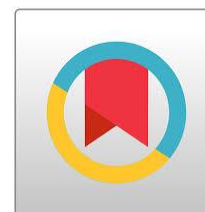


Implementation of E-Government Policy from Governor Muhammad Zainul Madji (TGB) Era to Governor Zulkieflimansyah Era in West Nusa Tenggara Province

Implementasi Kebijakan E-Government Era Gubernur Muhammad Zainul Madji (TGB) Sampai Era Gubernur Zulkieflimansyah di Provinsi Nusa Tenggara Barat



Ilham Zitri^{1*}, Rifaid², Yudhi Lestanata³

¹²³ Universitas Muhammadiyah Mataram

¹²³ KH Ahmad Dahlan Street, No.1 Pagesangan, Mataram, NTB Indonesia

Ilham.Zitri@ummat.ac.id^{1*}, rifaid@ummat.ac.id², lestanata@ummat.ac.id³

Corresponding Author: Ilham.Zitri@ummat.ac.id*

ARTICLE INFORMATION	
<p>Keywords <i>e-Gov Policy;</i> <i>SPBE;</i> <i>Muhammad Zainul Madji;</i> <i>Zulkieflimansyah;</i></p>	<p>ABSTRACT <i>This article tries to explain the implementation of e-Government policies from Governor Muhammad Zainul Madji (TGB) era to Governor Zulkieflimansyah (Bang Zul). Four dimensions are measured to determine whether the implementation of e-government in the era of Muhammad Zainal Madji is well implemented, namely, the Policy, Institutional, Planning, and Application dimensions. In contrast, the Zulkieflimansyah era is measured by the Policy Domain, Governance Domain, and Service Domain. It uses a comparative descriptive method with a qualitative approach and using literature analysis. The results of the study show that the e-government policy of the NTB Province from the Muhammad Zainul Madji Era to the Zulkieflimansyah Era shows the results of "Very Poor, "less," and "Good" with a National 5 rating in 2020 in the implementation of electronic-based government.</i></p>
<p>Kata Kunci <i>Kebijakan E-Government;</i> <i>SPBE;</i> <i>Muhammad Zainul Madji;</i> <i>Zulkieflimansyah;</i></p>	<p>ABSTRAK <i>Artikel ini mencoba menjelaskan implementasi kebijakan e-Government dari Era Gubernur Muhammad Zainul Madji (TGB) sampai Era Gubernur Zulkieflimansyah (Bang Zul), ada empat dimensi yang diukur untuk mengetahui implementasi e-government era Muhammad Zainal Madji terlaksana dengan baik yaitu, dimensi Kebijakan, dimensi Kelembagaan, dimensi Perencanaan dan dimensi Aplikasi, sedangkan era Zulkieflimansyah diukur dengan Domain Kebijakan, Domain Tata kelola, dan Domanain layanan. Menggunakan metode deksriptif komparatif dengan pendekatan kualitatif, dan menggunakan analisis kepustakaan. Hasil penelitian menunjukkan bahwa kebijakan e-government Provinsi NTB dari Era Muhammad Zainul Madji sampai Era Zulkieflimansyah menunjukkan hasil dari "Sangat Kurang, "kurang", dan "Baik" dengan peringkat 5 Nasional pada tahun 2020 dalam pelaksanaan pemerintah berbasis elektronik.</i></p>
<p>Article History Send 15th June 2022 Review 7th July 2022 Accepted 30th November 2022</p>	<p>Copyright ©2023 Jurnal Aristo (Social, Politic, Humaniora) This is an open access article under the CC-BY-NC-SA license. Akses artikel terbuka dengan model CC-BY-NC-SA sebagai lisensinya.</p>



Introduction

The digital era is marked by the Internet, which has influenced changes in human life. Almost every aspect of human life is now inseparable from the use of information technology and the Internet in it. One of these aspects is communication. Suppose that in the past, communication was predominantly done directly, now in the digitalization era. In that case, communication is starting to lead to indirect communication by utilizing smartphone technology, computers, and other information technology, such as social media, to communicate face-to-face, even though separated by long distance but still able to connect and communicate (Nuryadin, 2017; Baharuddin et al., 2022; Widayat et al., 2022).

The digital progress of the Internet has brought a new world that is full of openness, anything can be entered on the Internet, and anyone can and is free to access it without the need to incur additional costs or be limited by copyrights and patents (Smitz et al., 2016; Baharuddin, 2020). The Internet is even considered to be a new medium replacing conventional media. As a new medium with open source, the Internet can be used in various fields, such as politics, business, marketing, and government (Sari, 2017; Baharuddin et al., 2022). The digital era has not only brought about changes in the Private Sector (Company/private) but has also impacted changes in the governance system. Initially, the government was very rigid, hierarchical, and bureaucratic and conventionally carried out public service activities, now since the digitalization era on all fronts, The government has inevitably adopted electronic (Internet)-based government or what is called E-Government as a form of bureaucratic reform and at the same time to improve excellent public services, as well as public information disclosure. "The local political-administrative agenda aims to promote transparency and participation as fundamental values for interaction between municipalities and citizens through the mechanisms available through the electronic government. Thus, the municipalities have promoted citizen participation with initiatives through their websites, using them as a repository of information and interactive channels (Tejedo-Romero & Araujo, 2020).

