

Implementation of E-Government in Regional Asset Management at The Regional Financial and Asset Management Agency in Serang City

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ABSTRACT

E-Government is an effort to develop a good government system based on electronics. E-Government is expected to encourage all government institutions from central to local to utilize ICT. BPKAD (Regional Financial and Asset Management Agency) of Serang City is one of the agencies that has implemented e-government in each of their activities. However, in its implementation there are still obstacles that result in not running optimally about the implementation of e-government in BPKAD Serang City. The purpose of this research is to find out and analyze what the implementation of e-government in asset management using ATISISBADA (Regional Goods Cycle Information Technology Application) is like at BPKAD Serang City. This research uses Indrajit's e-government Implementation theory. The research method used is a descriptive method with a qualitative approach. Because the main purpose of this research is to provide a description and explanation related to the implementation of e-government, especially in the ATISISBADA application properly and correctly. Informants of this research are employees in BPKAD, especially the assets section who manage ATISISBADA. Data collection techniques carried out by observation, interviews, documentation and literature study with data obtained 2, primary data and secondary data. From this research it can be concluded that the application of e-government in asset management using ATISISBADA still has obstacles in terms of human resources, then the application and internet network are still experiencing problems, resulting in the process of implementing e-government in BPKAD Serang City not running optimally.

Keywords: *Implementation, BPKAD Serang City, ATISISBADA, e-government implementation theory.*

Background

Industry 4.0 bureaucratic reform is a strategic idea that government organizations can implement for the industrial revolution 4.0. Bureaucratic reform 4.0 includes three main aspects, namely collaboration, innovation and utilization of information and communication technology (ICT). This bureaucratic reform 4.0 is a continuation of the idea of reform that is

already running today. With the additional dimensions of collaboration, innovation, and ICT Utilization, the maximum benefits from the industrial revolution 4.0. While on the other hand being able to minimize the negative impacts arising from the industrial revolution 4.0. Bureaucratic reform is necessary by recognizing the so-called triggers of change (reform triggers) that can be sourced from internal and external bureaucracy, found in the form of problems, opportunities and trends that have the potential to affect future organizational performance.

Bureaucratic Reform is necessary to know by recognizing the so-called triggers of change (reform triggers) that can originate from internal and external bureaucracy, found in the form of problems, opportunities and trends that have the potential to affect future organizational performance (Idris: 2017). Bureaucratic Reform and Good Governance are the two main concepts for improving the conditions of organizing the life of the nation and state in Indonesia. Because these two concepts determine whether or not a nation will advance in the global environment, with the development of government systems. To achieve the purpose of this explanation, the government poured it into one of the goals and directions of National Development, namely in the science and technology sector. Along with globalization that enters Indonesia, the existence of adequate technology and information, the government is able to implement E-Government to support the government system.

Based on the explanation of the stages of fundamental change, it can bring several benefits to development and public services carried out by the government (Suaedi: 2010):

- a. Efficiency, the government can organize services more cheaply, able to reach many layers of society, and able to work faster. The government can produce the same output at a greater cost with the same total cost, but in a faster time.
- b. Effectiveness, the government can work better and more innovatively. The government can produce the same cost and time, but with better service quality standards, and is able to capture the aspirations of the community it serves by providing alternative choices according to the conditions and abilities of the community.

The central government policy through presidential Instruction No. 3 of 2003 on National Policy and Strategy for E-Government Development is expected to encourage all Government Institutions from the navel to the regions to utilize ICT. The spirit of change in realizing Good Governance through E-Government is stated in the Presidential Instruction. E-Government strategy is a very important element in modernizing the public sector, through identifying and building organizational structures, ways of interacting with citizens and businesses, and reducing costs and layers of businesses organization processes. E-Government provides a wide range of information to citizens and businesses via the internet. However, the role of E-Government is not only to provide information and services, which can be done by commercial institutions (Zakareya: 2005).

