

# Digital Innovation Towards World-Class Local Government in Sumedang Regency, West Java Province

(Study on the Application of Village Sakip)

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**Abstract:** *The researcher intends to examine how the implementation of digital bureaucratic innovation is related to efforts to realize the Sumedang Regency Government as a world-class regional government. Qualitative descriptive research method. The scope relates to service quality, the application of digital bureaucratic innovation, as well as the supporting and inhibiting factors for implementing innovation. Data collection techniques through interviews with informants and observation without participation. Data analysis in qualitative research is carried out when data collection takes place, and after completing data collection after completing data collection within a certain period. The validity of the data in research is based on certain criteria, namely credibility (degree of trust), transferability, dependability, certainty. The validity of the data in this study through source triangulation. The results of the study show: 1) The implementation of the village e-office in regional government in Sumedang district is considered quite good. 2) The most significant factor supporting the implementation of the village e-office is at the organizational level where the village e-office is supported by regulations and leadership determination with the political will of stakeholders. Meanwhile, the most significant inhibiting factor for the implementation of the village e-office is at the environmental level where the infrastructure is not yet optimal and there is a lack of community participation in the absence of mechanisms, facilities and media for the community to participate in the implementation of the village e-office. 2) The most significant factor supporting the implementation of the village e-office is at the organizational level where the village e-office is supported by regulations and leadership determination with the political will of stakeholders. Meanwhile, the most significant inhibiting factor for the implementation of the village e-office is at the environmental level where the infrastructure is not yet optimal and there is a lack of community participation in the absence of mechanisms, facilities and media for the community to participate in the implementation of the village e-office. 2) The most significant factor supporting the implementation of the village e-office is at the organizational level where the village e-office is supported by regulations and leadership determination with the political will of stakeholders. Meanwhile, the most significant inhibiting factor for the implementation of the village e-office is at the environmental level where the infrastructure is not yet optimal and there is a lack of community participation in the absence of mechanisms, facilities and media for the community to participate in the implementation of the village e-office.*

**Keywords:** Digital Innovation, Local Government

## I. INTRODUCTION

Public services are all service activities carried out by public service providers as an effort to fulfill public needs and implement statutory provisions(1).The increasing demands of the community for fulfilling service needs, often raises problems for the government as a service provider, when with existing limitations it must be able to provide satisfaction to the community. Problems related to public services include uncertainty about procedures, ways of providing services, costs and service processing time, which can worsen the image and quality of service. Especially with the emergence of the Covid-19 pandemic which is still ongoing, this presents demands that the practice of public service bureaucracy change to adapt to the situation and conditions of the pandemic. Such conditions encourage the Government of Indonesia to formulate and implement the latest policies according to the conditions and situation of the pandemic related to the new normal or New Normal Adaptation (IMR).

Sumedang Regency, which is one of the regencies in West Java Province that has repeatedly been in the red zone with a high risk of Covid-19 transmission, the Sumedang district government has developed disruptive innovations. The

Sumedang Regency Government under the leadership of Dony Ahmad Munir issued three super digital service applications, namely the ASN e-Office, Village e-Office, and Sumedang Tahu. It is considered appropriate to implement digital technology-based public service innovations, especially during the Implementation of Restrictions on Micro-scale Community Activities (PPKM) in Sumedang. The three super applications launched, namely e-Office at the state civil apparatus (ASN) level include correspondence, e-Sakip, talent management, LKE bureaucratic reform and integrity zones, Daily Performance Reports, Performance Management and Personnel Management. Village e-Office for village officials, including correspondence, Village e-Sakip, Simedok, and community services. While public services for the community, namely the Sumedang Tahu application include licensing, health, emergency services, KTP, KK, birth certificates, and others. "This service is like a public service mall but in digital form to facilitate service to the community so as to increase public satisfaction. (2)

The digital service innovation initiated by the Sumedang Regency Government has the fundamental goal of being able to bring the best service closer to the wider community. This innovation is considered appropriate and appropriate to be applied at the micro-scale PPKM moment in Sumedang. The digital service that has been launched by the Sumedang Regency Government can become a role model in implementation in various other regions. The service prioritizes inter-agency synergy within the Sumedang Regency Government, so that it becomes an integrated public service. (3) The Sumedang Regency Government's innovation which refers to SPBE is considered quite successful in promoting a user-centric concept. User-centric is a design system that places the user at the center of a development process, in this case government services. In addition to synergy within the government, it is also necessary to synergize with parties outside the government, such as academics, especially universities, BUMN, and the private sector. This proves that strong collaboration between the government and non-government can make services to the community very innovative and user-centric. (4)

However, this success was not without being overshadowed by various problems and obstacles with several problems related to public services still being encountered. The quality of public services in Sumedang Regency itself is still low, this can be seen from the indicators: 1) Inadequate work facilities, so that the service provided by employees to the community seems slow. 2) there are still employees who are not professional in handling work so that there are still some jobs that are not completed on time. 3) There are some employees who are less friendly to the community (5). Based on the description above, the researcher intends to examine how the implementation of digital bureaucratic innovation is related to efforts to realize the Sumedang Regency Government as a world-class regional government.

