of making public policies equally and democratically.

As well as the view from Indrajit (2016) reveals that E-Government is expected to provide benefits in terms of:

- a. Community Service

Providing better services to the community, Information from the government can be provided 24 hours a day 7 days a week without having to wait for the opening of government offices. Information from the government can be searched and obtained from offices, and homes without physically having to come to government offices.

- b. Intergovernmental relations, business communities

There has been an increase in intergovernmental relations with the public and business people. The existence of openness is expected to be better relations between various parties, Openness will eliminate distrust from all parties to the government

- c. Community empowerment through information

Community empowerment is carried out through the information that is easy to obtain. The existence of sufficient information, the community will learn to make their choice in obtaining the necessary information

- d. The implementation of government is more efficient.

E-Government is expected that the implementation of government will run more efficiently because government coordination can be done through the

use of information technology. Coordination and discussion between the central government and regional leaders can be carried out without having to be in the same physical location.

Research Methods

This research used a qualitative descriptive method and was conducted in February 2020 and took locus in the financial management agency and social services, the reason for choosing these two locations was because this regional apparatus organization made a breakthrough in public services in the field of taxes at the Financial Management Agency and a website at the Bantaeng Regency Social Service based on digital, in addition to strengthening the findings in the study, researchers met several recipient communities services.

The data collection methods used in this study include observation, interviews, and documentation. This research selects 8 informants through purposive sampling which assumes that the informants taken have the information needed for the research carried out. Then the collected data was analyzed using Miles, Huberman & Saldana (2014) Interactive Analysis Model whose components consist of data condensation, data presentation, and conclusions.

Results and Discussion

Public Services in the Era of Digitalization

The development of information technology is currently developing quite rapidly which has hit parts of the world, the industrial revolution 4.0 has had an impact on public services and information disclosure. This situation forces governments around the world to realign their roles and functions to remain competitive. The bureaucracy as the backbone of government must automatically respond to these changes without burdening the government, besides that the pattern of society has changed in seeking information, a tool used by the people in the era of the industrial revolution 4.0 based on information technology directly through the available feature platforms. This is supported by developments such as smartphones, the internet, and social media. The application is used by the Financial Management Agency and the website is used by the Bantaeng regency government.

Public services are a benchmark that can be seen clearly by the public to the current performance of the government because public services are the spearhead of interaction between the community and the government. Public service itself is a service or provision to the community in the form of the use of public facilities, both services, and non-services, which is carried out by public organizations in this case the government.

Public service innovation follows the current digital developments based on technology, therefore the central government and local governments are making a breakthrough in the world of technology in carrying out public services. So that the public easily gets services, in its implementation the use of information and

communication technology is a real thing its development is so very rapid. The implementation of the Tax Application program and Website (Information and Electronic Data-based Services) can be seen from the aspects of the Digital/ Electronic Government dimensions as follows:

Ease of Use

The ease of use of E-Government is for people to be able to interact using gadgets. The Tax Chamber application program by the Financial Management Agency and the Website of the Bantaeng Regency Social Service is one of the breakthroughs in providing electronic information and data services. The Tax Chamber application and website have been running since the end of 2019 which aims to bring changes to a better direction for the public to get information and Electronic Data Services.

This government policy works if the public and users of electronic information and data services are easy to access the tax booth application and website. Various statements submitted by informants in this study include:

"if I haven't known about it, so far the information we have gotten through the village government, but when I try to open the application and website I think it is easy to access news from the relevant department, but maybe this is if it is difficult to access the most network problems later" (Interview with the community in February 2020)

The convenience obtained by the public and users to access important information through tax booth applications and websites makes it difficult for people to get this information. Furthermore, to find out the ease with which users access information, from observations the author describes it as follows:

Table 1. Ease of Access to Information

Application of the Tax Chamber of the Regional Financial Management Agency	Bantaeng Regency Social Service Website
<ul style="list-style-type: none"> • Download the Tax Chamber Application via Playstore or Google Play • Install the Tax Chamber Application via Playstore or Google Play • Open the Tax Chamber App • Information Selection Menu Appears 	<ul style="list-style-type: none"> • Type http://dinsos.bantaeng.kab.go.id in Google • An information drop-down menu appears

Source: processed by the author, 2020.

From the table above, information services from the Financial Management Agency and the Social Service Office of Bantaeng regency in the form of the Tax

Chamber application and Android-based Website provide various conveniences that can be accessed by the public and other users to get the information needed.