The usefulness of E-Government is very diverse, in addition to facilitating services to the community as well as in asset management in a region. E-Government in asset management is very important, as stated in Government Regulation of the Republic of Indonesia Number 27 of 2014 concerning Management of State/Regional Property and

Minister of Home Affairs Regulation Number 19 of 2016 concerning Guidelines for the Management of Regional Property. Local government efforts in accountability and transportation in asset management are carried out by creating an application or web portal that aims to facilitate the management of data and information on regional property. BPKAD (Regional Financial and Asset Management Agency) of Serang City is one of the agencies that has implemented an e-government in BPKAD Serang City.

ATISISBADA is a management information system that has a function to manage data and information about regional property that can be accessed online. ATISISBADA has 13 cycles that are applied in data administration, such as the Planning cycle, Procurement cycle, Receipt and Expenditure cycle, Stipulation cycle, Administration cycle, Utilization cycle, Safeguarding and Maintenance cycle, Valuation cycle, Removal cycle, Transfer cycle, Financing cycle, Compensation cycle and Development, & Supervision and Control cycle. The success of a program can be measured through success measurement, this is important because the success index is a reference to whether a program is good or not and makes a reference to the success of asset management through ATISISBADA, such as how far ATISISBADA affects success and increases transparency and accountability of the Regional Financial and Asset Management Agency (BPKAD) of Serang City. However, when researchers conducted initial interviews at the Regional Financial and Asset Management Agency (BPKAD) of Serang City.

Based on the explanation above, the purpose of implementing e-government in BPKAD in the program is good, but its management and procurement both in terms of human resources and facilities and infrastructure are not without shortcomings, here are some points of deficiency that research found in the application of E-Government at the office of the Regional Financial and Asset Management Agency in Serang City.

First, on the website BKPAD, <https://bkpad.serangkota.go.id/> the information provided is not informative, there is no transparency listed on the BPKAD website, such as the Regional Medium-Term Development Plan (RPJMD), Strategic Plan (RENSTRA), Work Plan (RENJA) and Performance Achievements. This is very important because the use of E-Government is intended to increase transparency. Meanwhile, the content of the BPKAD website in Serang City does not include the value transparency. BPKAD's website was created by DISKOMINFO (Department of Communication and Information) of Serang City, but the content of the website at BPKAD has not been maximized because it does not include the results of asset reporting from the ATISISBADA application.

Figure 1.
Website of BPKAD Kota Serang

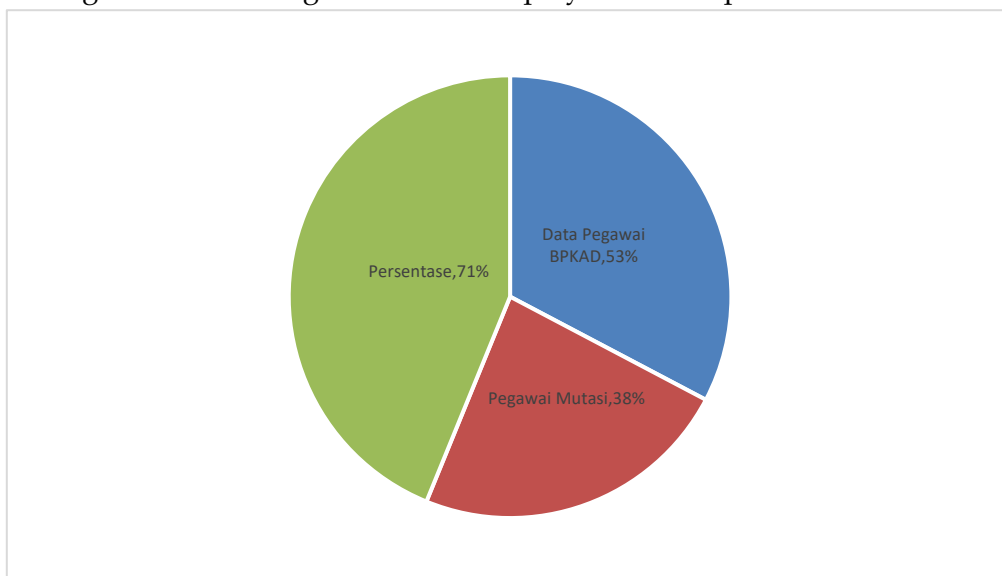


Source: BPKAD Kota Serang

Second, human resources in BPKAD Serang City have problems with mutations, the mutation of human resources should be replaced by people who have the same abilities as those being replaced to be effective. Resources that have expertise in the field of E-Government are not evenly distributed and obstacles to managing and operating data on the implementation of information disclosure and ATISISBADA are delayed due to the mutation, because the new equipment that replaces needs adaption. The following diagram shows the percentage of employees of the Regional Financial and Asset Management Agency in Serang City (BPKAD) who experienced mutations in the field of asset management.

