Modernization and Innovation in Public Services Through E-Government in The City Of Denpasar

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Abstract

Public service is becoming an important role of the bureaucracy as the servants of the society. The dynamics that occur in society becomes a challenge for the bureaucracy. The bureaucracy reforms as an assertion through innovation in demand of public service. This is done in order to give satisfaction to the public.

Currently, Indonesian society is positioning itself in the layer of digital society. Society digitization is visible when technology becomes an important part of the social life of the society. Undeniably, technology has directly changing the mindset of the society to be more responsive and practical in order to response to the phenomenon. Problematics occur i.e., bureaucratic in providing the public service tends to be slow in responding to a change. The reform of the bureaucracy is more to income generating for the officers by remunarrations to avoid corruption rather than to the quality of the services provided. The public service must be able to follow the development of the technology with a modernization and innovation of public service-based technology.

Denpasar city became one of the areas that are trying to provide the best service to its population. Sewaka dharma is a motto which means it serves as an obligation for the bureaucrats and bureaucracy in the city of Denpasar. One of the step taken is the implementation of e-government as a way to approach and improve the performance of public services to the society.

This paper discusses the public service related e-government based on its application for the suitability of the motto with the reality that exists, the role of technology in public servants as well as the review of public administration

Keywords: public service; e-government; Denpasar city

1. Introduction

Public service an important part for the Organization of the public especially in the context of the bureaucracy. As the commissioning work from the Government, the bureaucracy must be able to build relationships between society and the State. There was the urgency of the public service is very important, the demands of society and the State obligations into one section in the context of the service. This country was built upon the principles of democracy then the pattern of the relationship between society and the State are becoming interesting things, understanding the State apparatus have to be served to be a contradiction in the social and political dynamics at the moment. The public service has been widely reviewed by various experts. One of them raised by Agus Dwiyanto (2006:136) defines the public service as:

"The series of activities undertaken by the public bureaucracy to meet the needs of the citizens of the user. Users that are meant here are citizens requiring public service."

Defisini more in understanding the public service described according to Supriatna (2000) public service is any activity undertaken by other parties which was done to satisfy the interests of the people. The other party is an
organization that has obligations in the process of organizing the activities of the Ministry. The interests of the people or the public interest is the set of personal interests that has been disublimasikan and does not conflict with the norms of the society as well as the applicable rules.

Other Opinions regarding public services, i.e. According to Alamsyah (2011) stated that the public service is any activity of the Ministry of Government, individuals, organizations, and others in order to respond to the demands of individuals, groups, organizations and more affecting the interests of the whole population. Then it can be understood from various definitions exist, the public service has a meaning that is a series of processes in the performance of the bureaucracy (public organization) in responding to the demands and expectations towards the needs of the Community (residents) as well as achieving tujuan bureaucracy.

Changes in the context of the demands of the society into something that is inevitable at this time, therefore implementing policies and bureaucracy as the public service must be able to follow the changes. It also should be also accompanied by changes in the public service to create satisfaction for the community. The changes in question has many definitions but most importantly not to eliminate or change the essence of the public service. Changes in the public service in the perspective of State administration is meant more as an innovation. The public service has many definitions, but in the context of Indonesia is meant as a public service activity or series of activities in the framework of the fulfilment of the needs of the service in accordance with regulation undang-undangan for every citizen and resident of goods, services and the administrative services provided by the organizer of the public service (Act No. 25 of 2009).

The Government looks at bureaucracy as a 'reflection' identity a governance, good and poor performance of the bureaucracy will affect the image of good governance or in the center of the present level of the region. The demands and expectations that this bureaucracy to encourage a change in the massif. The reform of the bureaucracy is becoming a 'jargon' in every Government, this is an interesting conditions for the development of the public service. Innovation of public service cannot stand independently without balanced by efforts of strengthening the quality and capacity of the birokasi itself. The dynamics of the current bureaucratic reforms have come to the establishment of the extension of governance that require innovative handling also: wider space for the perlibatan 'various actors and attended the groundbreaking innovative ways in penyelengaraannya (Holidin, 1999:27).

