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ICT Based Transformation of Bureaucracy in the District Sleman and Kulon Progo

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Abstract

Principles of Transformation bureaucracy is putting the bureaucracy as a public servant, this is in line with the Law No.25 year 2009 on Public Service, aims to meet the needs of the community, the availability of excellent service. Sleman and Kulon Progo have transformed the ICT-based bureaucracy system. On one side of the various achievements have been achieved by Both jets a since applying ICT even many innovative e-governments created, but the other side competitiveness opener development of a pan ICT is still a problem One of them is the capacity of the bureaucracy. So this research seeks to analyze from the perspective of vision and policy, organizational structure, organizational culture, and application of technological systems. The research method is a quantitative method of quantitative analysis with SPPS SEM Amos, collaborated through descriptive qualitative results from observations and in-depth interviews, informants are structural officials, a sample of 200 people with details of 100 people in Sleman Regency and 100 people in Kulon Progo, The results showed that the capacity of the Sleman regional government is far more advanced in the application of ICT, even as a whole the Regional Apparatus Unit has utilized the ICT-based public service system. Meanwhile, Kulon Progo has not been maximized because of the lack of competency in human resources and tend to be pragmatic. At present in Sleman the vision and policy of the bureaucracy still reach 61%. While the organizational structure of any divergence re s pound, in Sleman, although still in the moderate category with a value of 72%, there is a 7% increase, Kulon Progo only 65%. Organizational culture precisely from the personal aspect in Sleman received a 78% response and 67% Kulon Progo. The new ICT system requires significant efforts to support all variables because it is currently in the medium category with a percentage of 54% specifically in Sleman and as much as 51% in Kulon Progo. This means that structural officials in Sleman have tried to utilize ICT, but in the process of development, it is still constrained in the area of policy, structure, and organizational culture. While in Kulon Progo it is necessary to re-design policies and structural commitments to be able to utilize and develop ICT content.

Keywords: *bureaucracy, transformation, ICT*

1. Introduction

Bureaucracy plays an important role in the process of formulation, implementation, and monitoring of public policies [1]. Accountability bureaucracy bears and public interest over personal interest, for it [2] stated that reforming the bureaucracy is very important to create a better climate fundamentally life. [3] asserts that the reform of the bureaucracy is part of the reform of administrative systems and processes. Reform the system in question is the reform through e-government approach [4].

E-government through the platform of Information Communication Technology (ICT) in principle aimed at improving the quality of governance systems and services to the process of modern technology-based society online [5]. The system of online services is

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part and step in make efficient time and cost of service as well as minimizing the practices of corruption, collusion and nepotism government [6]. ICT also significantly realize the transformation of the bureaucracy to develop the implementation of government activities, especially in the process of improving the quality of service to the vast population, both among governments, citizens and businesses, which in turn creates a relationship that is mutually beneficial [7].

Some previous research studies indicate that the development of ICT-based e-government faces a wide range of opportunities and challenges by the government as a stakeholder in the process of transformation of the bureaucracy [8]. The availability of a variety of online applications are almost entirely owned by the public authorities, the private sector and the business world is a necessity for the bureaucracy to perform according to expectations transformation reform [9], the problem is then primarily in the Asian region and Africa by [10]-[11] is the development of ICT shows that almost every developing country experience problems in the form of opposition and the same limits, which are sourced from the policy, the lack of infrastructure and the presence of a significant digital divide [12]-[13].

However ICT based e-government must be recognized have contributed positively to the local level, Mass in Sleman, Yogyakarta Special Province [14]-[15] their research stated that developing a concept of smart city and smart regency showed their efforts to the planning and use of ICT as a measure of the realization of Sleman intelligent and competitive globally, this is evidenced by the provision and development of 5 variables smart city and smart regency namely Smart Government, Smart Public Service, Smart Health, Smart Education, and Smart Tourism, but in practice, the fifth variable is not running optimally. It is again because the government has not fully committed and still fall asleep with the culture of patronage.

