

Public Service: Digital Transformation Building Smart City In Makassar City

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ARTICLE INFO

Article history

Received 14 Sep 2024

Revised 30 Nov 2024

Accepted 31 Dec 2024

Keywords

Public Services,
Digital Transformation,
Prototype Model

ABSTRACT

The demands of the era of globalization of modern government systems require the management of changes in district/city governments to improve so that stakeholders can access maximum service. For this, an applicable work mechanism is needed through the design of a prototype model of Digital Transformation of Public Services e-Government. The type of research used is phenomenological and qualitative descriptive approach. The data collection method used is triangulation, namely: survey, interview, and document analysis. Data analysis uses data collection, data condensation, data presentation, verification and drawing conclusions. Research results: focus (1) The reality of the institutional structure and human resources of the Communication and Information Service still experiences various challenges and weaknesses that must be anticipated immediately, (2) Determinant factors in capacity development originating from internal sources, namely publication, polling up, and decision-making and external opportunities supported by the local government. Meanwhile, internal obstacles are the still strong interests of political parties and external challenges are that public participation is still lacking, and (3) Prototype model of Digital Transformation of Public Services e-Government, is actually a public right and at the same time an obligation of the government, Management of existing public services system, separately accommodates data exchange between institutions, and Management of public services according to regulations, which are guided by Law 37/2008, Law 25/2009 and Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform 27/2014 is a combination of complementary nomenclature.

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1. Introduction

Public services in the current era of communication society face their own challenges. The increasingly critical public towards the right to receive services from the government must be responded to immediately to create a conducive climate, both for the government itself and for the investment climate. This demand requires the government to change immediately as well as its people.

The challenges in public services are actually getting bigger, considering the need for timely, fast, easy, and affordable public services. In addition to the development of internet network infrastructure, electricity is still problematic. Not to mention the culture of the community who still prefer face-to-face services.

Digital public services (e-services) are developing rapidly not only at the central government level, but are also developing very quickly in the regions. In its development, regions seem to be

competing to show innovation in public services by using various digital platforms. In carrying out public service innovation, there is a special hand. The presence of public service malls and various public service innovations in basic services have attracted the attention of many regions to adopt, imitate, and then implement them.

However, even though digital public services seem to show an increase in the quality of public services, in essential matters, digital public services have yet to find their niche. Various existing applications do not seem to be well connected to applications at the center. As a result, the center builds applications, and regions build new applications, on the grounds that they are more appropriate to regional needs.

External factors that play a role in the development of digital public services are the demands of the community itself. Although in some cases there are still people who are more comfortable with conventional services. However, in reality, the development of digital society (e-society) has presented demands for public services that are also carried out digitally. Interestingly, the development of community demands actually arises from geographical conditions.

The presence of a digital society demands the presence of a community that understands and cares about digital developments in public services. This demand is ultimately a condition that must be met by the government. Therefore, in the end, the digitalization of public services is not the end but the beginning of the government's response to the demands of community needs. The reality is that the government must not stop and be satisfied with the condition of presenting digital devices in public services.

The development of technology and information drives changes in governance, even local governments are required to encourage governance by adapting technology and information to provide easy services to the public in the form of e-Government (Taufik et al., 2022). To support governance by utilizing information technology, the government has issued national policies and strategies for developing e-Government. The application of e-Government in local governance because it has many benefits that allow the public, business world, and government entities to access government information that is available without time limits (Alshehri & Drew, 2010; Suhardi et al., 2015). In addition, the presence of e-Government can increase the quantity and quality of transactions that can reduce and minimize the potential for deviations and violations so that it can improve the performance of government institutions in providing public services effectively and efficiently (Choi et al., 2016; Prakosa & Pradanawati, 2020; Taufik et al., 2022).

Experts say that e-Government is basically the use of technology and information devices such as computers and the internet to serve citizens effectively, efficiently, transparently, and responsibly and to realize the relationship between citizens, business actors and the government. (Al-Shboul et al., 2017; Atmojo & Nurwulan, 2020; World Bank, 2015). In addition, one of the requirements for implementing e-Government requires adequate technology and information infrastructure support (Indrajit, 2016). Therefore, the implementation of e-Government is not just a transfer of manual government work to computerized work, but in essence the implementation of e-Government as a form of dynamic bureaucratic work that is able to adapt to increasingly advanced developments in information technology (Zulhakim, 2012). In addition, e-Government is a new strategy standardized by the government by utilizing technology and information to provide convenience to the general public and provide opportunities for the public to participate in the process of organizing government access to technology and information

The second activity, by identifying and monitoring important information and issues regarding the organization that are developing in society, finding the triggers, and then analyzing the impact. This activity is called issue management, carried out so that the organization can immediately adapt to the impacts that may be caused by these issues. Issue management that is carried out will increase the possibility of two-way communication (Prayudi, 2007: 36).