Considerable challenges ahead that encourage each region perform innovation to improve their performance in serving and providing public services that are optimal. The condition is increasingly sparking any area in a context of autonomous region vying innovating in its territory. This has to be examined properly due to innovation only relate to 'project' areas, spending budget and political interests solely. Innovations that are implemented on time, with a partial understanding of the social conditions against masyarakat will make matters progressively worsened (Farazmand in Prosetyo and Sunarti, 2016). The Pernyatan strengthens understanding of innovation in the public service that required study in depth so that innovations do provide benefits and impacts to the community.

Denpasar city was the area between the various regions of Indonesia that continue to innovate particularly in the public service. Denpasar city public services in its development to become a pilot at the local level even up to nationwide. It is based on the innovation of the service that has been created and appreciated by the Central Government through awards. One of the achievements of plume other forms obtained Denpasar city in the field of public service innovation is innovation “KEUR” only 26 minutes to Traffic Safety Resolution from the city of Denpasar. Test of motor vehicle be kir problems related to transparency and time in service. Matter of time becomes a trigger for improvement by setting operational standards of public service that is a maximum time of Ministry with the target as well as the cost in the service test of the motor vehicle.
In addition the Ministry licenses, Denpasar city became one of the role models of integrated Service Agency through one door (observation, 2016).

Denpasar city have provided a breakthrough in providing public services is best for society but there is always a challenge and the demands of internal organization as well as from the community. One form of public services i.e. Services licensing and permit innovation, is an obligation for an area to make room for the community, businessmen and corporations to participate in development. This also supports the concept of *good governance*, meaning the governance good governance is through perlibatan three pillars or component that is a State or local government, community and private sector with a different role but creating one goal i.e. the prosperity and welfare of the community in General.

This paper is doing an analysis of the extent to which public service innovations which ensued with regards to urgency and the challenges faced in the future. One locus analysis is Denpasar city with a variety of innovations and achievements certainly will still face challenges from the internal side (red tape) and ekternal (social, cultural and political). These conditions require an increase in the capacity of the implementing agencies or officials of the public and building synergy within the public service by creating *good governance*.

2. **Motto: Actualizing Sewaka dharma in Denpasar city public services**

Denpasar city become the areas in Indonesia who tried to give 'color' in bureaucratic performance in serving the community. Culturally, the task of the bureaucracy and bureaucrats in Denpasar city have a philosophy that later became the motto of i.e. *Sewaka dharma* meaning serve became a liability. Attempts mengaktualisasi *Sewaka dharma* in the Government city of Denpasar via many ways one is the innovation of public service. Many of the innovations that have been made to improve the quality of service and satisfaction to the public. It is evidenced by the election of Denpasar city in the top ten nationally in the predicate compliance public services (denpostnews, 2015). It is as a form of appreciation of the performance of the public service in providing satisfaction to the community based on the rules that have been created.

Local wisdom that later became a culture is a unique order in the social life of the community, especially in the island of Bali. Denpasar city as the capital of the province of Bali try to give 'face' new in governance through the bureaucracy. Previously a lot of bureaucracy have pathology then 'forced' to change the broader perspective i.e. into serving the community with various concepts. The reform of the bureaucracy into a base or root of the innovation of public service, so that this condition would have been underlying the Denpasar route a change. Although in bureaucratic reform suffered a dinamikanya trend of the occurrence of viewpoints that is more to see the granting of employee remuneration, and the appointment of honorary officers so that increasingly add to the burden of the country in terms of finance.

Konsep *Sewaka dharma* has not only become a motto but a philosophy that attempted to tersinergikan in the culture of the Organization (bureaucracy). This is necessary because the biggest challenges in the reform of the bureaucracy is to make changes to the culture of the Organization itself. Organizational culture influenced by many factors but the main ones are internal factors (work culture employees) and ekternal (social-work environment and society). Therefore need to approach based local wisdom, customs, and religion and belief embraced its inhabitants.
Sewaka dharma into the concept of diaktualisasi in all aspects of the activities of the bureaucracy in the city of Denpasar. By definition You dharma comprises two elements, namely sewaka which is Sanskrit which means occupies, inhabited, practice, serve, honor, service and worship. As for the word dharma has a broad meaning and significance and profound i.e. means virtue, chastity, truth. Based on the definition and understanding of the concept of teraktualisasi in the reign of dharma Sewaka Denpasar city into a serving is mandatory.