In 2018 there were 193 United Nations (UN) member countries developed E-Government, including Indonesia. At the world level, Indonesia is ranked 107th out of 193 countries, and at the Southeast Asian level, Indonesia is ranked 7th out of 11 countries. The ranking position. The ranking position shows that Indonesia is still far behind Singapore (13th), the Philippines (19th), Malaysia (32nd), Vietnam (72nd), Thailand (82nd), and Brunei Darussalam (97th) (United Nations, 2018). Meanwhile, the results of the 2015 E-Government Indonesia (PeGI) ranking showed that 15 out of 21 LPNKs whose implementation of E-Government was in the excellent category, while the rest were in the less and inferior category

(Prihanto, 2012). If we break it down again at the provincial level, the implementation of E-government in Indonesia in 2010 is seen from the aspects of policy, institutions, infrastructure, applications, and planning; West Nusa Tenggara (NTB) is ranked 18th out of 27 provinces (Damayanty et al., 2021).

Studies conducted on the application of e-government programs in most countries need to pay more attention to the importance of obtaining a stable vote ranking in supporting the quality of government decision-making regarding implementing its various strategies. This is because government decision-makers often have different views on their priorities and their selection of appropriate strategies to ensure the successful implementation of various government initiatives, including e-initiatives. Therefore, this study came to address the importance of obtaining a stable vote ranking to address the difference of views among government decision-makers and their priorities regarding selecting appropriate strategies for the successful implementation of the e-government program (Elsheikh et al., 2022).

Despite the enormous potential of e-government to transform government-citizen interactions, it has mainly remained unstructured. In addition to structuring the current literature, this study conceptualizes e-government as a multidimensional construct. The three underlying dimensions identified—empowered citizenship, hyper-integrated networks, and evolutionary systems architecture—develop an understanding of e-government from a demand perspective and position of e-government at the intersection of public administration and services marketing (public service delivery), having characteristics of credence services. Contrary to earlier notions of e-government as a phenomenon (Carter & Bélanger, 2005), i.e., government-to-citizen (G2C), government-to-business (G2B), this study argues that interactions via e-government are not limited to two parties; instead, they involve channel partners' alias intermediaries to enhance the accessibility and quality of core services (Malodia et al., 2021). Since governments work in partnership with many local and global public, private, and NGO institutions, all government partners must also digitize and digitalize their way of doing things. For example, e-education in Rwanda could be achieved through digitizing education practices and digitalization to change education's administration and delivery processes (Uwizeyimana, 2022).

The results of the ranking of E-Government achievements by the province in Indonesia can be seen in the table below:

Table. 1
Data on E-government Achievement Levels Based on Province Classification in Indonesia Based on Aspects of E-Government Implementation

Provincial	Institutional	Policies	Infrastructure	Planning	Applications
East Java	3,33	3,20	3,05	3,22	3,25
Yogyakarta	3,29	3,07	2,76	3,26	2,92
West Java	2,58	3,13	3,24	3,22	2,83
DKI Jakarta	2,75	2,87	3,10	2,59	3,08
East Kalimantan	2,79	2,93	2,76	2,37	3,17
West Nusa Tenggara	1,92	1,87	1,86	1,70	1,00

Source: Prihanto, 2012

The table above shows that the Province of West Nusa Tenggara (NTB) is in a "less good" position in implementing E-Government. However, each period from year to year, West Nusa Tenggara Province continues to innovate and take various steps to improve excellent and clean government services through the implementation of electronic-based government (E-Government). This can be seen from the ranking conducted by PeGI, in 2010, the position of the Province of NTB was ranked 18th; in 2011, it was ranked 14th; in 2012, it was ranked 13th; in 2013, it fell again to rank 14th, and in 2014 it slightly rose to rank 11th, so that its previous status was in the "Not good" zone to "Less ."Even though in the Era of Governor Muhammad Zainul Madji (TGB) in the RPJMD of the West Nusa Tenggara Provincial Government, a performance indicator related to the development of e-government of West Nusa Tenggara Province was the achievement of the PeGI index at rank six until 2018. This fact shows that many strategic issues still need to be addressed. Moreover, research results (Saputra & Nafisah, 2020) assessing 242 respondents with a total performance of 40.2% assessed that the public services provided needed to be better and the implementation of e-government needed to be categorized as ideal.

In this research, the authors try to look at a policy of the Regional Government of West Nusa Tenggara Province regarding the implementation of an electronic-based government system or commonly called e-government, with the use of information and communication technology in almost every work unit. The government has utilized information and communication technology to facilitate work that is not merely administrative, planning, managing, monitoring, and evaluating up to the stage of taking strategic leadership policies.