The other study was conducted by [16] as a form of comparison related to the public service in Bantul, the results of his research explained that the implementation of ICT in yet maximum in influencing the performance of the bureaucracy of government in providing public services, drawing on the findings of numerically there are 18% of Organizational Culture and the patronage of influential to ICT implementation, which means that hierarchical organizational structure and policies centered on the structure of local government, and then the weak capacity of leader that is hindering the management system of bureaucracy, but the successful implementation of e-government is how strong a leader to create a climate that is more progressive, creative and innovative performance.

For the orientation of this study is to orbit as essentially related to the locomotive bureaucratic approach to ICT as part of the transformation process, because rationally based on the facts and the various previous studies have shown that the current policy of e-government becomes a remarkable phenomenon in the entire region, they continually strive to adopt and implement a system of government based on ICT. But not a few areas not yet fully reached the point of light on it.

Based on this thought, so the authors define a case study in Sleman and Kulon Progo. This study is certainly very complex in terms of both systems, culture, policy, and bureaucracy of having to look at the two sides of different areas. However, it did not detract from the proposition that you want in the understood better in this scientific study is the application of ICT from both areas. [17] explained that the policy of ICT-based e-government in Sleman real experience growth and progress of one fact is Sleman has created a place of service integrated domiciled Department of Investment and Integrated Licensing Services (DPMPPT), Local Government Public Services call as Mall. In the industrial world, the term mall terminology all the needs can be accessed easily if it is associated with the bureaucracy of public services can be accessed easily and efficiently,

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even though the thought does not guarantee good government for the public culture is very complex.

But we cannot interpretation ourselves that this MPP existence with the motto "Innovative Solutions Easily Secure Fluent Accountable and Responsive" in which there are 13 institutions from both government sphere, province, state-owned enterprises to enterprises. For example, the Environment Agency which provides services Sleman Environmental Management Statement (SPPL) and EIA, then the Department of Population and Civil Registration Sleman provide services Child Identity Card (KIA) and the E-ID card recording. Furthermore, the Tax Office Pratama also opt to provide services of registration of TIN employees and as well as code generation billing taxes, even Police Sleman also accommodated by opening service driving license renewal and Police Notes (SKCK) is a government effort to create with paradigm bureaucracy is more ideal and helpless global competitiveness.

Practically, Kulon Progo has implemented e-government through the use of websites, both from the local government level, the site http://kulonprogokab.go.id up to the level of regional work units such as the Department, the Agency and the Office. In addition to the use of the website, Kulon Government also has to apply many information systems. Other studies explain that the implementation of e-government in Kulon Progo is currently at the stage of maturation by referring to Presidential Decree No. 3 of 2003 [18]. While referring to the dimensional model and stage of development of e-government implementation at the stage of the transaction, but the absence of local regulations governing e-government inhibits the master plan for the development of e-government in the sphere of local government that then has implications for the structure of the bureaucracy under it does not have a direction floating e-government in accordance domain authority [19].

This study, therefore, focuses on the relationship between the application of ICT systems with the vision and policies, organizational structure, and the cultural change, and the impact on the transformation of the bureaucracy in Sleman and Kulon Progo, as well as factors contributing to the transformation of the bureaucracy. Given in areas still faced with problems that hamper the implementation of ICT systems in the public service.

Therefore, based on a variety of the above description, it can be simplified by adopting a strategic framework proposed by the transformation of the bureaucracy [20] as follows.