Trust

The trust that is intended is the public's trust in the Electronic Government regarding freedom from the risk of harm or doubt during the online service process. One of the informants posited that:

"All news disseminated by the government is true unless there is other news or from other sources must be reconfirmed by the relevant party, so the public believes the information coming out of the official government website or application is true, not a hoax" (Regional Secretary Interview in February 2020).

In line with the head of the financial management agency, who stated:

"the public should not hesitate or be afraid regarding the information contained in the tax booth application, it is real information from the government regarding the payment of UN taxes and other payments, and if there are objections, please contact the Call Center listed in the application I and we also maintain the privacy of someone who reports or complains" (Interview of the head of the regional financial management agency interview February 2020)

In a separate place, the author met one of the societies to conduct an interview saying that:

"If I look at the application or website, the information is correct because it is directly published both on social media of each agency, so we believe that only the public does not know the entirety of this information" (Interview of one of the people in February 2020)

In line with what was conveyed by the community above, the head of the social service also argued that said:

"In the Social Service Office of Bantaeng regency all the news we update on other websites and social media such as Facebook, the news can be seen from the website itself accompanied by documentation, so the community is 100% trust as we release news of fires, landslides and others related to the duties and functions of the social service itself, besides that we here also provide complaint services and are directly connected via WhatsApp of each person in charge" (Interview head of social services in February 2020)

From the results of the interview above, the author said that indeed the news issued by the financial management agency related to tax payments and from social services through news related to its function such as fire news, landslides, and others is true so the community is very confident in the news issued by the relevant agency, then if there is a community that complains the relevant agency opens a complaint service and maintains someone's privacy who wants to complain.

Table 2. Trust Information Tax Chamber Application Website

Tax Chamber Application	Website
<ul style="list-style-type: none"> • Inserting N.O.P • The amount to be paid and the payment status appears 	<ul style="list-style-type: none"> • Open the website of the Social Service • Click news • Emerging a wide variety of news

Source: Data processed by authors 2020

From the explanation and table above, the author concludes that the public's trust in getting information through applications and websites is very easy by accessing applications and official websites from the government itself, this service can make the public not worry about hoax news that usually spread among the public, the public just directly accesses from the official government website to get correct (valid).

The Functionality of the Interaction Environment

This dimension can be interpreted as how the internal role of the manager provides the information needed by users to communicate, collect various required information as well as use internal media to send inside information shape online. One "information published through the website must indeed be coordinated first from the author of the news to the head of the Dinas before publication, so this is indeed neatly organized in news information" (Interview of the Regional Secretary of Bantaeng Regency in February 2020)

In line with what was conveyed by the head of the Bantaeng Regency Social Service who stated:

"All information published on the Social Service Website has been coordinated first before being published in the news, even when the news has been published but there is a mistake in the news, we will usually withdraw the news or edit and republish" (Interview of the Head of Social Services in February 2020)

From the results of the interview conducted, the author concludes that all information released on the Website is coordinated first by all layers of stakeholders who manage the website, on the other hand, if there is a mistake in the publication, the website management admin can withdraw the news he publishes.

Reliability

As the public's trust in Electronic Government regarding correct and timely delivery services. The term includes correct technical functionality (accessibility and availability) and services whose accuracy is highly promising. Statements submitted by informants in this study include:

"If I have never made a complaint at all, whether it is in a tax-related financial management agency or a social service, we usually ask vendors in the village related to tax payments" (Community interview in February 2020)

On the other hand, the financial management agency also stated that:

Usually, people consult via telephone (Call Center) Tax Booth Application, Chat to Facebook Tax Booth, some even come directly to the office themselves asking about their taxes" (Financial Management Agency interview in February 2020)

In line with what was said by one of the informants who stated:

"Yes, indeed we opened a complaint service so that people who do not understand about paying their taxes can and go directly call the Call Center for the tax counter application, and can also go directly to vendors entrusted by the Financial Management Agency" (Interview with the Head of the Regional Financial Management Agency in February 2020)

In a separate place, the author interviewed one of the informants in the social service who posited that:

"So far, no complaints have been made within the scope of the social service, even though we have posted each WhatsApp number on the Social Service website " (Interview with the Head of the Social Service in February 2020)

Based on the results of the interviews conducted, the author can conclude that the services provided by the Social Service through the complaint service until now have no community because they don't know much about the official website, while for consultations at the tax booth, they are still not optimal and prefer to come directly to the office financial management bodies to consult. Apart from that, the public also asked more from vendors trusted by financial management bodies.