Permendagri number 13 of 2011 in article 13, mandates the government to carry out the development of media and information analysis, where the aim is to analyze issues and public opinion, analyze changes in policy due to these issues, and choose the media and messages that will be conveyed to calm the developing issues. Basically, issue management acts as an early warning system against threats to the organization, and the selection of the right response to developing issues, so that the image and reputation are maintained (Butterick, 2012: 83). The assumption in

carrying out this activity is as a communication manager, namely as a provider, processor and interpreter of information, and has a role In decision making (Kriyantono, 2014: 86-87).

In its development, government practices received a negative stigma. The negative stigma is related to poor relations with the public, unsatisfactory information services, and the very limited amount of government competence and performance capacity. In addition, the government's problems are the absence of individual Public Relations (PR) competency standards, minimal capacity development, and suboptimal performance evaluation. Negative stigma does not only come from the external public, but also from the internal public. The dominant coalition, according to Widjaja (2015: 84-87) as a decision maker, considers that the part has no contribution in carrying out organizational functions. It is also considered unnecessary to conduct research and analysis of the developing situation, so that it is unable to provide input in decision-making activities. The dominant coalition also considers that work is not a function that requires special skills, so there are no specific requirements to do the job.

Research Problems include: 1) The institutional structure and human resources of the Communication and Information Service in carrying out its main tasks and functions, 2) Determinant factors in developing the capacity of the Communication and Information Service, and 3) Description of the Prototype of the Digital Transformation Model of Public Services e-Government.

2. Method

2.1 Type of Research

The type of research used is descriptive qualitative conducted at Diskominfo. Informants are determined purposively with consideration of internal and external representation of Diskominfo. Data were obtained using observation, interview, and document analysis techniques. The collected data were analyzed using qualitative_interactive techniques between data collection, data reduction, data presentation, verification and drawing conclusions.

2.2 Research Informants

Informants consist of main informants and ordinary informants with reference to the idea (Miles, Huberman and Saldana, 2014). The main informants for the research are Diskominfo structural officials and community leaders. While ordinary informants are the community of information access users (stakeholders).

2.3 Research Design

This research design uses the SWOT Analysis Method (Rangkuti, 2007) which is an acronym for Strengths, Weaknesses, Opportunities and Threats.

2.4 Research Data Collection Techniques

There are three data collection techniques used in this study, namely: Observation, Interviews, and Document Analysis in various forms of data and information. This refers to Creswell's idea (2007) that this study uses a qualitative approach that aims to understand symptoms that do not require quantification, but require qualitative data analysis.

2.5 Examination of Research Data Validity

Data validity is intended to obtain a level of trust related to the extent to which the research results are true, revealing and clarifying data with actual facts on the research object.

2.6 Research Data Analysis Techniques

The data analysis technique in this study uses a quality analysis model. According to Miles, Huberman and Saldana (2014: 31-34) that qualitative data analysis has four flow activities that occur simultaneously, namely: (1) Data Collection, (2) Data Condensation, (3) Data Presentation, and (4) Conclusion Drawing

3. Results and Discussion

3.1 Reality of institutional structure and human resources of Diskominfo

1) *Policy System*

Revitalization of government functions in providing information services to the public requires a new paradigm as a strengthening of the function of improving public services that are more focused and comprehensive, namely by making fundamental changes and changing performance according to its demands, so that it will build an image (image building) and build a reputation (reputation building) of the institution. The fundamental change is to carry out the task of managing infocom into a forum for exchanging ideas, improving professional technical capabilities so that it can become a bridge between the government and the community.

According to the Regulation of the Minister of Home Affairs Article 1 paragraph 3 No. 13 of 2011, the definition of government is the activity of institutions or individuals organizing government that carry out management functions in the field of communication and information to the public stakeholders and vice versa. The function of the government is to ensure security regarding government policies, provide services to the public, and disseminate information about government programs and policies (Ruslan, 2014). In addition, the government also plays a role as a communicator and communication mediator to support government programs, both short-term and long-term programs.

