Spirit Publik Volume 16, Nomor 1, 2021
Halaman 86-92
P-ISSN. 1907-0489 E-ISSN 2580-3875

Government Process Reengineering Pada Implementasi Sistem Informasi Kesejahteraan Elektronik

Government Process Reengineering in the Implementation of Electronic Welfare Information System

Intan Kusuma Dewayani, Rino A. Nugroho

Department of Public Administration, Faculty of Social and Political Sciences
email: intankdewayani@student.uns.ac.id

Abstrak

Di era globalisasi saat ini tidak dapat dipungkiri bahwa kehadiran teknologi tentunya sangat membantu pekerjaan manusia. Di tataran pemerintahan, perkembangan teknologi juga telah dimanfaatkan dengan memunculkan electronic government. Dalam memanfaatkan perkembangan teknologi yang ada, Pemerintah Kota Surakarta melalui Dinas Sosial Kota Surakarta mencoba melakukan terobosan baru dengan membuat Sistem Informasi Kesejahteraan Elektronik (E-SIK) yang diharapkan dapat digunakan untuk mengatasi permasalahan data keluarga miskin di Kota Surakarta, karena terdapat temuan yang menyatakan bahwa data keluarga miskin di Kota Surakarta yang masuk dalam dua tahun terakhir ternyata hampir tiga puluh persen indikator diterima atau diproduksi tidak lengkap, sehingga indikator data tidak dapat diproses. Perlu diingat, bahwa salah satu dasar dan prasyarat pelaksanaan e-government adalah Government Business Process Reengineering, namun Government Process Reengineering saja tidak cukup untuk menyelesaikan masalah fungsional dan non fungsional. Metode penelitian yang akan digunakan adalah peramalan, dengan pendekatan peramalan ekstrapolatif. Ini akan dimulai dengan mereview sederet data atau dokumen penelitian sebelumnya dengan obyek penelitian yang sejenis dan permasalahan penelitian yaitu mengenai kendala dalam proses penerapan e-government di berbagai daerah, kemudian mencoba memproyeksikannya dengan penelitian yang akan dilakukan untuk memprediksi. kemungkinan kendala yang akan muncul selama proses penerapan Sistem Informasi Kesejahteraan Elektronik (E-SIK).

Kata Kunci: *Electronic Government*; Rekayasa Ulang Proses Pemerintah; Peramalan Ekstrapolatif; Sistem Kesejahteraan Elektronik; Tata Kelola Digital, Indonesia

Abstract

In globalization era today, it is well-established that the presence of technology is certainly very helpful to human work. At government level, technological developments have also been exploited by bringing up electronic government. In utilizing the development of existing technology, the Surakarta City Government through the Surakarta City Social Service is trying to make a new

breakthrough by creating an Electronic Welfare Information System (Indonesian: Sistem Informasi Kesejahteraan Elektronik, thereafter called E-SIK) which is expected to be used to overcome the problem concerning the data of poor families in Surakarta city, because some findings state that the data of poor families in Surakarta city entered in the last two years turned out to be almost thirty percent of the indicatorsreceived or produced incompletely, so that the data could not be processed. It is noteworthy that one of the basics and prerequisites for the implementation of e-government is the Government Business Process Reengineering, but the Government Process Reengineering is not enough to fix both functional and non-functional problems. The methodological procedure used was forecasting, i.e. extrapolation or extrapolative forecasting. It wouldstartwith reviewing a series of data or previous research documents with similar research objects and research problems, namely regarding obstacles in the process of implementing e-government in various regions, and then trying to project them into the research to be carried out to predict the possibleobstacles that will arise during the process of implementing an Electronic Welfare Information System (E-SIK).