Content and Appearance of Information

Public trust in the quality of information and its presentation (the use of appropriate colors, graphics, and web page sizes). Based on the statements submitted by informants in this study, among others:

"I see that the appearance of the website is good because it is complete from the organizational structure to the complaint service" (Interview with the public in February 2020)

In line with what was conveyed by the head of the Social Service who said:

"We made it easier for people to access various information and even to complain about the contacts to be contacted, people, especially those far from the city, can access anywhere as long as they have a good network" (Interview with the Head of Social Services in February 2020)

From the results of the interview above, the author can conclude that the appearance of the social service website is good by displaying several features such as profiles, news, and handling services, but website users, especially the people of

Bantaeng regency, are still minimal due to the lack of socialization carried out by the social service government.

Citizen Support

Citizen Support (Support) is assistance provided by the government to assist the community in the search for information. As one of the informants stated:

"The website does not solve the problem one hundred percent, but to help speed up access to information, you have to go through information technology, so that having a website can help people find information related to regional apparatus organizations" (Interview with Regional Secretary in February 2020)

In line with that stated by one of the informants from the community stated:

"With this website, the public is very helpful in accessing information about the duties and functions of social services such as PKH beneficiaries, besides that, they can also ask employees without coming to their offices" (Interview with the community in February 2020)

On the other hand, the Head of Social Services also stated:

"I think this is very helpful for people and it is even easier to get information through technology, especially now that almost all people have sophisticated smartphones" (Interview with the Head of Social Services in February 2020)

Allows direct access to information and services anytime, anywhere, and conveniently through various media such as websites, smartphones, and call centers. The convenience of these facilities is expected to increase community participation in government services such as complaints, etc. In addition to the website of the social service, the financial management agency also helps the public through the tax booth application in obtaining information about taxes. As stated by one informant:

"The public is certainly greatly helped by this tax booth application where the application can see directly the amount of tax they will pay without going through the vendors in the village, they just enter their Tax Identification Number (N.O.P) (Interview with the head of the Financial Management Agency in February 2020)

From the results of the interview above, the author concludes that the website of the social service and the tax booth application from the regional financial management agency is very helpful for the public to find information wherever they are, as well as a form of transparency (disclosure of government information to the public).