Through, the government can explain its programs and policies to the public so that there is public understanding and participation about the policy program. In addition, it is obliged to participate in strengthening government programs in a political system so that they become better and increasingly support the implementation of the government itself at the Central, Provincial, City, and Regency levels. The Ministry of Communication and Information which carries out government functions coordinates the planning, preparation, and implementation of public communication related to government policies and programs (PR Indonesia, 2016). This is in accordance with Presidential Instruction No. 09 of 2015. Concerning the openness of public information. Further explained in the Instruction. Referring to the President's instruction, the Ministry of Communication and Information should act as the coordinator of Government Public Relations (GPR) which takes on the role of the Core Team in the National Issues Management Structure.

2) *Institutional Structure*

In the early 1970s, traditional Institutional Structures began to be abandoned because they were considered too slow in responding to global opportunities and challenges. Furthermore, changes in Institutional Structures led to Institutional Structures that were considered modern, faster and more flexible in responding to various changes. Implementation of agency strategies can be done through organizational design. Organizational design means selecting a combination of Institutional Structures and monitoring systems that direct agencies to implement strategies effectively that will create competitive advantages.

According to Ivancevich (2007: 125), Institutional Structure is a description of the division of authority and responsibility as well as the vertical and horizontal relationships of an organization in carrying out its activities. Changes to Institutional Structures are the answer to various pressures, both internal and external. One of the demands of society today is the effectiveness of the public administration system in carrying out public service functions through the restructuring of a healthier and more efficient Institutional Structure. Organizational restructuring is carried out to anticipate and accommodate changes that arise in the implementation of daily tasks, both short and long term. Changes in structure will produce effective and efficient government organizations in providing quality services to the community. Therefore, the effectiveness and efficiency of an organization is determined by three important elements, namely the Organization's Mission and Strategy, Institutional Structure, and Human Resources.

3) *Function and Role*

The problem of organizing the Institutional Structure in the City Government environment, related to facilities that are still not optimal and need organizational restructuring regarding the optimization of ideal tasks and functions. The quality of existing human resources does not yet fully have the competence of practitioners. Ideal government. Facilities also monitor public opinion on government policies, then convey public responses in the form of feedback to the relevant

Government as input. Infocom technology is an important part of the professionalism of today's government.

Service quality is a statement of attitude, a relationship resulting from a comparison between expectations (hopes) and work results. Assessing service quality is not as easy as assessing the quality of a product because the service delivery process is something unique. According to Anderson (1980: 31), structure is an arrangement in the form of a framework that provides form and shape, so that the work procedure will be seen. In government organizations, procedures are a series of actions that are determined in advance, which must be passed to carry out a task.

4) *Human Resources*

Human resources in Information & Communication Technology are the most important part in Optimizing the Implementation of Electronic-Based Government System, so an appropriate strategy is needed to strengthen the competence of ICT human resources. From the results of the evaluation of the pretest and posttest values, there was a significant increase in human resource competence. The output produced was the establishment of an e-learning application, a multimedia laboratory. While the outcomes obtained were an increase in the attitude, knowledge and skills of State Civil Apparatus, and the establishment of knowledge sharing from each State Civil Apparatus, not only in the field of Information and Communication Technologies, but can be implemented in other fields.

The enactment of Law No. 14/2008 concerning Public Information Disclosure by the Government, has consequences for legal provisions that protect the right to information for Indonesian citizens. Public bodies in this case are state institutions, non-governmental public institutions, and public agencies that receive funds allocated from the State budget, Regional Revenue and Expenditure Budget, foreign aid, and community associations have an obligation to provide open and efficient access to information to the public in the context of transparency, accountability, and better governance.

Therefore, the reality of the institutional structure and human resources of Diskominfo, according to the findings of this study provides an overview regarding ministries, institutions and Diskominfo in the implementation of public communication management. The results of the study show a combination of quantitative and qualitative data, which provides an overview of the position of public communication management, obstacles, and strategic steps that can be prepared as an effort to manage public communication. 2. Determinant Factors of Diskominfo Capacity Development

Analyzing SWOT (Strengths, Weaknesses, Opportunities, and Threats) requires a theoretical study, as explained by experts that according to Pearce and Robinson (2013) that SWOT analysis is one of the important components in strategic management. This SWOT analysis includes internal company factors. Where later it will produce a company profile as well as understand and identify the weaknesses and strengths of the organization. These weaknesses and strengths will then be compared with external threats and opportunities as a basis for producing other strategic options or alternatives.