Figure 2.

Diagram of Percentage of BPKAD employees who experienced mutation.



Source: BPKAD Kota Serang

It can be seen from the diagram above that the number of active employees in BPKAD Serang City is 53 people, while the employee mutation data totals 38 people. Based on this data, the percentage of BPKAD employees who experienced a mutation was 71%. This explains that almost most of the employees at BPKAD Serang City experienced a total mutation, which resulted in obstacles in managing and operating ATISISBADA because new employees who replaced them needed adaptation in using the system.

Third, Facilities and Infrastructure for the operation of E-Government in Serang City, the server is still shared, BPKAD Serang City should have a private server so that the speed of access and the speed of repairing server distractions can be more controlled. This is according to the observation interview with Mrs. Esih Nuryasih, S.Sos.,M.Si as the Head of Asset Reporting Sub-Division.

“The application server on ATISISBADA is indeed private where only BPKAD and OPD (Regional Apparatus Organization) can access, but the application is not the personal property of BPKAD. BPKAD bought the application server in Bandung, so when the server is having technical problems, it will take time to recover from the ATISISBADA server center”.

The Assets owned by the city of Serang are quite a lot recorded at the Regional Financial and Asset Management Agency (BPKAD), but not all assets listed have a good or complete recording data, such as files in the form of softcopies or photocopies not in the form of original files. This causes the recording or reporting of assetd in BPKAD Serang City to not be carried out properly and correctly. Based on the first observations made by the following researchers, some of the assets owned by the city of Serang and the information listed.

Table 1.
Data about Asset Reporting

No	Nama Aset		Tahun Perolehan	Penggunaan	Keterangan
1.	Tanah	Bangunan Gedung	1999	DPC PDI Serang	Data tercatat dengan baik di Bidang Penatausahaan Aset
2.	Tanah	Bangunan Gedung	2019	-	Data tercatat dengan baik di Bidang Penatausahaan Aset
3.	Tanah	Bangunan Kantor Pemerintah	1984	Rumah Dinas (GD KPU)	Data tercatat dengan baik pada Bidang Penatausahaan Aset
4.	Tanah	Bangunan Kantor Pemerintah	1994	Gedung KORPRI	Data tercatat kurang baik (berkas bersifat softcopy) pada Bidang Penatausahaan Aset

5.	Tanah Bangunan Kantor Pemerintah	1999	Kantor (BPS) Statistik Serang	Data tercatat dengan baik pada Bidang Penatausahaan Aset
6.	Tanah Bangunan Kantor Pemerintah	1999	Dekopinda Serang	Data tercatat dengan baik pada Bidang Penatausahaan Aset
7.	Tanah Bangunan Kantor Pemerintah	1999	Sekretariat PMI Serang	Data tercatat dengan baik pada Bidang Penatausahaan Aset
8.	Tanah Bangunan Kantor Pemerintah	1999	SPSI Serang	Data tercatat dengan baik pada Bidang Penatausahaan Aset
9.	Tanah Bangunan Kantor Pemerintah	2011	Puspemkot Serang	Data tercatat dengan baik pada Bidang Penatausahaan Aset
10.	Tanah Bangunan Kantor Pemerintah	2018	KUA Kasemen, TK Flamboyan, PDAM unit Kasemen (ex. UPTD Kec. Kasemen)	Data tercatat dengan baik pada Bidang Penatausahaan Aset
11.	Tanah Bangunan Sarana Olahraga	1985	Ex. SDN Cijawa	Data tercatat dengan baik pada Bidang Penatausahaan Aset
12.	Tanah Sawah	2018	Rencana Asrama Haji (SPH)	Data tercatat dengan baik pada Bidang Penatausahaan Aset
13.	Tanah Sawah	2018	Tanah Kosong/Lap Futsal (Sertifikat)	Data tercatat dengan baik pada Bidang Penatausahaan Aset
14.	Tanah Bangunan Pendidikan dan Latihan (Sekolah)	1973	Kolam Renang Kaujon	Data tercatat dengan baik pada Bidang Penatausahaan Aset