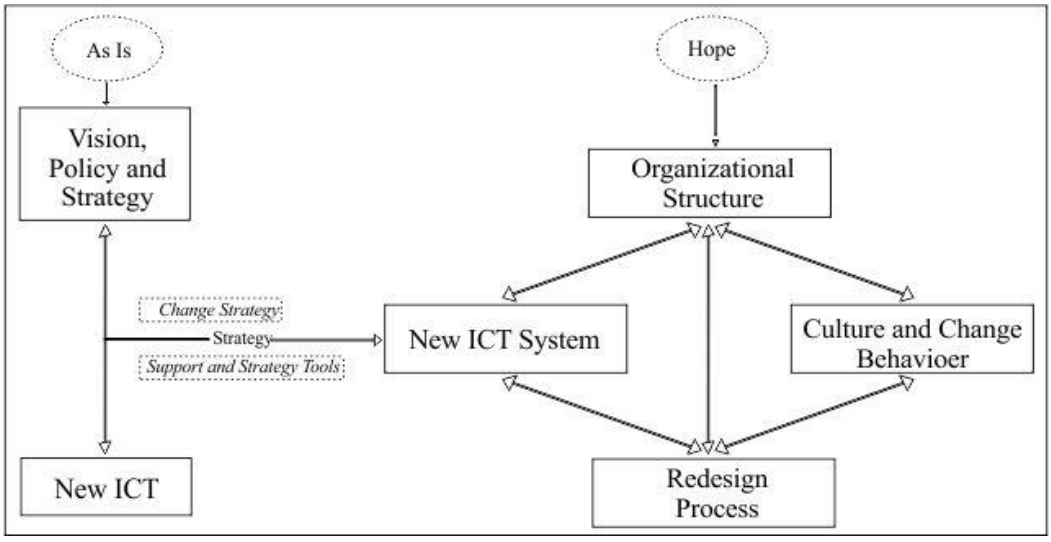

Figure 1. Transformation Change Framework Bureaucracy

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Changes to the organizational framework ideal organization, then the organization has always had a vision and policies set, but the government also obtain trending information and the aspirations of the citizens, so that organizations can respond to changing demands of citizens. Therefore, expectations are integrated change between the organizational structure, culture and customs, government policies, and the acceptance and implementation of new ICT systems ICT.

2. Methodology

This research uses mixed methods (quantitative and qualitative). Quantitative is used to process questionnaire data with SPSS software with SEM AMOS analysis patterns, then strengthened by analyzing each variable or hypotheses of primary and secondary data through a qualitative approach fundamentally.

3. Results and Discussion

Transformation of ICT-based bureaucracy incompatible with the object and subject of research with a sample population of 100 respondents each well in Sleman and Kulon Progo. Data collected from the survey respondents were analyzed using IBM SPSS through SEM with AMOS version 24 at the same engineering tools to analyze each of the variables and indicators related to the focus of research. Then from the validity and reliability of both local variables can be observed through the following table:

Table 1. Validity and Reliability in Sleman and Kulon Progo

variables	Sleman District					Kulon Progo				
	Scale Mean if Item Deleted	Variable Schale if Item Deleted	Corrected Item - Total Correlation	Multiple Squared Correlation	Cronbach's Alpha if Item Deleted	Scale Mean if Item Deleted	Variable Schale if Item Deleted	Corrected Item - Total Correlation	Multiple Squared Correlation	Cronbach's Alpha if Item Deleted
Vision and Policy	8.90	2,111	.477	.299	.672	9:21	2,289	.483	.273	.674
Organizational structure	8.91	2,366	.446	.330	.683	9:13	2579	.397	.182	.704
Culture change	9:01	2,252	.581	.450	.638	9:17	2405	.516	.292	.661
New ICT Implementation	8.73	2,320	.388	.186	.706	8.95	2,371	.490	.305	.670
transformation of Bureaucracy	9:05	2048	.520	.359	.653	9:30	2273	.516	.299	.659

The above data shows significant at the 0.05 level with the assumption that when compared with r table amounted to 0.220 then r count larger. This means that in meticulous including a valid category and reliability or feasible to do research. The same thing in Kulon Progo also showed significant at the 0.05 level with the assumption that when compared with r table amounted to 0.220 then r count larger. This means that in meticulous including a valid category and reliability or feasible to do research.