Therefore, the reality of the institutional structure and human resources of the Communication and Information Service, according to the findings of this study, provides an overview of the ministries, institutions and the Communication and Information Service in implementing public communication management. The results of the study indicate a combination of quantitative and qualitative data, which provides an overview of the position of public communication management, obstacles, and strategic steps that can be formulated as an effort to manage public communication. 2. Factors Determining the Development of Communication and Information Service Capacity

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3.2 Weaknesses of Human Resources

It is very difficult to get good human resources. The education system is not in accordance with what is taught in universities and is not very useful in State Civil Apparatus. The government plans to overcome this shortage of human resource quality by including coding or computer programming lessons in the public school curriculum and through knowledge transfer from foreign investors. There is a lot of capital available and Indonesia in general and Facilities in particular are exploding at every stage. Growth is less rapid due to the lack of quality human resources owned by Diskominfo and Indonesia in general and Facilities in general.

According to Djamarah (2017) the components of human resource data to improve and manage human resources in developing businesses are: First, the quality of work and its innovation is a result that can be measured by the effectiveness and efficiency of a job carried out by human resources or resources in the goals or other targets of the organization well and effectively. Innovation is a person's ability to use their abilities and expertise to produce new work.

3.3 Opportunities

According to the PR Institute, facilities or all forms of public relations are planned and ongoing efforts to form and maintain good attitudes and understanding between organizations and the public. What is done is not only as public acceptance of acceptance or popularity, but also pressure on good attitudes and understanding. Therefore, the activities carried out must be planned and sustainable by being formed and maintained.

Interactivity is closely related to integration and connectivity. Interactivity is the exchange of certain communications through the transmission process (messages), where the type of message produced can be two-way between the sender and the recipient each in turn (Ariel & Avidar, 2015). An example is a conversation between two or more people, and the exchange can be found on online platforms.

Therefore, the role of digital must be more active and different from the role of classical communication, which can directly influence relationships, reach into communication and help shape a positive image because today's audiences are unpredictable in spreading messages about an organization through online platforms.

3.4 Challenges of Public Service Digitalization

The opportunity for the Communication and Information Service in the midst of the industrial era 4.0 is to maintain the existence of the Communication and Information Service by utilizing communication facilities in the digital world. Digital strategies are used to maximize resources, including word-of-mouth techniques carried out by buzzers, and supported by the role of social activism media through activism campaigns in the virtual world.

For this reason, strategic steps are needed for facilities that can be used as a reference framework to produce solutions. There are three main ways in terms of good governance to utilize the power of social media with the aim of building a reputation (Nordberg, 2008: 1-21), the first of which is to understand their functional dynamics specifically. These approaches are for example as follows: Using existing social media in the program to reach new online opinion leaders, such as bloggers and podcasters, and inform them about products and services, community initiatives, or innovations; Using social media to listen to stakeholders' voices in discussions that focus on topics relevant to the agency; Initiate live interactive platforms, provide them with input from employees and managers, and use these one-to-one and many-to-many forms of communication to build, maintain, and strengthen brand relationships, image, and reputation.

Then the determining factor for developing the capacity of the Communication and Information Service, shows a strategy to gain wider public sympathy. It is important to pay attention to the good governance aspect in order to realize the right digital facility strategy, namely understanding their functional dynamics specifically. This approach can be done by using social media in the program to reach new online opinion leaders, such as bloggers and podcasters. The aim is to inform about

products and services, initiatives or community innovations; to listen to the voices of stakeholders. The discussion theme focuses on topics relevant to the agency; and starting an interactive platform directly. In the discussion, input developed on the form of one-to-one and many-to-many communication to build, maintain, and strengthen relationships, image, and reputation of public relations institutions. 3. Prototype of the Digital Transformation Model of Public Services

In the context of the Prototype of the e-Government Public Service Transformation Model, in line with the rapid development of the global world, it demands that the mass media transform from conventional to digital. Information media such as television, newspapers and radio are no longer the main sources of information, people have switched to internet media which has proven to be more updated, fast, and practical. Changes in communication patterns in the digital era with the increasingly widespread use of the internet are expected to accelerate the transformation to a "new model of communication patterns" requiring changes in the pattern of government communication to the public and public communication to the government.