The implementation of e-government in West Nusa Tenggara Province from the era of Governor Muhammad Zainul Madji to the current era of Governor Zulkiflimansyah has fundamental differences from the point of view of planning, application development, institutions, and policies; this is due to the development of innovation and technology that continues to develop. This research differs from previous studies, which only looked at e-government implementation policies from one leadership period. In contrast, this research examines more from a comparison of e-government implementation from the two leadership regimes of Governor Muhammad Zainul Madji to Governor Zulkiflimansyah, as well as differences in the evaluation of the implementation of e-government. -government by the central government, where the evaluation of the success of e-government at the Regional Government level during the era of Governor Muhammad Zainul Madji was assessed by the Ministry of Communication and Information Technology, while the evaluation of the success of implementing e-government in the era of Governor Zulkiflimansyah was assessed by the Ministry of Administrative Reform Bureaucratic Reform. So that in implementing e-government by utilizing information technology from the two governor regimes, many governor regimes have built ICT infrastructure, from just computer hardware devices and medium-scale Internet to the development of various types of applications to support the ease of function of administrative services, management, legislation administration, development management. , financial management, and personnel management. The goal is expected to act as a catalyst for improving the quality of public services and government processes that are efficient, transparent, and accountable (Sari, 2017).

Electronic government or popularly abbreviated as E-Government in the view of the Word Bank, is known as a Government-owned or operating system of information and communications technologies (ICTs) that transform relations with citizens, the private sector, and other government agencies to promote citizen empowerment and improve service delivery, strengthen accountability, increase transparency, or improve government efficiency (Elysia et al., 2017a; Nasrullah, 2016). From this definition, it can be concluded that the general principles in implementing E-Government from Government agencies, namely (a). The use of information and communication technology by a government agency in the context of developing government advice and infrastructure in the field of ICT. (b). There is a transformation of relations between the public, the private sector, and government institutions to establish harmonious, effective, transparent and accountable relations. (c). The ultimate goal of implementing E-Government is to encourage community empowerment, improve public services, increase transparency, community participation and accountability, and efficiency in

good and clean government governance. The positive impact of E-Government on society, the business world, and the government agencies themselves will look like the image below:

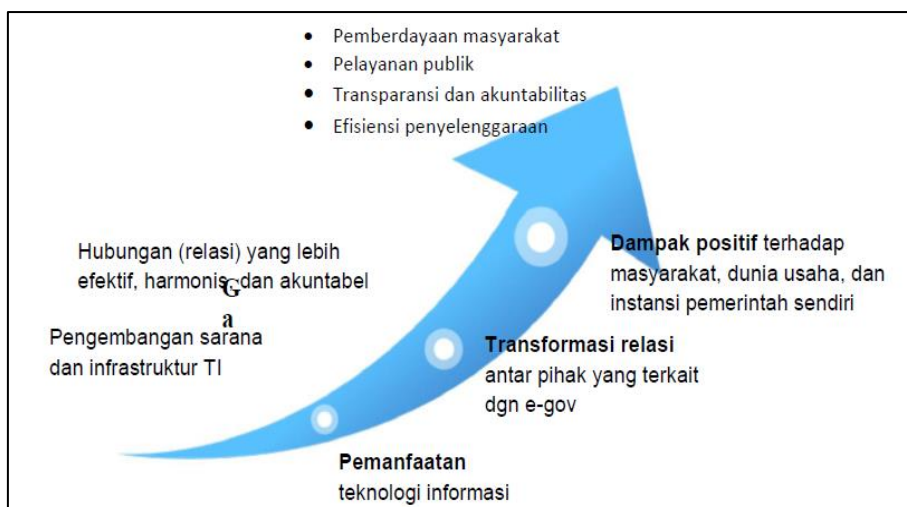


Figure 1 E-Government Transformation
Source: Processed From Sharing Sources, 2021

E-government utilizes tools and systems in information communication technology to provide more public services to the community and the private sector (Kurniasih, 2010). E-government can also be interpreted as a collection of concepts for all actions in the public sector (both at the central government level and government at the regional level) which involve information and communication technology in order to optimize public service processes that are efficient, transparent and effective (Sari, 2017; Setiawan & Santoso, 2013).

E-government is a vehicle for information technology capable of producing good management and governance networks (Damayanty et al., 2021). Effective e-government involves a series of process and organizational rethinking, as well as behavioral changes, so that public services can be delivered more efficiently to the people who need them and, if properly implemented, enable all citizens, companies, and organizations to do business with the government more easily, quickly and lower costs (Sari, 2017), because the Electronic Government standard is to describe the government working, providing information and providing services to internal and external parties (Aini, 2019).