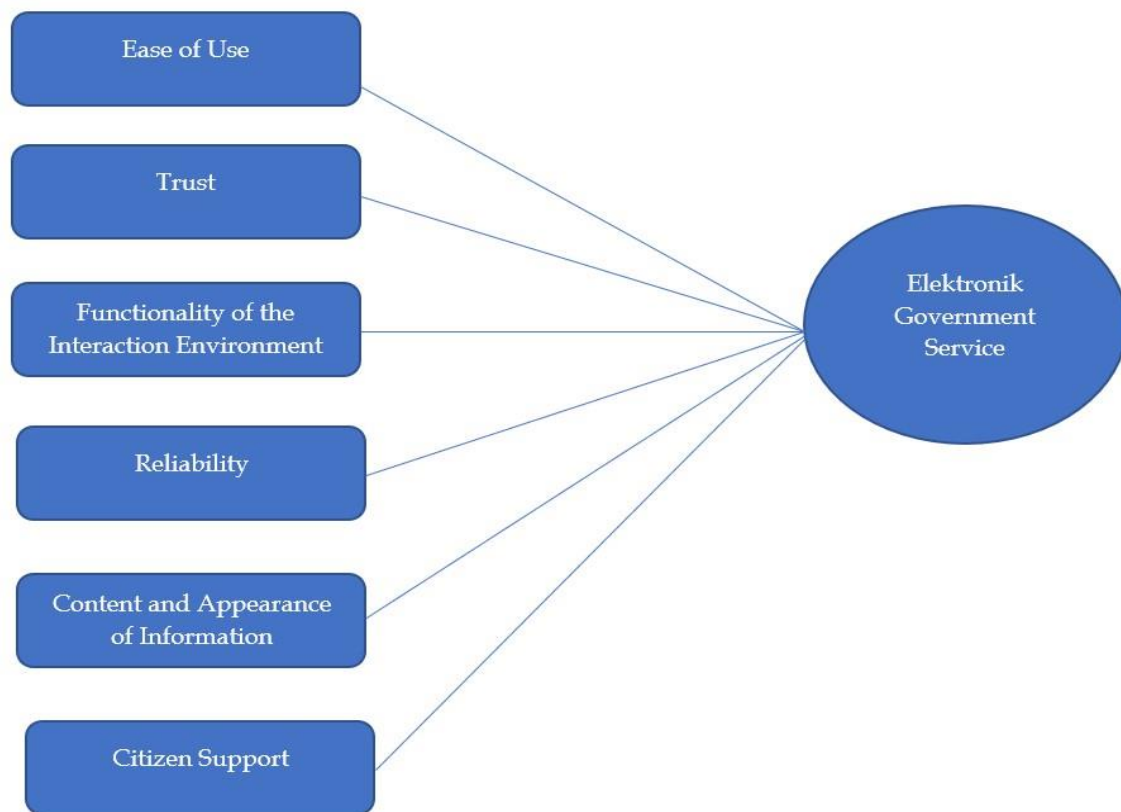


Figure 1. Electronic Government Service

Source: Data processed by the author

From the picture above, the author suggests that the six Dimensions of Electronic Government/Digital affect each other, if one of the dimensions does not run, the digital-based electronic government public services do not run optimally. Especially in Bantaeng Regency, digital-based government electronic-based public services are also caused because the one-dimensional electronic government does not run optimally.

Factors that influence Electronic-based Public Service Innovation through the Tax Chamber Application and Website (Electronic Information and Data Services)

Driving Factors

Leadership Factor, Success in Public Service Innovation is needed by a capable leader to make a change, able to provide good examples from various parties, as well as encouraging the emergence of various innovations both in terms of governance and in service to the community. Bantaeng Regency is one of the areas that strives to make innovations in governance and achieve vision and mission

This is based on an interview with one of the informants who stated that:

"I as the regional secretary always convey in various events the importance of innovation to support performance and service in various agencies and that we prove by the existence of appreciation including awards for the best innovators, besides that it is already in the vision and mission of the bantaeng regent" (Interview with the regional secretariat in February 2020)

Furthermore, interviews with the same informant stated that:

"As the head of the service, I always like to make new things, moreover, we are always directed by our superiors to always make the slightest innovation, which is important to have an impact in the form of improving service to the community later." (interview with Social Service in February 2020)

Leadership is the ability of a person to be able to influence other individuals or groups to do the maximum work determined by the goals of the organization. Organizations develop when leaders are skilled in their respective fields and all leaders have a variety of skills e.g. conceptual abilities and technical abilities.

On the other hand, an interview conducted by one of the informants stated that:

"We are indeed required to make breakthroughs under the vision and mission of the regent, so we are trying new things." (Interview with Head of Financial Management Agency in February 2020)

Based on the results of the interview above, the authors conclude that there is leadership influence that can make changes to innovate public services, there is encouragement from leaders both from the central government and down to the regional levels and below which is then realized through implementing the vision and mission of the Bantaeng district government in providing excellent service to the community through breakthroughs in the form of innovations that are expected to have an impact on service to the community.

Institutional Factor, This factor refers to the existence of an organization, institution,

or work unit that is authorized and responsible for the development and implementation of innovation. Assessment of this factor is carried out based on the existence of an effective organizational structure, the existence of documents in the formulation of tasks and activities carried out by the organization or work unit, the existence of a complete and documented system, as well as the way of work, the availability of human resources and the number of skill levels appropriate to the innovation development program.

Based on the results of an interview with one of the informants stated that:

"Organizational factors in making innovations are very important because they will affect the implementation of innovations later, the influence referred to here is the readiness of the institution to apply new concepts in information services. (Interview with head of Social Service in February 2020)

This is the same as the financial management body which states:

"An organization will make a breakthrough if it is supported by the quality of human resources or overall readiness such as finance and support from superiors" (Interview with the Head of the Financial Management Agency in February 2020)

Based on the interview results above, the institution in the process of implementing and developing an innovation needs the commitment to implement new things that are different from before. This is because the success or failure of innovation is strongly influenced by institutional factors, especially for readiness in implementing a new information service system called the Tax Booth Application for financial management bodies and the Social Service Website.

Inhibiting Factors

Community culture, Culture is very influential in the innovation process. This is because people tend to follow patterns that are repeated, meaning here based on the habits they have used/acquired.

The inhibiting factors for the application of innovation can be accepted by the community, namely from the culture of the people who prefer to directly get the information needed

Based on interviews with the community stated that:

"I prefer to come in person because the explanation we get is very clear if we come directly to the office " (Interview with the Community in February 2020)

Based on the interview above, community culture is an inhibiting factor because people still choose procedures and service mechanisms as usual and get information about tax payments by visiting the regional financial management agency.

The lack of outreach to the community and the implementation of government programs is closely related to the objectives and results of government activities, therefore the implementation of the program requires an implementation system that influences each other to achieve the goals that have been set.

Based on interviews with the community suggest that:

"I didn't know there was a tax booth application and a Social Service website, just found out today, that the most tax information that provides information is village officials" (Interview with the Community In February 2020)

Socialization is a process of implementing government programs that aim to convey to the public that there is a government program in the form of a Tax Booth Application and a Website that can make it easier for the public to get information. The implementation of socialization of the Tax Chamber Application and Website Application program has been acknowledged by the government so far but it has not been carried out optimally.