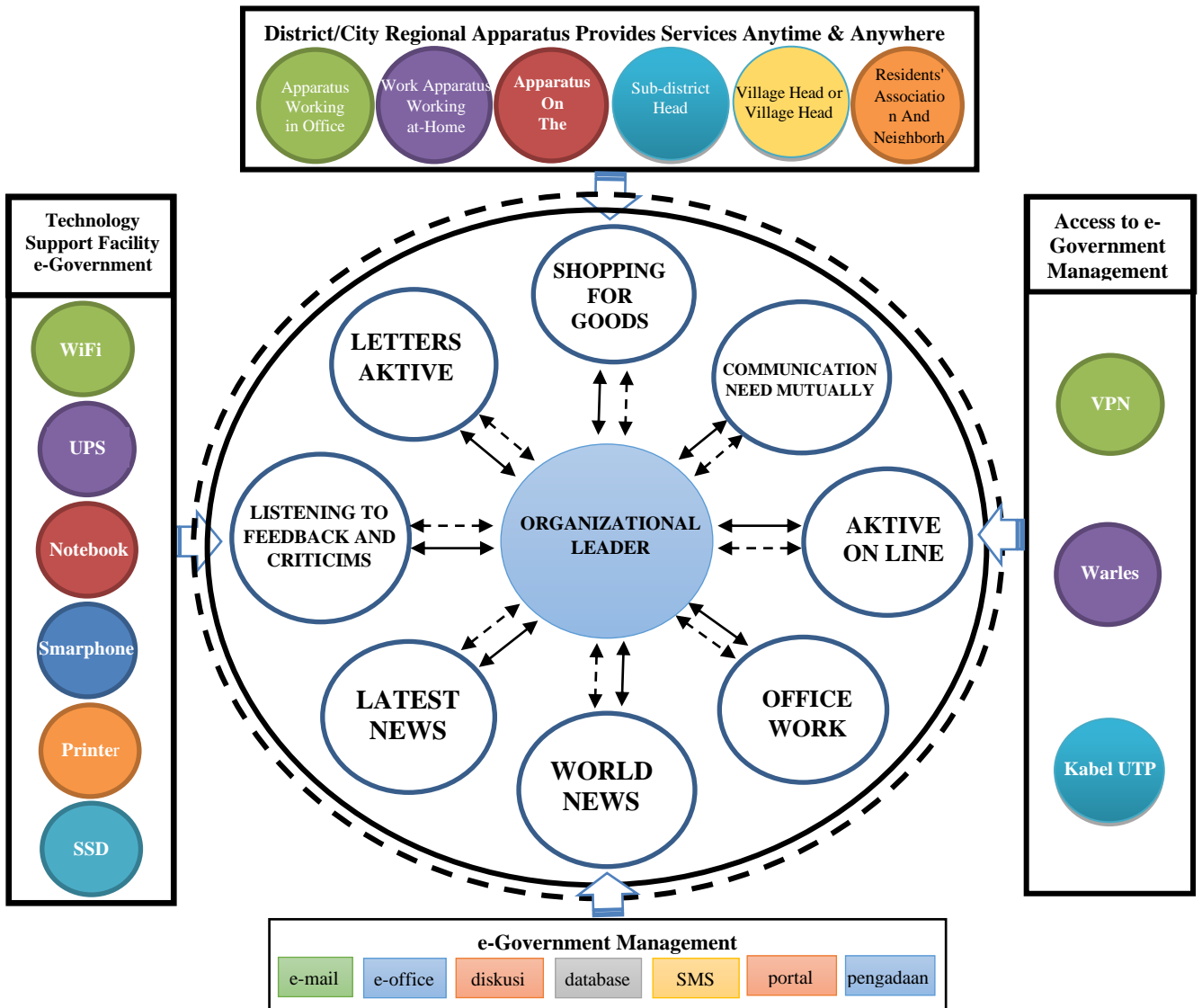
This is in line with the change in the government's communication style from single and scheduled and traditional communication to multiple and anytime by not only using mainstream mass media, but developing into micro/targeted channels (Digital Era Facilities: YouTube, blogs, Instagram, etc.). Especially in improving the ability to produce interesting, denser, more informative, innovative and creative public communication content.

The essence of digital technology according to technology expert Elul (Miarso, 2007) is that digital technology is the whole of methods that rationally lead and have characteristics of efficiency in every field of human activity.