E-government significantly impacts government governance in the world, both in developed and developing countries, because e-government is a combination of communication and information technology with government management functions (Pratiwi, 2020). The application of e-government in Indonesia at both the central and regional government levels is focused on making applications for integrated G2G, G2B, and G2C

services so that e-government services can be effective, efficient, accountable and transparent to lead to the best service quality (best practice (Elysia et al., 2017b).

The use of e-government is expected to be able to increase the productivity and efficiency of the bureaucratic process and is also expected to support economic growth. Because the basic concept of e-government is a stage for improving the interaction between government and society (government to citizen), government and private sector enterprises (government to private sector enterprise), and inter-agency relationships (Elysia et al., 2017a). Increasing the use of e-government is one of the government's steps in improving a more open, cleaner, and more accountable bureaucratic environment. The purpose of implementing e-government is to increase the effectiveness of government processes and services provided to the community (Wirawan, 2020).

The Provincial Government of West Nusa Tenggara, which is also part of the Indonesian government, continues to improve in improving excellent and clean governance through the implementation of E-government; this can be seen starting from the leadership of the era of Muhammad Zainul Madji (TGB) in the vision and mission related to communication technology and informatics (ICT), which is the elaboration of the missions of the 3 (three) provinces, namely "Continuing efforts to reform a clean and serving bureaucracy, uphold justice in law, strengthen security stability ."In this third mission, one of the goals to be achieved is "The availability of regional data and information services based on information and communication technology ."Moreover, the policy direction strategies to achieve these goals are facilitation, socialization, and publication of information and communication technology-based regional data and information services aimed at providing, utilizing, and developing e-government. In the era of Governor Zulkieflimansyah, improvements and refinements continued (Rachmawati & Junio, 2016).

This can be seen starting from the policy, institutional, infrastructure, application, and planning aspects of organizing and looking for a suitable model for implementing e-government so that all OPDs within the province are connected to the developed public service application. In 2020 the Position of West Nusa Tenggara Province in Ranking by the Ministry of State Administrative and Bureaucratic Reform, the Province of West Nusa Tenggara was already in position 5 (five) on a "GOOD" scale from the previous TGB era of "very lacking" and "insufficient" (NTB ministry of science, 2020). The purpose of this study is to explain the implementation of policies and the use of information technology in the form of E-government from the era of the governor of TGB to the era of Governor Zulkieflimansyah to realize bureaucratic reform and excellent public services. There are two indicators to measure the

achievement or implementation of e-government in the era of the two governors; where in the era of Governor Muhammad Zainul Madji (TGB), it was measured by indicators by the Ministry of Communication and Informatics based on PeGI standards, namely dimensions, (a). Institutional Dimension, (b). Policy Dimension (c). Planning Dimension (d). The application dimension, while the indicators for the implementation of e-government in the era of Governor Zulkiflimansyah (Bang Zul) are measured by the indicators set by the Ministry of Administrative and Bureaucratic Reform, namely (a). SPBE Policy Domain, (b). Domain Governance, (c). SPBE Service Domains.

Research conducted by Lia Amalia Solihat explained that the implementation of State-Owned Corporation (BUMN) Online was able to meet the needs felt, both by the State Ministry for BUMN and the public, regarding information transparency. Another result obtained was that there were obstacles in developing BUMN Online in terms of the need for more support from the technical officials of the Ministry of BUMN and BUMN management for the existence of BUMN online. The weakness in this study is in terms of the approach used where this research approach is qualitative, even though it will be more visible if it uses a quantitative approach based on the theory of transparency. In data collection, the researcher only interviewed two respondents from the community, even though the community is an essential factor in assessing transparency. Nevertheless, the discussion in this study is quite good in terms of analysis (Solihat, 2006).

The second research is by Muhammad Husni about the implementation of Electronic Government in DKI Jakarta Province. This study aims to identify the implementation of E-government in DKI Jakarta Province based on the aspects of the complexity and benefits of E-government and to determine the factors that influence the success and failure of E-government implementation in DKI Jakarta Province. The qualitative approach uses data collection techniques from library studies and field research using in-depth interviews. The conclusion of this study is based on the aspects of the complexity and benefits of E-government, where DKI Jakarta Province has implemented e-government quite well; the implementation of e-government in DKI Jakarta Province has reached a level where stakeholders can interact through internet media, and DKI Jakarta has advantages in terms of e-government infrastructure funding. This study needs to improve in terms of method; namely, researchers use a qualitative approach, but researchers analyze based on the theory used so that it is contrary to the essence of the qualitative approach itself. Nevertheless, the discussion given is good enough.

The third research is about the Implementation of Electronic Government by Wahyu Mahendra. This study aims to provide an overview of the e-government implementation of the City Government of Depok and the obstacles in implementing e-government. The quantitative approach uses data collection techniques from library studies and field research with in-depth interviews and observations. This study concludes that the implementation of E-government in Depok City is seen from 10 indicators, where only seven indicators have a good rating, two are not good, and one cannot be measured. The obstacles experienced in the implementation of E-government consist of: inadequate socialization for employees, traditional culture still maintained, the position of the Diskominfo not being strategic, policy products not yet precise, making nomadic agencies an excuse, the burden of expensive VPN fees, and the budget is not yet well prioritized. The weakness of this study is that researchers should have interviewed the public, namely the Depok community themselves, as the goal of E-government in the city of Depok, mainly because the method used in this research is quantitative. However, in general, the discussion of this research has been excellent and detailed.