## **II. LITERATURE REVIEW**

### **2.1 Bureaucratic Digital Innovation**

Innovation in public services has a substantial meaning and an essential purpose that is broader than just the emergence of a new product that replaces the previous product. Innovation is always related to the product results that are applied, the methods and approaches used and the fundamental goals to be achieved in terms of the effectiveness and efficiency of the performance of public service delivery. Thus, the presence of innovation in the practice of public service delivery which is closely related to renewal and adjustment is expected to be followed by changes in the behavior patterns of providers and users of public services, as well as changes in the interaction between the government and the community which are increasingly synergistic.

The characteristics of innovation relate to the benefits of an innovation; suitability of innovation both in terms of products produced and new approaches; the complexity of an existing innovation, where a new innovation is generally more complicated than an old innovation; the reliability of an innovation that has been proven where before being implemented the innovation has gone through public testing first; and easily viewable empirical evidence so that potential users can observe the success of an innovation. These five characteristics are the characteristics of an innovation, so that a product or method approach can be considered as an innovation, if it fulfills at least some of these characteristics.

The types and typologies of innovation in the public sector have their own breadth and are different when compared to the private sector. One of the most significant differentiating characteristics of the types of innovation in the public sector and the private sector is related to policy innovation. If innovation in the private sector is more flexible and

does not refer to standard regulations or rules, it is different from the public sector which inevitably is based on standard policies such as having to refer to laws and regulations.

The success factors of an applied innovation include external and internal environmental situations and conditions. The current social system is the most significant factor influencing the success of an applied innovation. This is because the social system of society has led to the condition of a modern social system that is open, responsive and full of tolerance for ideas, renewals and adjustments in various aspects of life. The most prominent factors in the public sector compared to the private sector include organizational culture factors, where public organizational culture tends to be procedural-administrative with a minimal level of risk, and financial resource factors. The most striking thing is the financial resources. Unlike the private sector, The freedom to determine or update the budget in the public sector tends not to be as flexible as in the private sector. In general, public organizations are more rigid and procedural regarding their organizational budgets. There are many policies and regulations that underlie the determination, use and monitoring of budgets, so that the budget factor is the most prominent factor faced by the public sector compared to the private sector.

## **2.2 Digital Bureaucracy**

The conception of digital bureaucracy emphasizes the integration of the use of digital technology, in this case, information and communication technology in various bureaucratic administration practices. Digital bureaucracy itself can be manifested and is closely related to the concept of e-government. This is because the notion of e-government itself has substantial relevance to the fundamental concept of digital bureaucracy. However, the concept of digital bureaucracy is not only focused on digital products and tools in bureaucratic practice, but also with regard to other standard systems and instruments that are characteristic of bureaucracy in public organizations.

## **2.3 World-Class Government**

The world-class concept is interpreted as a quality standard. World class can be considered as a benchmark or standard parameter, it can even be said as a direct or indirect acknowledgment, where everything that has generally become quality and is averagely owned by entities in the world is said to be "world class". In this case, world-class government can be interpreted as a government that has governance in government practices that are according to standards or according to quality, even directly or indirectly recognized as being equal to or exceeding the quality of governments in the world that have received recognition.

## **2.4 SAKIP**

The condition of increasing public demand for good and clean governance has spurred the development and implementation of an accountability system that is transparent and clear, has a high value for accuracy, is regular and sustainable and effective. This system is known as the Government Agency Performance Accountability System (SAKIP). As referred to in Presidential Instruction (Inpres) Number 7 of 1999, the purpose of establishing and developing SAKIP is in order to create an adequate accountability system. As a result of the implementation of an adequate accountability system, every government agency is required to report the achievement of its agency's strategic goals and objectives to stakeholders through Government Agencies Performance Accountability Reports (LAKIP) periodically.

Stages of SAKIP (Accountability System starting from the preparation of strategic planning (Renstra) consisting of preparing the vision, mission, goals and objectives and establishing strategies. The next stage after the performance plan is performance measurement. Implementation of performance measurement activities, is carried out through collecting and recording performance data Performance data is needed to measure performance with a performance data collection system consisting of arrangements, instruments, and performance data collection methods. After being collected, the performance achievement data is reported in the form of LAKIP to interested parties or given to the requesting party. At the last stage, LAKIP which contains various data and information starting from planning preparation to performance achievement can be used as material for evaluating continuous performance improvement for the agency.