Keywords: Electronic Government; Government Process Reengineering; Extrapolative Forecasting, Electronic Welfare System; Digital Governance; Indonesia

Introduction

Indonesia is one of the countries trying to read the existing potentials related to the development of information and communication technology by developing e-government in the process of governance as stated in the Republic of Indonesia's Presidential Instruction Number 3 of 2013 concerning National Policy and Strategy forDevelopment of E-Government. A form of e-government implementation in Indonesia is manifested intocollecting data on the number of poor people in Indonesia. To find out whether the poverty rate has decreased or has increased, the Government needs valid data regarding the development of population annually. The number of poor people continuously growingannually will be a problem if the Government does not handle data collection related to the poor wisely. In Indonesia itself, according to Malang Corruption Watch (2018), there is a problem in data collection for the poor, namely the inadequate data collection of the poor carried out by the Ministry of Social Affairs, the Central Statistics Agency, and local government officials such as the Social and Urban Village Services.

Data collection problems regarding the poor can also be found in Surakarta. Data from the Central Bureau of Statistics for Surakarta City itself until 12 May 2020 is shown in the table below:

Table 1.
The Number of Poor People in Surakarta City

District	Household-based Targeting	Priority 1 (P1)	Priority 2 (P2)

Laweyan	2,473	189	2,284
Serengan	1,669	208	1,461
PasarKliwon	2,103	150	1,953
Jebres	3,883	373	3,510
Banjarsari	4,930	349	4,581
Kota Surakarta	**15,058**	**1,269**	**13,789**

Source: Central Bureau of Statistics for Surakarta City

Data shows the number of poor people in Surakarta City seen of the Household-based target. In fact, starting in 2009, the Indonesian government through Law Number 52 of 2009 has shifted fromhousehold-based targeting to family-based targeting in its social programs. In Surakarta City, data on poor families entered in the last two years turned out to be that almost 30 percent of the indicators received or produced were incomplete, so the data could not be processed. Dian Renata, Head of the Poor People Division of the Social Service of Surakarta City (Republika.co.id, 2019) gave an example that in 2017, the Surakarta City Government has verified preliminary data on poverty as many as 50 thousand poor families (gakin), and until mid-2019 there are still 17 thousand Gakin data whose indicators are incomplete. This is what ultimately prompted the Dinas Sosial Kota Surakarta to create innovation to assist the data collection process for poor families in Surakarta through the Electronic Welfare Information System (E-SIK). The presence of E-SIK is expected to help the Government collect data on poor families in Surakarta City, including verifying and validating data on poor families.

In implementing e-government, several requirements must be met so that e-government can run according to the plan set out earlier. According to Li and Yang (2016), one of the basics and prerequisites for implementing e-government is the Government Business Process Reengineering. In the mid-1990s, many governments in developed countries put forward the concept and method of Government Process Reengineering (GPR) using theory Business Process Reengineering (BPR) to analyze and to redesign workflows and processes in organizations and between organizations. Business Process Reengineering will largely affect the information technology potential of e-government, and the influence of e-government in management mode reforms and Government Process Reengineering will usually come under the political environment to examine and to rethink government

processes by cleaning, simplifying and integrating original processes for achieved a significant increase in the level of government employment. However, several problems are still found, because there are many assumptions tending to underestimate e-government, namely the assumption that e-government is a traditional government mapped in the digital world.

Another problem in implementing e-government is mentioned by Gupta and Rajan (2018) that government processes are very complex. Safitri (2019) also saw obstacles in the development of e-government, if viewed from the perspective of the bureaucracy, including: (1) Peopleware or human resources: the ability of the bureaucratic officials and staff in using the Internet is still very limited, (2) Limited hardware and software and there are still a few government agencies connected to both local (LAN) and global (internet) networks, making the development of e-government not running smoothly, (3) Organoware, namely the inflexibility of the bureaucratic Organizational Structure and Work Procedure (SOTK) that can accommodate developments a new model of public services through e-government, (4) The absence of a firm regulation or legal umbrella, and (5) Limited funds available for the development and operationalization of e-government in the regions.

By looking at the phenomenon currently developing, and considering one of the objectives of the formulation of the Surakarta Mayor's Regulation Number 28 of 2019 about Guidelines of E-Government implementation, which is to ensure that the implementation of E-Government runs well and sustainably, the author will conduct an assessment related to forecasting of the Information System implementation process, Electronic Welfare Information System (E-SIK) in Surakarta City. As previously written, the Electronic Welfare Information System (E-SIK) is an innovation in e-government in Surakarta City with a program to assist data collection on poor families in Surakarta City, and this Electronic Welfare Information System will implement onlyForecasting of the E-SIK.The implementation process in Surakarta is carried out to predict obstacles or risks might occur during the implementation process of the Electronic Welfare Information System (E-SIK).