E-Government is a public service carried out by all government agencies that are optimally coordinated with one another using telematics technology. E-Government must be seen as a means, not as an end. For the implementation of e-government to be carried out properly, it is necessary to pay attention to technical and non-technical factors that can influence success. In general, non-technical factors are more domain than technical factors. Therefore an in-depth understanding of non-technical factors is needed when designing and implementing e-government. The implementation of e-government, which is associated with efforts to meet the needs of all sectors of activity both in government and society, requires patrons from leaders who can set an example and share commitment.

According to Layne and Lee in Wahid, the development of E-Government in a country can be viewed from several stages of evolution, namely starting with the presence of the government in the form of a web that provides primary and relevant information for the public (Wirawan, 2020). The term E-Government, as well as the term E-business, on the other hand, has the risk of being over-exploited, making it ambiguous. This relatively simple article attempts to correct wrong perceptions about E-Government and examine in more detail the concept of E-Government itself. Furthermore, this article invites readers to look at the constraints and obstacles that developing countries like Indonesia face in implementing this concept and offers some temporary solutions deemed appropriate.

E-Government Development Strategy In the operational category, several things that receive attention in the development of E-Government include a. The organization and work procedures of the provincial government need to facilitate E-Government services efficiently

and effectively. b. Human resources (as the man behind the gun) need to develop their expertise and skills in managing information and communication technology and pay attention to rewards (remuneration) and career paths. c. The budget for device maintenance is as important as the budget for development, so an adequate budget is needed to continuously maintain the quality of E-Government services, including creating new versions of software (to meet the increasing demands of service users and accommodate policy changes), updating data to adapt to changing conditions, and adapting some of the technology used for newer technologies as demands for competition between regions and nations. d. Encouraging various parties to increase their ability and willingness to develop, managing, and updating data and information content on an ongoing basis so that what is needed by related parties is available in real-time.

Wahidi (2019) concluded that E-Government is a form of application for carrying out tasks and governance using telematics technology or information and communication technology. E-Government applications provide opportunities to improve and optimize relations between government agencies, the relationship between the government and the business world and society. The mechanism for this relationship is through information technology, a collaboration or merger between computers and communication network systems (Wahidi et al., 2019).

E-Government Technology has caused much bureaucracy to be reorganized. One or far fewer people can now do many things that once had to be done by many people. Many activities that generally take time can be done in a flash. Distance becomes less relevant. Data can be more quickly and accurately obtained and processed. All of this affects the bureaucratic system. Problems can be detected earlier, preventing them from growing bigger. Public services can be better, faster and easier. In this case, e-government is a new trend in state administration. Darell M. West, an e-government expert from Brown University in the United States, explained that e-government refers to delivering information and services online through the Internet or other digital means. Based on the United Nations Development Program (UNDP) defines it more simply, namely, E-government is the application of Information and Communication Technology (ICT) by government agencies. Meanwhile, leading software vendors such as SAP have pretty a unique definition. E-government is a global reform movement to promote internet use by government agencies and everyone who deals with them. A complete definition stated by the World Bank, namely E-government, relates to the use of information technology (such as wide area networks, the Internet, and mobile communications) by government agencies that can transform government relations with citizens, business actors (business), and other government agencies.

This technology can have a variety of purposes, including providing better government services to its citizens, increasing interaction with business and industry, empowering communities through access to information, or more efficient government management. The expected results can be reduced corruption, increased transparency, convenience, revenue, or reduced costs. Thus, implementing e-government will be able to help: eliminate barriers to the exchange of information between communities and between regions of the country, and thus various forms of gaps originating from an imbalance in opportunities to obtain information can be overcome in stages, increase the availability of information and public services as well as broaden and deepen their outreach; increasing productivity, efficiency, and innovation capabilities in the production sector, as well as expediting the distribution chain; increasing transparency and improving the efficiency of public services; facilitating interaction between government agencies, both at the central and regional levels and with the community. Talking about the study of e-government implementation in Indonesia, the birth of e-government in Indonesia was initiated by Presidential Instruction No. 23/2003 concerning National Policy and Strategy for e-government development.

Concept and Implementation of e-Government E-government is the government's effort to get closer to the community. This is in line with the spirit of decentralization, where the central government has handed over several authorities to regional governments, especially those relating to public services. Public services that have had problems, such as slowness, non-transparency, and difficulties in accessing the community, are trying to be solved using this electronic-based technology. In line with this (Sufianti, 2007) states that e-government is a government program to develop electronic-based governance and carry out transformations to facilitate community and business activities to create a knowledge-based economy. In addition, (Sulismadi et al., 2017) basically, implementing the e-Government concept is a transformation challenge. The function of information technology within this framework is not only to support existing government management but rather to act as a driver of change or as something that offers fundamental changes to the process of administering government in the modern era.