Source: Goods Inventory Card (KIB) BPKAD (2020)

Literature Review

E-Government Implementation

Based on a study conducted by the Harvard JFK School of Government (Indrajit, 2003; 27-31), to implement digitalization concepts in the public sector there are three main points that need to be looked at carefully, including:

1. Support

The first element that must be present in the government is the intent of various public and political officials to implement the concept of E-Government, not just following the trend or even opposing initiatives related to the principles of e-government. Without this element of “political will” it is impossible for various e-government development initiatives to run smoothly. Since bureaucratic culture tends to work based on a “top-down” management model, support for effective implementation of e-government programs must start from the highest level of government leaders (the president and his assistants – ministers) before propagating to the lower levels (Echelon 1, Echelon 2, Echelon 3, and so on). What is meant by support here is also not just talk but furthermore the expected support is in the form of the following things:

- 1) It supports the implementation of the e-government framework and is one of the keys to success for countries and regions in achieving their vision and mission, so it should be given high priority as other keys to success are treated.
- 2) Allocation of resources (human, financial, energy, time, information, etc.) at every level of government to develop this concept with cross-sectoral spirit.
- 3) The establishment of various facilities and infrastructure to realize an environment conducive to developing e-government.
- 4) Socializing the concept of e-government equitably, continuously, consistently, and thoroughly to all bureaucrats and the public in general through various sympathetic campaigns.

2. Capacity

Capacity is the ability or empowerment of the local government to make the e-government “dream” a reality. There are three minimum things that the government must have government must have at least in relation to this element, including:

- 1) Availability of sufficient resources to implement various e-government initiatives, especially about financial resources. The availability of information technology infrastructure is capable because this facility is 50% of the key to the success of implementing the e-government concept in accordance with the principle of the expected benefits.
- 2) Availability of human resources that have the competencies and expertise required for the implementation of e-government in accordance with the expected benefits.

It should be noted here that the absence of one or more of these capability elements should not be used as an excuse to delay a particular government in its efforts since many crucial facilities and resources are beyond the reach (control area) of the government.

3. Value

Various e-government initiatives will be useless if there are no parties who feel benefited by the implementation of the concept, and in this case, it is not the government itself that determines the size of the benefits obtained by the existence of e-government, but the community and those concerned. For this reason, the government must be very careful in prioritizing what types of e-government applications should be prioritized for development so that they really provide value (benefits) that are significantly felt by the community and those concerned. For this reason, the government must be very careful in prioritizing what types of e-government applications should be prioritized for development so that they really provide value (benefits) that are significantly felt by the community. Misunderstanding what the community needs will actually bring a script for the government that will make it more difficult to continue developing the e-government concept.

Based on the above opinion, to measure the success of an implementation, especially in the scope of e-government, the theory that can be used in this research is the E-Government theory of Indrajit (2003) to implement the concepts of digitization in the public sector, there are three main points that need to be looked at carefully, including: Support, Capacity, and Value. Based on these three factors, the implementation of e-government at BPKAD Serang City can be measured.

Method

The research method used in this paper is a qualitative research method with data collection conducted in the form of observation, interviews, documentation, and literature study. This research is located at the Regional Financial and Asset Management Agency (BPKAD) in Serang City. The targets in this study are the actors involved in the implementation of e-government in the BPKAD of Serang City and BAPPEDA Serang City as one of the regional apparatus organizations included in the operation of ATISISBADA.