Thus as a form of correlation of data from the study between Sleman and Kulon Progo, then the next step outlined descriptive statistics that describe the number of respondents in data retrieval, distribution of a minimum value, maximum and average value-rat, and the standard deviation in detail through the table below this.

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Table 2. Validity and reliability in Sleman and Kulon Progo

Variables	Sleman District							Kulon Progo						
	N	Min	Max	Mean		Standard Deviation	Variance	N	Min	Max	Mean		Standard Deviation	Variance
				Statistics	Error						Statistics	Error		
Vision and Policy	100	1	3	2:25	.058	.575	.331	100	1	3	2:23	.058	.584	.341
Organizational structure	100	1	3	2:24	.047	.474	.225	100	1	3	2:31	.051	.506	.256
Culture change	100	1	3	2:14	.045	.450	.202	100	1	3	2:27	.051	.510	.260
New ICT Implementation	100	1	3	2:42	.054	.535	.286	100	1	3	2:49	.054	.541	.293
transformation of Bureaucracy	100	1	3	2:10	.058	.577	.333	100	1	3	2:14	.057	.569	.324

Based on the data accumulated on top of the tabulation, it can be analyzed that the minimum value, maximum value, and the average of each variable and each of the locations, indicate the numbers were pretty good distribution among the respondents with the other respondents.

3.1 Relationship Test Case Variables with AMOS Sleman Regency and Kulon Progo

To determine the relationship between independent variables and the dependent variable for Sleman, it can be illustrated below.

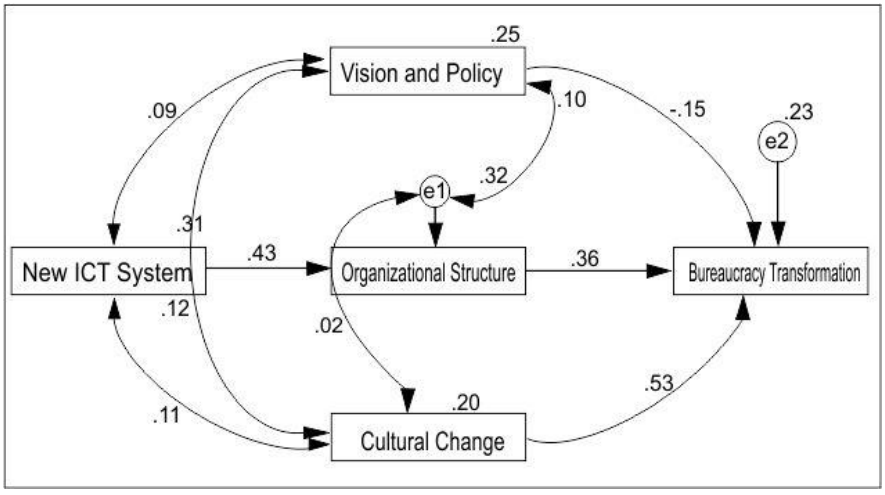

Figure 2. Relationship Test Variables AMOS in Sleman

Following that was to determine the relationship between independent variables and the dependent variable for Kulon Progo, as illustrated below.

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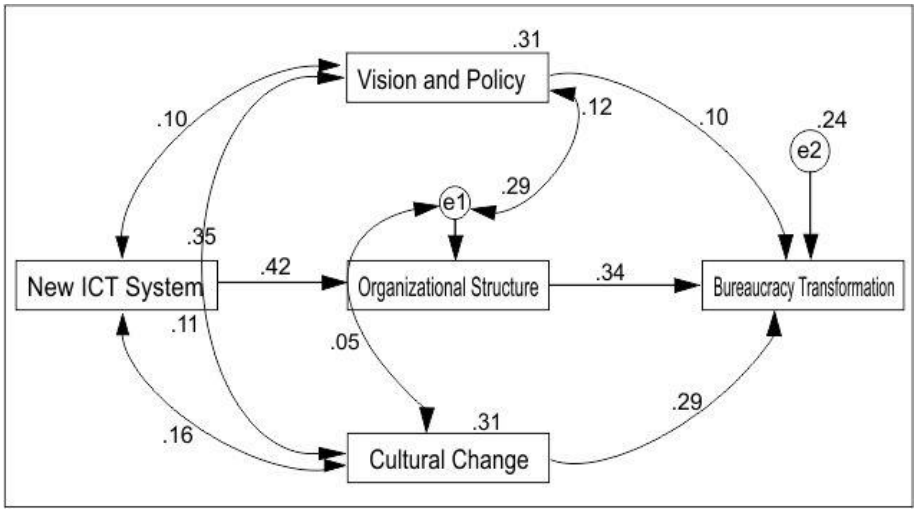