Based on an interview with one of the informants stated that:

"I am well aware that the socialization of our innovation program has not been carried out optimally", (Interview with the Head of Social Services in February 2020)

Based on these observations, the writer then interviewed one of the informants, who stated:

"We will install it at various points so that people know about this tax booth application so that people don't come to the office asking for their taxes anymore, the rest is through this tax booth application" (Interview with head of financial management agency in February 2020)

From this opinion, the research findings know that the lack of socialization is one of the obstacles to the innovation of the Information System from the application of tax booths from financial management agencies and websites from social services. So that in reality there are still many people who do not know about the existence of an information system to obtain information clearly and easily

Conclusion

Of the six indicators of the Electronic Government dimension: Ease of Use, Trust, Functionality of the Interaction Environment, Reliability, Content, and Appearance of Information, Citizen Support in application Application Room Tax from the Management Agency Finance and Social Services Website Regency Bantaeng Service which is carried out through online-based technology that can be accessed by the community without being limited by space and time in seeking information has not run optimally while from the supporting aspects are leadership and institutional factors, for the inhibiting factors, namely community culture and lack of socialization to the community carried out by the regional Financial Management Agency and Social Services.

Acknowledgement

I would like to thank all lecturers of the Department of Government Science who have given the author very useful direction and input and knowledge, and especially both parents thank you for everything, and also to the people who have helped the author who I cannot mention.

References

- Ahmad dkk. (2010). Is Entrepreneurial Competency and Business Success Relationship Contingent Upon Business Environment? A Study of Malaysian SMEs. *International Journal of Entrepreneurial Behaviour and Research*, 16(3), 182-203.
- Andrianto, Nico. (2007). *Good E-Government Trnasparansi dan Akuntabilitas Publik melalui E-Government*. Malang: Bayumedia Publishing.

- Arif, Saiful. Rohman, Ahmad Ainur, Purnomo, Sa'id Mas'ud. (2008). Reformasi Pelayanan Publik, Program Sekolah Demokrasi Bekerja Sama dengan Averroes Press, Malang.
- Damanpour, S. (2011). Management Innovation and Organizational Performance: The Mediating Effect of Performance Management. *International Journal of Public Administration and Theory*.
- De Jong, J. P., Hartog, D., & N. Deanne. (2003). How Leaders Influence Employees Innovative Behaviour. Netherlands: University of Amsterdam Business School.
- Gordon, MH. (1990). The Mechanism of Antioxidants Action in Vitro. Dalam B.J.F. Hudson, editor. *Food Antioxidants*. Elsevier Applied Science, London.
- Halvorsen, dkk. (2005). Management of spontaneous abortion. *American Family Physi-cian*, 72(7) PP. 1243-1250.
- Hussey, (2003) *Business Research: A Practical Guide for Undergraduate and Post-graduate Students*, 2nd ed, Palgrave Macmillan, Basingstoke.
- Instruksi Presiden Republik Indonesia Nomor 3 Tahun 2003 Tentang Kebijakan Dan Strategi Nasional Pengembangan E-Government.
- Miles, Huberman & Saldana. (2014). *Qualitative Data Analysis*. America: SAGE Publications.
- Moenir. (1995). *Manajemen Pelayanan Umum di Indonesia*. Jakarta: PT Bumi Aksara.
- Mohhamed Ateeq Alanezi, Ahmed Kamil, dan Shuib Basri (2010) *E-Government*
- Moleong, Lexy J. (2014). *Metodologi Penelitian Kualitatif*. PT Remaja Rosdakarya Oddest. Bandung. Hal 132.
- Nugroho, R. D. (2005). *BUMN Indonesia Isu dan Kebijakan dan Strategi*, PT. Elex Media Komputindo, Jakarta.
- Rogers. (2003). *Diffusion of Innovation 5th Edition*. New York Free Press.
- Schwab, K. (2007). *The Fourth Industrial Revolution*.
- Sinambela. (2006). *Reformasi Pelayanan Publik: Teori, Kebijakan, dan Implementasi*. Jakarta: PT. Bumi Aksara.
- Sulistio, B., & Budi, W. K. (2009). *Birokrasi Publik (Perspektif Ilmu Administrasi Publik)*. Bandar Lampung: CV Badranaya.
- Undang-undang Nomor 25 Tahun 2009 tentang Pelayanan Publik.
- Undang-Undang Republik Indonesia Nomor 11 Tahun 2008 Tentang Informasi dan transaksi Elektronik.