Methods

This study, entitled "*Government Process Reengineering* in Electronic Welfare Information Systems (E-SIK) in Surakarta City," used a qualitative content analysis. This study described in-depth the application of *Government Process Reengineering* in the Electronic Welfare Information System (E-SIK) in Surakarta. Data as collected obtained from various news articles mentioning the development of the E-SIK process. Then, the data obtained was analyzed by looking at the various obstacles that might arise during the implementation

of E-SIK from various previous studies conducted byBuchari (2016), Safitri, et.al (2019), and Gyptisa et.al (2020). The three previous studies discussing Obstacles and Challenges in the process of implementing e-government have several similarities thatcan be summarized into three points:

1. Hardware or everything related to technology and infrastructure. Limited hardware and software and the lack of government agencies connected to both local (LAN) and global (internet) networks have prevented the development of e-government from running smoothly.
2. Organoware usually characterized by the inflexibility of the bureaucratic Organizational Structure and Work Procedure (SOTK) that can accommodate the development of new public service models through e-government. To ask the relevant officials or employees to answer questions that have been raised by the public, these administrators do not have the authority.
3. There is no clear regulation or legal umbrella. Even though there is an ITE Law, there are no operational and technical guidelines. Apart from SOT and regulations, the obstacle to organowarenext is the limited funds available for the development and operationalization of e-government in the regions. The central government only provides a policy framework and guidelines are not accompanied by an allocation of funds so that it must be borne by the region concerned.

Thus, data analysis was carried out by classifying the data obtained into the three points mentioned above.

Results and Discussions

The management of single data through the Electronic Welfare Information System (E-SIK) is the main indicator of the City Government's caution in talking about data on the poor. This single data is the initial key to poverty reduction, which supports the integration of poverty reduction programs, as well as a new breakthrough to support the implementation of anti-poverty programs. Moreover, it is common to hear that in many regions social assistance programs (Indonesian: *bantuan sosial* or bansos) are often misdirected. The role of the Kelurahan Poverty Alleviation Team (Indonesian: *Tim Pengentasan Kemiskinan Kelurahan* or TPKK) and members of Family Welfare Program (Indonesian: *Pemberdayaan dan Kesejahteraan Keluarga* or PKK) in collecting data on the poor is another indicator. Because they are relatively familiar with the conditions in the region and understand the socio-economic conditions of the people, both are involved as the front lines of poverty reduction. However, several weaknesses were found in this E-SIK: the differences of the division of tasks to verify data validation and data input which

sometimes made it difficult to revise data if there were things needing to be improved. Verbal officers have to go back and forth to the offices and homes of residents to improve the data. Even the staff of the Social Service cannot input data, if there is invalid data, because it is rejected by the system.

Behind the weaknesses the E-SIK program still has, as stated in jatengprov.go.id on January 28, 2020, the Surakarta City Government has invited RT RW (neighborhood and citizen associations) to participate in monitoring the public test of poverty data in their environment. In this activity, the Surakarta City Government conducted a briefing regarding the *Android*-based one-stop data collection through the E-SIK application. The E-SIK application developed by the City Government has also added a new input menu showing real conditions. This indicator requires data collection to be accompanied by a photo of a house and a photo of an assistance card if you have one. Determination of priority handling is done after the *home visit* and a *checklist* of variable indicators. If the priority is worthy of assistance, the residents will automatically enter the E-SIK database. Thus, whether the people are truly poor or not can be seen from the real conditions of the target households. However, the implementation of data collection on poor families is still ongoing with various improvements to the existing system.