Figure 3. Relationship Test Variables in Kulon Progo AMOS

Based on the test measurements (measurement model) of each study site and after the modification of the main things done indices suitability model was used to test how well the degree of goodness of fit of the research model. According to [21], to test whether or not fit the model, then used the Chi-square criterion, degree of freedom (DF), the probability, and the CFI. The test results are as follows:

Table 3. Criteria Goodness of Index Model

Goodness of Fit Index		Sleman		Kulon Progo	
	Criteria	Cut Value	Evidence	Cut Value	Evidence
Chi-square	must be small	.003	Fit	4.531	Fit
significant Probability	≥0.05	.957	Fit	.033	Fit
RMSEA	≤0.08	.000	Fit	.000	Fit
CMIN / DF	≤3.00	.003	Fit	4.531	Fit
CFI	≥0.09	1.00	Fit	.969	Fit

Figure 2 can be explained that the results of the Chi-square value of 0.003 with probability p = 0.957 indicate that the model has been fit. Similarly, other fit criteria GFI, AGFI, TLI whose value is above 0,003 have as recommended, the RMSEA value, 0000 below the value of 0.08. Loading value is all significant factors and all have values above 0.05. It can be concluded that a structural equation model was fit and could be continued.

Not far different from Figure 3 also shows that the value of Chi-square 4,531 with probability p = 0.033 indicates that the model has been fit. Similarly, other fit criteria GFI, AGFI, TLI whose value is above 0,003 have as recommended, the RMSEA value, 0000 below the value of 0.08. Loading value is all significant factors and all have values above 0.05. It can be concluded that a structural equation model was fit and could be continued. After all, models declared fit, they will measure the relationship between variables in the test, from the pictures can be explained as follows.

3.2 Structure Initiatives and Local Government ICT Development Policy

While there are regional government authorities to regulate itself through Act No. 23 of 2014, but the governance structure is still centralized means associated with configuration policies SKPD / OPD uniformly set if the central government through PP 18/2016 and PP 72/2019. Although the local government does not fully have the authority to undertake a

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fundamental restructuring of the organization, at least through the policy, there is room for local governments to innovate adjust needs development and digitization of the current bureaucratic system.

Table 4. Summary and Findings Hypothesis in Sleman and Kulon Progo

Hypothesis	Independent Variables	Dependent Variables	Proposed Relationship		Findings	
			Sleman	Kulon Progo	Sleman	Kulon Progo
hypothesis 1	New ICT	Vision & Policy	Positive	Positive	Rejected	Rejected
hypothesis 2	New ICT	Organizational structure	Positive	Positive	Be accepted	Be accepted
hypothesis 3	New ICT	Culture change	Positive	Positive	Rejected	Rejected
hypothesis 4	Vision & Policy	Organizational structure	Positive	Positive	Be accepted	Be accepted
hypothesis 5	Vision & Policy	Culture change	Positive	Positive	Rejected	Rejected
hypothesis 6	Vision & Policy	transformation of Bureaucracy	Positive	Positive	Be accepted	Be accepted
hypothesis 7	structure of the Organization	transformation of Bureaucracy	Positive	Positive	Be accepted	Be accepted
hypothesis 8	Culture change	transformation of Bureaucracy	Positive	Positive	Be accepted	Be accepted

From 8 hypothesis that has been in the test results indicate that three variables are very difficult to make adjustments, it means a paradigm transformation approve the positive relationship between the application of ICT systems new vision and policies but on the other hand, the results are not yet priority by bureaucracy and despite systems and new ICT vision and policies do not significantly influence the organizational culture but at the same time these three variables take effect the transformation of the bureaucracy.