The Motto of the dharma You become an important part in supporting the innovation of public service. A step not only make changes to the existing but more Ministry to actualizing the motto within civil State apparatus. As a ' servant ' society or man of the State must be able to position ourselves as The dharma, i.e. You make teaching serve is an obligation as a principle in giving excellent service to the community, service with no strings attached, and all duties and obligations undertaken in accordance with the applicable rules (Yasa dkk, 2011; 112). It is this concept that is expected to build a ' working ' bureaucracy and optimization of the performance of the State's civil apparatus in the city of Denpasar in the future.

It is understood that the implementation of the related motto Sewaka dharma in public bureaucracy. Sewaka dharma currently has indeed become an important part including became one of the building permit services centre by public servants Terpatu one door of Denpasar. But it is not yet characterize or mengaktualisasi in a comprehensive manner about the concept You dharma. Mission and vision in the Government of Denpasar city, yet You cite the dharma becomes a vital part or in studies of State administration is called the culture of the organization or bureaucracy. Need a draft about the process, output to outcomes standards in realizing dharma so that You have a clear reference later. Fear Sewaka dharma merely a motto or jargon without bureaucracy officials know about the default results in regard to its application. The concept of dharma is supposed to make You some kind of road map that tersinergi with the vision and mission, then the minimum service standard operational procedures in the system until the pmerintahan city of Denpasar.

3. Innovation and modernization in the broader perspective of the reform of the bureaucracy

Bureaucratic reform into the long process in the course of Government in Indonesia. Bureaucracy already since a long time built in the colonial era with inherited values of ketidakkepercayaan (distrust) (Dwiyanto, 2011:86). These conditions continue to have in the ‘ face ‘ of bureaucracy especially during the new order era, where the bureaucracy simply becomes a tool of power along with golkar and the military at this time. It is increasingly showing the red tape in accordance with the thinking of Karl Marx that bureaucracy is only part of the aggregation of power group of rulers. The era of the Reformation became a turning point in changing the bureaucracy that is very sentralisit be more bureaucracy ' populist ' i.e. to strengthen the autonomy of the region. In the dynamics of the autonomous region, the bureaucracy still reflect a power and stuck in a political patronage in the area. Bureaucratic and political relations that is supposed to be a place of unity must be separated, the performance of the bureaucracy going on between dualism objectives ' political ' with the aim of community interests. These conditions are indicative of pathology or rather bureaucracy that remain and are attached.

Change is an inevitability because changes become a measure of success of a public organization for the better. This is the most important thing when we contemplate a bureaucratic reform, where the pathology of the bureaucracy to make the essence of the bureaucracy as a ' bridge ' between the interests of the State liaison with community needs
to become lost. A milestone in the Government’s mereform bureaucracy began when designing grand national bureaucracy reform design of 2010-2025 and bureaucratic reform implementation roadmap articulated also programatically through Nine program acceleration of bureaucratic reform, namely the arrangement of bureaucratic structure, penetaan the number and distribution of civil servants, selection and promotion system apparatus openly, professionalism, improved wellbeing apparatus apparatus, increasing transparency and accountability apparatus, simplifying business licensing , as well as the development of electronic government (Holidi, 1999:15)

The program is very massive in realizing the ideal bureaucracy because of the challenges faced by this nation's future is not easy. If you see such programs is clear that innovation is an important Ministry specifically permitting. Bureaucratic reform in the perspective of State administration into an interesting study, because it is in the development of public organizations tend to lead to New Public Management approach that prioritizes learning outcomes, innovation and creativity as well as the approach of the new public service give priority to the public service (Budiati in kumorotomo and Widaningrum, 2010:97). Learning outcomes external or generated in the public service is becoming the main thing because public service not only stopped when the expectations and demands of society are achieved but more emphasis to increase the ability of communities (empowering), such as health services for these only give medication but also need the giving pattern of healthy living will be educational to patients. With regard to public service innovation is of course to make it easier to access a service. The bottom line of the bureaucracy should be able to follow the expectations of appropriate and useful, because the standard of performance measurement services is satisfaction. The last aspect is related to the public service needs to be improved creativity in Ministry, that the public service should describe the existing developments such as internet-based services (online).