Method

This article departs from the results of descriptive comparative research comparing the same variables for different samples with an approach that uses qualitative methods, the data collection technique used is library research. The library materials collected were in the form of documents related to the policy directions of the West Nusa Tenggara Provincial

Government in the development of e-government during the periodization of the Governor Muhammad Zainul Madji Era and the Governor Zulkiflimansyah Era based on different indicators from the two regimes. First Era Muhammad Zainul Madji e-government policy standards are measured by standard indicators of the Indonesian Government Ranking (PeGI) implemented by the Ministry of Communication and Informatics, namely, the institutional dimension, the policy dimension, the planning dimension, and the application dimension. Meanwhile, in the era of Zulkiflimansyah's leadership, e-government policy standards were measured based on those set by the Ministry of Administrative Reform, namely, the SPBE policy domain, the Governance Domain, and the SPBE service domain. The method used can be seen in (Table 2) below:

Table 2 Research methods

Method	Library Research
Comparative descriptive with a qualitative approach	Book Scientific journal articles Bulletin Regulation of the Governor of West Nusa Tenggara West Nusa Tenggara Province Long Term Development Plan (RPJMD). Government Publication Reports Relevant previous research SPBE Official Website (government system West Nusa Tenggara Provincial Government Official Website Online news Survey results

Source: Secondary Data

Results and Discussion

E-Government Era Governor Muhammad Zainul Madji (TGB)

Institutional Dimension

In the institutional dimension, it will be explained that it is closely related to the existence of an organization that has authority and responsibility in developing and utilizing information and communication technology as a formulation in implementing e-government. In the Era of Governor Muhammad Zainul Madji (TGB), based on Governor Regulation Number 21 of 2008 and Governor Regulation Number 11 of 2012 concerning details of the duties, functions and work procedures of the existing agencies within the Province of West Nusa Tenggara (NTB), it is known that two institutions are given the main task and function in the management of information and communication technology within the Province of West

Nusa Tenggara, namely, the General Bureau at the Regional Secretariat of the Province of West Nusa Tenggara and the Office of Transportation and Communication and Informatics. Then it is further explained that the functions in which there are also functions related to electronic data management, communication and informatics, and to carry out these tasks & functions, in the organizational structure of the General Bureau, there is a Secretariat and Electronic Data Processing section. In contrast, in the organizational structure, The Department of Transportation, Communication and Informatics has a Regional Technical Implementation Unit (UPTD) of the Electronic Data Processing Center.

In carrying out its duties and functions, the Secretariat and Electronic Data Processing Section at the Regional Secretariat General Bureau of the province of NTB or abbreviated as K & PDE, has the task of preparing materials and materials for preparing policy formulation, coordination, coaching, monitoring evaluation in the field of ciphers, telecommunications, electronic data processing and procurement services goods/services electronically (LPSE) as well as expeditions and archives, bureau administration, travel, and reporting. Meanwhile, the UPTD Center for Electronic Data Processing under the West Nusa Tenggara (NTB) Transportation and Information Communication Service has the task of carrying out some of the NTB Province Transportation, Communication and Informatics technical duties Service in the field of electronic data processing and assistance tasks. From the point of view of the rules for the existence of the Secretariat and Electronic Data Processing Section at the General Bureau, the authority is to carry out administrative functions and coordinate activities. In contrast, the technical functions of information technology and communication are the affairs and responsibilities of the Office of Transportation, Communication and Informatics. However, in practice, many technical programs related to information and communication technology activities on a regional scale are also carried out by the Secretariat and Electronic Data processing division of the General Bureau. It can be said that there is an institutional dualism that has the responsibility and authority to manage technology and information in the implementation of E-government in the TGB Governor Era, and this has an impact on the ineffectiveness of e-government implementation. Following are the results of the institutional dimension values during 2011-2014.