SAKIP is an instrument for knowing and assessing the performance, transparency and accountability of a government agency in carrying out governance practices and organizational functions. The system is designed so that a government organization can deliver measurable performance as evaluation and improvement materials for agencies and their leading sector. For the community itself, on the one hand the system can provide an opportunity to see and evaluate how the government is carrying out its performance, on the other hand the community has the opportunity to participate, correcting, criticizing, or providing input so that an institution can improve its performance. An agency that implements SAKIP properly can mean that the agency has accountability for various performances,

### III. METHODS

Qualitative descriptive research method used in this study Qualitative research. The scope of this research focuses on the application of public service bureaucratic innovation in Sumedang Regency. The scope relates to service quality, the application of digital bureaucratic innovation, as well as the supporting and inhibiting factors for implementing innovation. Primary data obtained directly based on the results of direct observation of researchers and obtained directly from informants through interview techniques. Secondary data sources are used to support information obtained from primary data sources, namely from library materials, literature, scientific articles, books, official documents from the Sumedang Regency Government and several village governments in Sumedang Regency.

Sampling with purposive sampling technique. Data collection techniques are used by means of interviews, observation and documentation. Data analysis in qualitative research is carried out when data collection takes place, and after completing data collection after completing data collection within a certain period. Data analysis consists of data collection, data reduction, data presentation and conclusions. The validity of the data in the research is based on certain criteria, namely credibility (degree of trust), transferability, dependability, certainty (conformability). The validity of the data in this study through source triangulation.

### IV. RESULTS

#### 4.1 Overview of Research Locations

Cibugel District with an area of 49.05 km<sup>2</sup> administratively consists of 7 villages and has an altitude in the range of 571 to 979 meters above sea level (DPL). Cibugel District with an area of 73.74 km<sup>2</sup> administratively consists of 10 villages and has an altitude in the range of 272 to 952 meters above sea level (DPL)

#### 4.2 Quality of Public Services for the Village Government of Sumedang Regency

The quality of service can be said to be very dependent on the service personnel. In this case, the service requires the cooperation of various parties with an interest in the service, where the officer's commitment is to provide the best service as well as community cooperation in preparing service files and interactions based on mutual understanding. So that the cooperation of the two parties will expedite the service process, which in turn will lead to job satisfaction for officers, as well as satisfaction for the community.

Overall, from several dimensions studied to see how the quality of service at the village office in Sumedang district is, it can be concluded that the quality of service is quite good. Weaknesses that can become a problem and reduce the quality of service, the most significant is the problem of human resources or service officers which boils down to how the attitude and responsiveness of officers in providing services. In addition, as observed in the field, there are problems with supporting service activities in several village offices, it can be said that there are weaknesses and are still not optimal.

#### 4.3 Implementation of Village E-Office in Sumedang District

##### 1. Profit (Relative Advantage)

The advantages or benefits of village e-offices as a public service innovation for village government are important elements where an innovation is actually able to provide benefits or added value compared to previous innovations. According to an informant from the Jayamekar Village apparatus, the benefits felt were in terms of efficiency and effectiveness. From several informants' statements as well as the results of observations through field observations, it can be said that bureaucratic digital innovation through e-office applications has a relatively large advantage, and has more value than the previous innovation, namely the conventional SAKIP. The implementation of the village e-office can be seen from the impact felt. As with budget savings, where currently the Sumedang Regency Government manages Village Funds of approximately 300 billion, if the Village SAKIP is used, 45 billion Village Funds can be saved. (6)

## **2. Compatibility**

From several informants' statements and observations, it can be said that bureaucratic digital innovation implemented in regional government in Sumedang district is in accordance with previous innovations. In fact, it doesn't replace the old ways significantly. Conformity of innovation with previous innovations, as well as compatibility of innovation with equipment and infrastructure, will increase accountability and performance of local government.

Other compatibility, namely in terms of policies and legal products that are a reference, including that the village e-office refers to Law No. 23 of 2014 concerning regional government and Government Regulation No. 38 of 2017 concerning Regional Innovation. In these two regulations, it is emphasized that each region is in order to improve public services to be able to innovate, so that the implementation of public services is more effective and efficient. 126 of 2020 concerning Regional Innovation.

The implementation of innovation in Sumedang Regency E-Service also refers to the previous service, only the system has changed using online. The village e-office is in accordance with the expectations of the community who want accountability for regional government performance that is delivered quickly, precisely, effectively and efficiently.

## **3. Complexity**

Innovation sometimes has a nature or level of complexity that is higher than previous innovations. Even so, the complexity of innovation basically aims to bring convenience to a work process, so that the output produced is better. From the element of speed as well, the resulting output increases faster. Regarding the complexity of the e-office, the informant from the village apparatus acknowledged .... Who said that the village SAKIP application was slightly more complicated than the conventional SAKIP.