With regard to public service innovation that became the focus in this paper has a variety of definitions. One of the definitions by Mintzberg (Budiati, 2010:98) says that:

"To innovate means to break away from established patterns, so the innovative organization cannot rely on any form of standardization for coordination"

This definition means that menginovasi is not stopped from the usual process, so the goal in your organization innovate can no longer rely on the standard form of coordination.

Innovation can be understood a necessity in public organizations, Kimberly (in Holidin, 2016), argued that innovation in the public sector is assumed as an effort to get to a better state of affairs; a more innovative organization of the Government, the greater the benefits-a value added-for the community. Innovation in the public service are no longer speaking on the process or procedural but rather to the impact to the community that is our satisfaction. Trim the Bureaucracy became interesting when talking about topics of innovation because procedurally thus hindering in particular in the field of licensing or investment. In the middle of the competition in the ASEAN countries through the Asean economic community, it became a visionary step to be ready to compete.

The performance of the apparatus and the performance of public services is also becoming interesting discussion that performance standards are getting higher because of the changes followed by payroll because there is some public organizations have the urgency of a service related to the acceptance of the State as an employee of the Directorate-General of taxes. Albury in Holidin (2016) explained that there was a relationship between innovation performance with achievement namely the efficiency, effectiveness, productivity, or quality. Efficiency in public services is seen when the costs are used in accordance with needs (operational public services), for example was not done mark-up or a deficit budget. Whereas the effectiveness of public services more emphasis to the impact of the services provided to the community as well as the impact indirectly perceived bureaucratic and Government, for example, trust (the trust) taxpayers. How to calculate process, bukukan and report as the taxpayer is already a full awareness of the population as citizens of an area that has a bureaucratic dipercayanya. And the last one that is
productivity or quality is better viewed on the public perception of the services they expect with the reality that they get from the Ministry.

4. The innovation and modernization of the public service of Denpasar

As described earlier in this paper, the locus of Denpasar city, try doing a variety of public sector innovation especially in the field of service and permitting. As for innovation and modernisation in Denpasar city is as follows:

4.1 E-Government

The application of e-government in the city of Denpasar has been long underway but its peak when arranged on the regulation of the Mayor of Denpasar number 35 by 2014. A space towards transparent, accountability as well as education on the community especially the city of Denpasar. The public needs to know the performance of the City Government of Denpasar related what they have and will do for the population. E-government becomes an ideal concept of connecting between the expectations and demands of society to the Government and vice versa. Denpasar city realize the importance of such things as the stages in the building of social development, because as long as this Government is closely associated with the elite of political power and hegemony.

Understanding of e-government evolved along with advances in technology and communications, that refers to the use of the internet or other digital means by government agencies to improve the delivery and access to information as well as public services that benefit citizens, business partners, Government-related organisations and Government internal karyawan (Silcock in Purbokusumo, 2015:114). In general e-government strives to provide a space for the community especially the related public services.

Denpasar city as the capital of Bali province, the center of the City Government, education, and many others are increasingly encouraged to do a change following the challenges that will be faced. Governance, information disclosure, transparency, and public accountability is still a process that needs to be built to support the concept of e-government. This is important, because many regions attempt to innovate in particular through the implementation of e-government but the principles such as transparent, accountability and effectiveness of related public services required are difficult to access. Denpasar city realize that e-government is not just ’annual’ project but an imperative so as to simplify website design related community needs (Figure 1).

Figure 1
Denpasar City Government Website
The website became one of the important points in the view and examine the implementation of e-government. Content of the website should be able to reflects the presence of features associated with the availability of information and public access (Shchiglik and Barnes, 2004). In addition to the things that became another important thing that is related to the response to the demands of society. The performance of the bureaucracy and the bureaucratic apparatus increasingly complex that demands in self development in quality and quantity into a liability.