The data analyst technique used in this research is the Miles and Huberman interactive model data analyst. The Miles and Huberman model (Sugiyono, 2011) explains that this qualitative data analyst is conducted until it is complete, and the data is already. The data is the result of observation, interviews, documentation, and literature studied which will be processed into a descriptive form and categorized into a framework of ideas. Finally, testing the validity using triangulation and member check techniques will draw final conclusions. The technique used in determining research informants uses purposive sampling technique where this technique takes data sources from several sources who are considered to have information relevant to the focus of the research. Informants in this research, including:

Table 2
Informant List

No.	Nama Informan	Jabatan	Keterangan
1.	Sony August, SE, MM.	Kepala Bidang Penatausahaan Aset Daerah	Key Informan
2.	H. Asep Saprudin, SE, Ak, MM.	Kepala Bidang Pengelolaan BMD	Key Informan
3.	Esih Nuryasih, S.Sos, M.Si	Kepala Sub Bagian Pelaporan Aset	Key Informan
4.	Ida Farida, SE.	Kepala Sub Bagian Umum	Secondary Informan
5.	Muhamad Isra Hidayat	Admin ATISISBADA	Secondary Informan
6.	Aditya Darmaji	Operator ATISISBADA BAPPEDA	Secondary Informan
7.	Shintaya Ausi, S. Ars	Staff BAPPEDA	Secondary Informan

Source: Peneliti: 2022

Result and Discussion

This research focuses on knowing how the implementation of e-government in asset reporting, especially in the operation of ATISISBADA in BPKAD of Serang City. Researchers try to find out the problems that occur and analyze how to solve them. Researchers use the theory of e-government implementation by Indrajit (2003; 27-31), there are 3 indicators with 5 sub indicators, including:

1. Support

Support is an important part of the e-government implementation of a government agency because the support element provides support in the form of agreed e-government provision such as allocation of human resources and financial resources; then the availability of supporting infrastructure such as clear regulations and institutions that specifically handle e-government. Without the element of political will contained in the support element, it is impossible for various e-government development initiatives to run smoothly. Since the bureaucratic culture tends to work based on a top-down management model, it is clear that it supports the implementation of e-government programs. The following is a discussion of each indicator of support, including:

a. Agreed E-Government framework.

The implementation of e-government in an agency is an effort to utilize information and communication technology which has the purpose of increasing efficiency, effectiveness, transparency, accountability in the implementation of the current government system. The purpose of this indicator is to obtain certain support from a government agency to realize a good and healthy e-government system at BPKAD Serang City. In the implementation of the ATISISBADA system in BPKAD Kota Serang City it has received support from DISKOMINFO (communication and informatics Office) Serang City as a contributor to internet access for the implementation of reporting and recording assets in ATISISBADA and as the website builder of BPKAD Serang City.

b. The allocation of a amount (human, financial, labor, time, information)

Resources are one of the important points of BPKAD Serang City's readiness in implementing e-government, especially in the ATISISBADA system. The resources in question are human, financial, labor, time and information resources. In the operation of ATISISBADA at BPKAD Serang City, human resources have not been able to meet expectations. Because there are still employees who have experienced transfers so that this has an impact on the application of ATISISBADA, new employees must adapt to operating ATISISBADA.

c. The establishment of various facilities and infrastructure to realize an environment conducive to developing e-government.

Adequate facilities and infrastructure are considered to support the success of the running of e-government in an agency. The facilities and infrastructure in question are electronic devices that support the implementation of ATISISBADA, such as computers or laptops, buildings, and rooms, then adequate internet networks, and sufficient databases.

In terms of facilities and infrastructure, it has been well fulfilled, facilities and infrastructure itself is a support for the successful implementation of E-government, as described in the table above, starting from the number of goods and the condition of goods that are good and sufficient, which can conclude that the facilities and infrastructure in BPKAD Serang City are able to support and support the implementation process of ATISISBADA.

- d. Allocation of e-government concepts equitably, consistently, continuously, and thoroughly.

The concept of e-government will not be implemented and developed without socialization to the government. For this reason, BPKAD Serang City must take the initiative to make the relevant OPD (regional apparatus organization) aware of the procedures and flow of the implementation of ATISISBADA. Based on the results of the data that has been obtained, the researcher concludes that the concept of e-government on the support indicators in BPKAD Serang City has not been implemented properly, support has been provided by other government agencies well, namely DISKOMINFO Serang City, but facilities and infrastructure have not been fulfilled in terms of support such as wifi servers and location access has not been effective, and BIMTEK itself has not focused on evaluating the ATISISBADA programme but only limited to training.