## **4. Application (Triability)**

Innovation is accepted if it has previously been tested or has been proven to have more value and or benefits compared to the old innovation. The public test stage, where every public or all parties have the opportunity to carry out quality testing on an innovation is quite important for the triability of an innovation. In the process of planning and testing, it generally goes through a process of initial consideration and evaluation, such as brainstorming or capturing aspirations from potential users or the community.

## **5. Observability**

In terms of performance and output or results, an innovation must be observable. This is because innovation is a new way or method that renews old methods in a process of making products or services. The observability dimension or the level of ease of observation includes how the innovations implemented can be observed in terms of good processes and results. So that if an innovation has a fairly high level of observability, the innovation is relatively easy to study and generates interest in assessing the benefits of the innovation. Then from the indication of effectiveness as mentioned in the relative advantage dimension, it is relevant to this.

The results of implementing the village e-office in the observability dimension are proven by the Sumedang Regency Government winning awards from the Ministry of Administrative and Bureaucratic Reform, (7) as well as in the West

Java level Innovation Competition held in 2020 Sumedang Regency is in the Top 10 and Top 32, (8) even this innovation was eyed by other regions where other districts/cities began to replicate the innovation, including Pangandaran Regency, Karang Anyar Regency, and Jombang Regency. There are even areas that have submitted applications for replicating and will come to Sumedang, including Sukabumi City, Garut Regency, Majalengka Regency and Karawang Regency. (9)

#### **4.4 Development Acceleration Strategy**

##### **1. Supporting factors**

From various informants' statements and observations, it can be said that the supporting factors that appear to be dominant and significant in implementing this village e-office are regulations, political will and infrastructure. Although, there are deficiencies in terms of facilities and infrastructure in several villages, which still have inadequate facilities.

##### **2. Inhibiting Factors**

From various informants' statements and researchers' observations, it can be said that the inhibiting factors for the implementation of the village e-office are dominated by environmental level aspects, namely with regard to infrastructure, and organizational level, namely with respect to human resources. In addition, researchers also found quite elementary inhibiting factors, namely the absence of mechanisms, facilities or media for the community to be able to correct or provide input for the output of reports submitted in the village e-office.

#### **4.5 Application of Innovation to Realize World Class Regional Government**

After examining how the condition of public services in Sumedang Regency is related to realizing world-class regional government, it is important to increase the potential in supporting factors. Available infrastructure and applications, as well as leadership determination with the presence of political will are significant supporting factors that need to be maintained and improved. Meanwhile, at the organizational and individual levels, both weaknesses and deficiencies in aspects of infrastructure and resources including networks, servers and interoperability, as well as the availability of human resources deserve attention for improvement and improvement.

Likewise, community support through participation in providing assessment and monitoring, through various media and means of participation, can actually help increase the supporting factors and improve the inhibiting factors. Community participation is important, because it is the community who feels the impact of the local government bureaucracy. If the bureaucracy is running well, then the community feels that governance has an impact on people's welfare, as well as development programs that are right on target, effective and efficient. With participation that brings collaboration between local government and the community, the goal is to create world-class regional government.

Basically, synergy and collaboration between local government and the community through bureaucratic digital innovation, in this case the village e-office, must be able to achieve results (outcomes) that lead to improving institutional quality, governance, legislation, apparatus HR management, supervision, accountability, quality of public services, changes in the mindset and work culture (culture set) of apparatus. It is hoped that this condition will increase public trust and bring the Indonesian government towards world-class governance (Appendix to RI Presidential Regulation No. 81 of 2010-2025).

## **V. CONCLUSION**

Based on the description of the research results and discussion, the following conclusions can be conveyed:

1. The implementation of the village e-office in the local government in Sumedang district is considered quite good, this can be seen from the characteristics of the bureaucratic digital innovation according to the criteria of the most dominant dimension, namely the benefits and added value of innovation compared to previous innovations, as

well as observability where the applied innovation is replicated other local government. The impact of the fairly well implemented e-office design has an effect on the quality of local government public services in Sumedang district, where judging from several dimensions of physical evidence, reliability, responsiveness and empathy are perceived by the public using public services with a fairly good rating. Although there are weaknesses in terms of guaranteeing the timeliness of the process and service results.

2. The most significant factor supporting the implementation of the village e-office is at the organizational level where the village e-office is supported by regulations and leadership determination with the political will of stakeholders. Meanwhile, the most significant inhibiting factor for the implementation of the village e-office is at the environmental level where the infrastructure is not yet optimal and there is a lack of community participation in the absence of mechanisms, facilities and media for the community to participate in the implementation of the village e-office. In addition, at the individual level, there are obstacles in human resources, namely the lack of officers who have knowledge and skills in LAKIP and minimal mastery of technology.

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