4.2 Sms Gateway

In order to improve the satisfaction of society's response to public services and to achieve good governance/ good governance, the Government of Denpasar via Service Agency Integrated Permitting one door Denpasar city investment and strive to continue to implement the optimal service to the community through information technology media, one of them with the promulgation of the innovation “SMS Gateway, a Model of Transparency and permit Service”.

Service Permitting the entrance of special investments, as the capital of the province of bali as well as the center of the economy it is necessary membangunan synergy between private, community and Government. It is known for the development of the paradigm of public administration with a governance that can be understood that the Government is not biased his own work in realizing the welfare of society. Need a governance or kerjasam profitably between various parties but in accordance with the Constitution. The concept later developed into good governance, hence the performance of the Government should be able to realize it through an innovation particularly in permitting.

The strategy is done through the sms gateway is attempting to support good governance through information disclosure public services especially services permitting Application via SMS Gateway, among others (BPPTSP Denpasar, observations of 2016):

1. Check the Status via text message/SMS

With this service the applicant can obtain information about the status of the permit appealed by sending an sms to the number the SMS Gateway. SMS reply will be directly sent by SMS Gateway with the applicant's permit status information.

2. Notifications via SMS license has risen and cost info

This service aims to let applicants who have registered your phone number during registration permit application will automatically obtain the information in ijinnya has been published along with the amount of levy payable if any.
3. Notification via SMS permissions that are denied

The usability of this service is that when an application for a permit was rejected due to technical reasons or the administration of the files will be managed by the information officer before being taken by the applicant. When the file has got information officer system will then automatically send an sms notification to the applicant that his petition was rejected and diinfokan to retrieve files and get more information at the information officer.

In addition, on Receipt of the file the petition also noted the measures permit application status checking via text message/SMS so that the applicant makes it easy to remember. The SMS Gateway application has also been integrated with information systems management (SIM) Permitting. And Its flow is as follows:

1. Input No. HP power and No. HP Owners in registration counters.
2. Notice of Permit Ready Take Via SMS
3. Notice of Permission Denied
   SMS is automatically sent when the File Permissions managing information officer Denied that is when the file permissions deny incoming file box is updated.
4. Check the Status via sms can be done by sending an sms to the number 0812 4674 4000, format permits [no_pendaftaran_berkas]

The SMS gateway is of particular interest with regard to innovation and the modernization of public services in the city of Denpasar. A system that integrates well with system permissions so that they can respond accurately. These innovations give you precision and convenience in accessing related information.

Innovation and modernisation in a public service becomes an obligation. Actually many of the innovations undertaken by the city of Denpasar, but based on the consideration of the author to see that both the special sms gateway innovation but based on the study of the writer turns out not many communities that understand the information. The lack of socialization becomes one of the causes in the implementation of these innovations. A program be failed or inappropriate target tends to be caused by two things. First, program or policy mismatch with the condition as well as the goals you want to achieve. Second, weak implementation of policies and programs that lead to a lack of effectiveness. This needs to be noted in future, a great innovation and modernization, with the support of the concept and the appropriate resources but being a 'failed' when it is not able to be understood by the public.

5. The Ministry of taxes (further challenge)

The E-governement Ministry mandated by presidential instruction No. 3 of 2003 in the implementation of policies and national strategies have a model relationship that synergize with each other. The Organization of the E-Government (Birohumas Bali, 2016) with 4 models of mutual relationships, namely:

1. G2C (Government to Citizen/Government to Customer)
2. G2B (Government to Business)
3. G2G (Government to Government)
4. G2E (Government to Employees)

What if the Tax Office under Kemenkeu RI has had the main tax office, tax office and tax office Madya Pratama, then this relationship models to synergize between G2C, G2B, G2G and G2E. Socialization of remission of tax, tax on line with e-billing, e-invoicing and tax reporting with e-filing that is using electronic filing identification number clearly/e-fin tersosialisasi per 1 July 2016 that all taxpayers learn to understand it. In contrast to the hierarchical region tax profiles City/County in latent deposited to the Office of the Department of revenue of the
province. This hierarchical relationship patterns need to be made transparent to the public so that the intake area is known by the public.