Looking at some of the obstacles in the application or implementation of e-government in some of these previous studies, and then comparing them with the real situation occurring during this E-SIK implementation, the obstacles likely arising during this E-SIK implementation are*:*

1. Hardware

There are some weaknesses in the E-SIK: the difficulty of the process of revision of the data, if you want to do, because there are differences in the division of tasks to perform verification and validation on data and input data. In addition, verification and validation officers have to go back and forth to the offices and homes of residents, to improve the data. Even the staff of the Social Service cannot input data, if there is invalid data, because it is rejected by the system. If the weaknesses in the E-SIK are not corrected immediately, the data collection process for poor families will likely continue to be done manually as before, and instead will not run effectively and efficiently.

2. Organoware

These obstacles may arise if during the implementation of E-SIK it is not accompanied by clear socialization to the community. Community members may be confused with the data collection system for poor families through this E-SIK and will have an impact on data collection officers who may find it difficult to verify and to validate data on poor families.

3. Specific Regulation

Seen from several sources, there are no definite regulations governing the implementation of this E-SIK. There is only a regulation regulating the planning and implementation of e-government in general, Surakarta Mayor's Regulation Number 28 of 2019 about Guidelines of E-Government implementation. Researchers have not found the operational guidelines or technical guidelines to regulate the implementation of E-SIK clearly, so it is feared that E-SIK will be carried out inconsistently between one officer and another which might hinder the goals of e-government itself to achieve effectiveness and efficiency in public service.

Conclusions

After predicting several obstacles likely occurring during the implementation of the electronic welfare information system (E-SIK), the researcher tries to provide several solutions to minimize the obstacles so as not to interfere with the process of implementing E-SIK, including:

1. Surakarta City Government can immediately improve the weaknesses of E-SIK for the effectiveness of process in E-SIK, starting from data input to verification and validation of data and obtaining valid data on poor families to minimize mistargeting in providing social assistance.
2. The Municipal Government of Surakarta regularly conducts outreach regarding the new system in the process of collecting data on poor families in Surakarta, so that the community can also work well together as long as data collection on poor families with E-SIK is implemented.
3. The Municipal Government of Surakarta can make implementation as well as technical guidelines for the process of collecting data on the poor families using E-SIK.

References

Buchari, R. A. (2016). Implementasi E-Service PadaOrganisasiPublik Di BidangPelayananPublik Di KelurahanCibangkongKecamatanBatununggal Kota Bandung.*Sosiohumaniora*, *18*(3), 225. https://doi.org/10.24198/sosiohumaniora.v18i3.8762

Glyptisa, L.;Christofi, M., Vrontis, D., Giudice, M. D., Dimitriou, S., &Michae, P. (2020). E-Government Implementation Challenges in Small Countries: The Project Manager's Perspective.*Technological Forecasting & Social Change*, 1–11.

jatengprov.go.id. (2020).*Walikota Surakarta Ajak RT RW IkutMengawasiUjiPublik Data Kemiskinan*. https://jatengprov.go.id/beritadaerah/walikota-surakarta-ajak-rt-rw-ikut-mengawasi-uji-publik-data-kemiskinan/. Retrieved on 25 Juni 2020.

Li, Z., & Yang, F. (2016). The E-government Information Model Based on GPR. *Procedia*

Computer Science, *91*, 193–200. https://doi.org/10.1016/j.procs.2016.07.057

Malang Corruption Watch.(2018, Januari 30). Masalah Pendataan Bantuan Bagi Warga Miskin, Kementerian Sosial Wajib Bertanggung Jawab.

Republika.co.id. (2019, September 30). Pendataan Keluarga Miskin di Kota Solo Kini Gunakan Aplikasi. Republika.Co.Id. https://nasional.republika.co.id/berita/pyncym463/pendataan-keluarga-miskin-di-kota-solo-kini-gunakan-aplikasi.Retrieved on 25 Juni 2020.

Safitri, N., Sugiarti, Rachmawati, D. N., Surani, Fahmadhani, A., Wulandari, S., Riza, M., Kurniawan, A., &Nugraha, J. T. (2019). Kajian Faktor Sukses Implementasi E-Government Studi Kasus di Pemerintah Kota Magelang. *Jurnal Mahasiswa Administrasi Negara (JMAN)*, *03*(03).