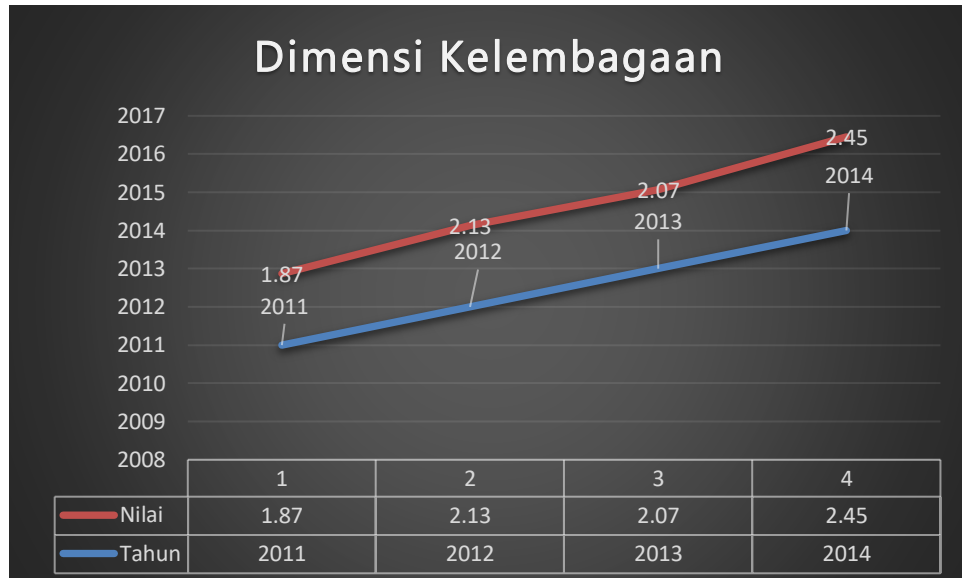


Figure 2

Rating Value of Institutional Dimensions of E-Government Implementation in the Era of Governor Muhammad Zainul Madji 2011-2014
Source: Processed Data From Secondary Data, 2021

Based on Figure 2, the value of the institutional dimension of e-government in the era of Governor Muhammad Zainul Madji (TGB) from 2011-2014 has yet to reach what has been the target of expectations. Only in 2014 the value increased to 2.45, but it still received a value of "Less". This means that the management of e-government in the institutional dimension needs to be better coordinated and integrated because two institutions oversee the management authority of e-government. It can thus be analyzed that there will be conflicts of interest, the impact of which is the lack of institutional governance values.

Dimensions of E-Government Policy

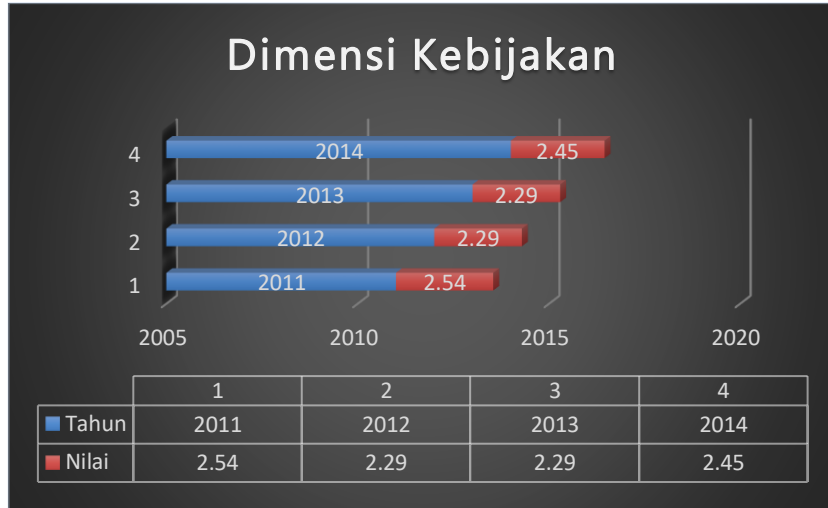
This section will explain the legal basis or policy that was issued by the Governor of NTB in the era of Muhammad Zainul Madji (TGB) and Zulkifliemansyah (Bang Zul) in terms of developing electronic-based government (e-government). Policies or regulations are critical as a basis or basis for implementing tasks under (services) in carrying out public services so that public implementation standards are genuinely according to procedures and based on existing rules. The following are the policies that existed from the Muhammad Zainul Madji era (TGB) to the Zulkieflimansyah era (Bang Zul) in the table below:

Table 3
Existing Policies Related to Information and Communication Technology in the Implementation & Development of E-Government in the Era of Governor Muhammad Zainul Madji (TGB)

The Era of Governor Muhammad Zainul Madji (TGB)	Information
Governor Regulation No. 4 of 2014 concerning Implementation of Communication and Informatics	
Governor Regulation No. 6 of 2012 concerning Guidelines and Technical Instructions for the Implementation of an Electronic Procurement Service System (LPSE) within the Provincial Government of West Nusa Tenggara	
Governor Regulation No. 10 of 2012 concerning Regional Health Information Systems	
Governor Regulation No. 35 of 2012 concerning Guidelines for Information Management and Documentation within the Provincial Government of West Nusa Tenggara	All regulations have not been integrated with the master plan for an electronic-based government system
Governor Decree No. 050.13-112 of 2014 Concerning the Formation of a Working Group Team for Compiling, Collecting, Managing, Updating, Analysis of Regional Development Information Systems for the Province of West Nusa Tenggara	
Governor Decree No. 73 of 2012 concerning the Establishment of the Regional Development Data and Information Forum	
Circular Letter No. 555/139/UM/2014 Concerning the Implementation of the “NTB in My Hand” Strategic Information System	
Circular Letter No. 555/292.B/UM/2014 Concerning Integration of Fingerprint Attendance Machines	