Therefore, researchers were inspired to build a hypothetical model of capacity structure in the form of a prototyping model which is one of the software development methods that is widely used today by utilizing the era of symmetry in many directions that form network sharing content (network sharing content) which in the end is able to form public opinion. The design of the hypothetical model designed by researchers is called the Public Relations Prototyping Model in Many Directions (Government Prototyping Model in Many Directions) as shown in the following image, as shown in the image below:

In order to realize good government, all regional government apparatuses in districts/cities can utilize the prototype of the digital transformation model of e-government public services. The explanation of each item classification is:

First, Organizational leader is a regulator who utilizes his authority and leadership to direct others and is responsible for the needs of government communication and information to stakeholders in achieving a government organization's goals, Second, Shopping for goods are goods among the various alternatives available to meet the capitalization value in financial reports for operational goods (service facilities, maintenance & official travel) and non-operational (office facilities in the form of land, machine facilities, building facilities, & other physical capital), Third, Communication need mutually, namely an activity of delivering information that cannot be separated from national and state life as part of the duties and functions of the Communication and Information Service. Fourth, Active online to facilitate communication and in conveying opinions to the public and public opinions to the government as material for policy determination. Fifth, Office work is related to the duties and functions of the government which must always be prepared through the implementation of duties and functions as a fulfillment of responsibility. Sixth, World news through periodic media related to general topics for the benefit of the government and society. Seventh, Latest news the fastest report on the latest facts or ideas that are true, interesting and useful for the public, Eighth, Listening to feedback and criticism conscious action in making decisions as a manifestation of listening with the heart. Ninth, Letters active pattern is more modern to facilitate the process of correspondence.



Picture:
Prototype Model Digital Transformation of Public Services e-Government

Caption:

- : Virtual and non-virtual direct communication
- - - : Virtual and non-virtual indirect communication

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Then Tenth, the Regional Government Agency Apparatus of the Regency/City can provide services anytime and anywhere in order to improve quality through: recruitment, training, internships and continuing education, which include: (a) Apparatus working in the office, (b) Apparatus working at home, (c) Apparatus on the Road, (d) Officials must respond to all community needs anytime and anywhere. Eleventh, Technology Soupport Facility (Supporting Facility Technology) e-government in order to facilitate access to data and information, including: (a) WiFi stands for Wireless Fidelity, (b) UPS (Uninterruptible Power Supply) as a back up electricity facility when the PC (Personal Computer) loses energy, (c) Notebook as a service requirement for e-government leaders, (d) Smartphone is an operating system software that provides standard and basic connections, (e) Printer is a facility for printing documents, and (f) SSD (Solid State Drive or Solid State Disk) data and information storage devices. Twelfth, e-government leaders can access stable data and information including: (a) VPN (Virtual Private Network) which is physically connected and can communicate using rules (protocols), (b) Wireless a telecommunications connection as a substitute for cable media, and (c) UTP Cable (Unshielded Twisted Pair) is a facility that functions as a LAN (Local Area Network) network cable in a computer network system, Thirteenth, e-government leaders provide services to stakeholders online anytime and anywhere, related to: (a) Email which is a means of sending letters via the internet media. (b) E-office application a web-based application system, can be run in an intranet network environment,. (c) Discussion to exchange information that can provide good and correct understanding. (d) Database so that it can be checked using a computer program to obtain information from the database. (e) SMS (Short Message Service) a short message in the form of text via a wireless device, (f) Portal can be accessed using various devices, and (g) Procurement is the process of providing needs to meet stakeholder needs. Fourteenth, Collaboration Networks (Cooperation Networks) are built to maintain the quality of e-government services, without exception according to the duties and regulations. Fifteenth, PaaS (Platform as a Service) which allows customers to develop, run, and manage applications without the complexity of building and maintaining infrastructure related to application development and launch.

4. Conclusion

As a recommendation to realize Makassar City as a smart city, the conclusion of the study above is as follows:

1. The reality of the institutional structure and human resources of the Public Information and Communication Sector of the Communication and Information Service has not optimally carried out its main tasks and functions, because the Revitalization of government functions in providing information services to the public still uses the old paradigm which only builds an image (image building). Also still improving the changes in the Institutional Structure which is considered modern. The city government institution is still not optimal and needs organizational restructuring.
2. The determinant factor for developing the capacity of the Communication and Information Service, Communication still traces various digital media between Instagram, Youtube, Whatsapp, Facebook etc. to establish communication with the public. The digitalization education system of various Educational Institutions does not meet needs. Planned and sustainable efforts must be maintained between the organization and the public.
3. Prototype Model of Digital Transformation of Public Services e-Government towards Stakeholders is actually a community right and at the same time an obligation of the government. The regional apparatus public service system deals with data through applications that are available for each section separately. Public services according to regulations, the existence of Law 37 of 2008 and Law 25 of 2009 as well as Minister of Administrative and Bureaucratic Reform Regulation 27/2014 are a combination of complementary nomenclatures, but role models

are needed for implementers to behave in accordance with the values adopted by the organization.

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