When viewed tie aspects of the vision and policies of the government of Sleman in Kulon Progo, there are differences of the two in terms of the application of ICT in the bureaucracy, in Sleman, through the vision of "A society Sleman more prosperous, independent, cultured and integration of e-government systems towards smart regency ". This vision in its development was able to accelerate the various forms of public service among others by the presence of many channels, ICT such as Smart Governance products e-PPDB, mobilePBB, reported Sleman, Sleman TV and licensing online, on the economic aspects present creative home Sleman, traditional market revitalization and food prices (e-food) are integrated through the canal Smart Economy, and aspects of life provided Smart Living with service orientation SES (Sleman Emergency service), e-patients, while the social aspect of an e-library, OPAC, drop off (inter-services to the home), vocational training centers and e-channels through the PPID integrated Smart Society. But no less interesting is the availability of the service product Smart Branding and Smart Environment, each having its outlook on the development of tourism and environmental development, on the other hand as a form of responsiveness to the various complaints and public services that provide the feature in addition to the official website http://mediacenter.slemankab.go.id also their #lapor Sleman.

While in Kulon Progo Regency looks much slower when compared to Sleman. Currently, e-government services to the bureaucracy although there has been a domain

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that is internal as government services applications, from the external side of the public service application in practice is not yet fully able to be accessed by the public, in other words, is still at the experimental stage [22]. Meaning informally experimenting with social media beyond the acceptable use of technology policy [23]. Also, because it does not have the vision that planned by local government, its policies also still depend fundamentally on the central government as well as human resources (HR) in this case is operationally officials are not minimal structural initiatives to take steps in the development of ICT. Cultures that are conventional reinforce the slow pace of new ICT systems development integrase.

So overall, based on the results of the analysis, it is evident that the necessity to transform the bureaucracy must be preceded by redesigning the policy, organizational structure changes from vertical to horizontal, and the culture of the organization as applicable in the United Kingdom, the Netherlands and Zealand [24]-[27].

Currently in Sleman's vision and policies bureaucracy still reaches 61%. While there is a different response organizational structure, in Sleman, although still in the moderate category with a value of 72%, it showed an increase in Kulon Progo 7% to only 65%. Organizational culture instead of the personal aspects in Sleman got a response Kulon Progo 78% and 67%. Against the new ICT systems required significant efforts to support all the variables, because it is still in the middle category presents 54% in Sleman and as much as 51% in Kulon Progo. This means that many structural officials in Sleman already trying to take advantage of ICT, but the process of development is still hampered in areas of policy, organizational structure, and culture.

4. Conclusion

The results of the analysis of variables obtained from the respondent's perceptions and hypothesis testing and correlation of all the indicators studied in Sleman and Kulon Progo. That in terms of policies, structures, and organizational culture affects the transformation of the bureaucracy, but the new ICT system that should contribute actively to efforts to re-design policies and organizational culture are less elicit a response from SKPD. Though the expected changes are the change in the framework of an ideal bureaucracy without undermining the vision and policies of the bureaucracy. The findings of the research are the transformation of the bureaucracy can be achieved, if there are support and commitment to revitalizing the vision and policy-oriented towards the improvement of organizational structure which then impacts on the initiative by HR to get out of the confessional culture becomes responsive to Utilization and strengthening the application of ICT.

The object of the present study is limited to the two levels of local government. So the results do not resemble other regions and based on previous research, these findings may also contribute to the process of the development of ICT as a supporter of transformation bureaucracy, in other words, practically from this study suggest that e-government at the local government level is one of the main strategies to boost performance government and run the process more bureaucratic service and competitive progress.

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