2. Capacity

Capacity is one of the supporting indicators of e-government implementation. What is meant by this indicator is the existence of an element of ability or empowerment from the local government in realizing the e-government goals of related agencies are achieved. Therefore, what needs to be considered in this capacity indicator is that one of the sub-indicators that has not been fulfilled is the availability of adequate information technology infrastructure. The following are the sub-indicators of capacity, including:

- a. Availability of sufficient financial resources to undertake various e-government initiatives.

Adequate resources, both human resources and financial resources, are one of the supporting factors in determining the level of success in implementing e-government in an agency. Talking about budget funding, of course this is one of the supporting things done by BPKAD Serang City. Each programme to be implemented by BPKAD Serang City already has its own budget, including the budget for the implementation of ATISISBADA. Based on the results of data processing conducted by researchers, it can be concluded that the problem of financial resources for the implementation of e-government in BPKAD Serang City, especially for ATISISBADA, is sufficient. Because the budget is allocated appropriately for the manufacturing process of the ATISISBADA application and the maintenance costs of ATISISBADA.

- b. Availability of adequate information technology infrastructure

To support the implementation of ATISISBADA, it is necessary to develop adequate infrastructure and clear regulations to create a conducive environment for BPKAD Serang City. Regarding the availability of information technology infrastructure in the form of computers and other devices in the implementation of the ATISISBADA application, this is the most important point, because without adequate computers, the ATISISBADA implementation process will not be able to be carried out. Based on the results of data, it can be concluded that the availability of technological infrastructure is not yet

optimal, but a way has been found to overcome the problem, namely where when the ATISISBADA system is experiencing interference, the initiative that can be done is to create report data manually, then when the system is normal again, the data will be transferred to ATISISBADA.

c. Availability of skilled human resources

To be able to run a good and correct e-government implementation, it is supported by qualified human resources. The implementation and application of ATISISBADA certainly requires human resources who have competence and expertise in their fields, especially in the IT (Information Technology) field. Based on the results of the data that has been collected and processed, the conclusion is that in terms of capacity indicators it has not gone well, financial resources that have not been maximally given to have a private database server and the availability of human resources who have expertise in BPKAD have been fulfilled, but there are obstacles, namely the mutation of employees which results in the implementation of e-government in BPKAD not running optimally.

3. Value

The value element is an aspect that is viewed in terms of the results obtained from the implementation of e-government. Various e-government initiatives will be useless if there are no stakeholders who benefit employees at BPKAD and agencies in Serang City. With this application, it is very helpful to facilitate the work of goods managers in inputting data related to asset procurement in Serang City. Data and information about assets are listed in full and in detail so that the goods manager does not find it difficult to find information about assets that will be needed in the future. The following are included in the value sub-indicator, including:

a. Benefits obtained by the government as a user of ATISISBADA asset management.

Value is an indicator that explains what kind of use value or benefits generated from a program that has been or is currently running. These benefits can be felt directly by the government or the community depending on the goals and objectives of the program. BPKAD Serang City as the head of the implementation of ATISISBADA benefits in the form of facilitating them in the process of reporting and recording assets in the city of Serang, as well as BAPPEDA of Serang City as one of the OPDs that can access ATISISBADA admitted that the existence of ATISISBADA was able to make reports on assets in his institution very easy and transparent.

Conclusion

Based on the research results and findings in the research carried out, the final conclusions regarding the Implementation of E-Government in Asset Management at the Financial and Asset Management Agency in Serang City are concluded, they are: *First*, Support in BPKAD Kota Serang for the implementation of ATISISBADA application is good enough, with support from DISKOMINFO as a network provider and website builder of BPKAD Kota Serang, but there are still shortcomings such as human resources and financial resources that have not run effectively. *Second*, Capacity in BPKAD Kota Serang for the implementation of the ATISISBADA application is not yet effective, because employees still experience frequent transfers and financial resources that have not been allocated properly. *Last*, The value in BPKAD Serang City for the implementation of the ATISISBADA application is quite good, with the existence of ATISISBADA this has a very positive impact on the implementation of e-government in BPKAD, it also makes it easier for goods managers to record assets in the city of Serang.

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