Denpasar city regional revenue Office has an Office (province and district/city levels). Unfortunately DisPenda province more tax Ministry handed the area over to the Office of the regional office Level i. So, tax area is very prone to digression, much of the transparency of the public, confusing and G2C services terms with political purposes. For example tax entertainment venues are concentrated in southern Bali and Badung Regency, to date this has not been implemented digital innovation in local tax revenue and tax G2C and G2Enya. Land ownership tax with Earth and buildings for entertainment venues in Bali needs to diinventarisir whether the PMA/owners of foreign capital or use the name of the original people of Indonesia and the Fund. Sometimes the ownership of restaurants, hotels and entertainment venues of Bali does not use real data, but using the name of the original Balinese people move as Jockey ready mengemplang taxes, levies and dues of the region. Head of Department of labor the province of Bali (pers. Comm., May 23, 2015) appealed to foreign labor in order to get the reward/salary and remuneration that is similar to local workers when they are in the same positions. Until now, G2E is still a gray area on the implementation of good governance. This situation may need to be served through e-government in order to make clear the position of the G2B in Bali and the community no longer lay with income regions.

Since the birth of remission of tax/tax amnesty by 2015, the market response is strengthened by the lifting of Sri Mulyani’s mother back in the reshuffling Cabinet President Joko Widodo July 27, 2016. It means the hope Governors of the province of Bali with the forgiveness of this tax, the Indonesia people parking Fund abroad could be returned to build prosperity, alleviate poverty and strengthen the tax system itself by pressing the repatriation, expanded tax data base in order to be valid and is integrated with the counting of potential tax valid according the principle of fiscal disentralisasi.

Bali province quoting public relation Bureau of the exposure of the staff of financial experts in the field of taxation supervision Kemenkeu official website dated August 3, 1999 (http://birohumas.baliprov.go.id/index.php/berita-detail/2489) says that the head of the regional province of Bali’s new taxes wanted 700 individual taxpayers and businesses who are invited can synergize with 8 tax services office se province of Bali. But more importantly is the improved performance of the province which has abundant assets such as Bali province in terms of e-government implementation. Tax areas should be a source of improvement of well-being of the population of a province. The province of Bali can emulate the bureaucratic reforms undertaken by ‘ Ahok ‘ Governor of DKI Jakarta.

Expected as a pilot project from concept Sewaka dharma the Bali provincial public service integration occurs above admissions tax areas. To the future, corporately entertainment in Bali actively participatory national taxation obligations in carrying out the tax and its territory and are able to provide a meaningful contribution in the development of e-government according to instruction of the President of the Commission in 2003. For that fiscal disentralisasi mechanism needs to be entered on the agenda e-governemnt of Bali, namely implementation of the pattern relationship G2B, G2G and G2E is the process, outputs to outcomes for G2C, namely the citizen as customer You in realizing dharma. In order for public transparency and excellent service being aksesible for the general public and became the soul of service Sewaka dharma system of the Government of the province of Bali and is not merely a slogan only.

Conclusion

Sewaka dharma as the motto of liability serves to Denpasar city, the bureaucrats were in accordance with the concept of the Ideals upheld by Nawa’s President of the Republic with its current. The addition of wages and salaries as well as the remuneration be ways to avoid acts of corruption but did not stop until there's a bureaucracy would have to build a culture that is ideal for the realization of the reform of the bureaucracy. The pattern of synergistic relationships between the Government/Government with C (customer), B (business), G (government/local
government and the Centre) and E (employee/pekerja) can be reached with the machinations of e-government that is transparent and accountable. Especially in the face of the challenges of the financial income from tax in welfare and alleviate poverty. You should be able to teraktualisasi dharma thoroughly not only lies in a symbol/motto or slogan area only. You need to be the basis of dharma in the service and later policies with clear goals and objectives so as to give a meaning and color in the bureaucracy in particular in the city of Denpasar and is common in Indonesia.

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