Source: Processed Data From Secondary Data, 2021

Based on the policy made in the Era of Governor Muhammad Zainul Madji (TGB) regarding Information and Communication Technology in the context of implementing E-government, there were only a few policies that were well integrated, so what happened was overlapping. All existing OPDs had yet to be able to take advantage of the application and designed website. Likewise, in governance, there needs to be a mechanism aimed at evaluating the development of E-government in the Province of West Nusa Tenggara (NTB) in a comprehensive and coordinated manner within the province. Moreover, the following is the value of the policy dimension based on PeGI's ranking in the era of Governor Muhammad Zainul Madji (TGB) as follows:



Picture. 3

Rating Value of Policy Dimensions of E-Government Implementation in the Era of Governor Muhammad Zainul Madji 2011-2014

Source: Processed Data From Secondary Data, 2021

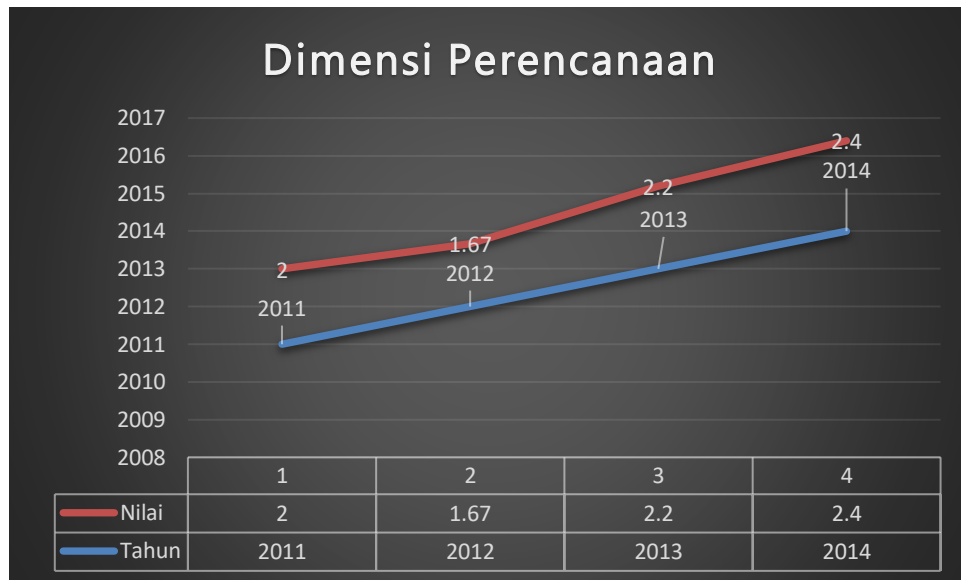
Based on the figure above, the average policy score from 2011-2014 was only able to be at 2.45, although the average score was still higher than the "institutional dimension" score. From the policy score, only in 2011 was it able to reach 2.54 even though the value was still in the less category, while in 2012-2013, the value fell to 2.29 and in 2014 slightly increased to 2.45.

Dimensions of E-Government Planning

The Planning dimension is directly related to the governance of e-government planning management which is carried out in an integrated and mutually sustainable manner. Evaluation of the planning dimension is carried out on the existence of a planning process in the development and utilization of information and communication technology that is carried out in a natural way, such as the existence of procedures and standard and regular work mechanisms. In addition to achieving careful planning, it is necessary to have a complete needs assessment and strategy for implementing information and communication technology which contains goals, objectives, benefits, an overview of current conditions, technology selection, resource requirements, appropriate approaches, prioritization, and costs, and long term blindness.

The Government Era of Muhammad Zainul Madji (TGB) did not yet have a master plan for developing information and technology in the implementation of E-government as a policy and technical basis for building, developing and implementing information and communication

technology throughout the scope of the regional apparatus organization (OPD) of NTB Province. The only one that can be used as a reference as the basis for the development and utilization of information and communication technology is the Provincial Strategic Plan contained in the Regional Long Term Development Plan (RPJMD), but it is still general. The following is the value of planning dimensions in the era of Governor Muhammad Zainul Madji (TGB) follows:



Picture. 4

Rating Value of Planning Dimensions of E-Government Implementation in Governor Muhammad Zainul Madji's Era 2011-2014

Source: Processed Data From Secondary Data, 2021

The image data above explains the value of the "Planning" dimension of e-government in the era of Governor Muhammad Zainul Madji from 2011-2014. The results on this dimension experienced stagnation in 2011; the value was 2.0 (less), and in 2012 decreased to 1.67 (less). In 2013 rose again to 2.20 (less), and in 2014 increased to 2.40 (less).

Dimensions of E-Government Applications

This section will be explained in connection with the availability and level of utilization of application software that supports the implementation of e-government services, both directly and indirectly. In the Era of Muhammad Zainul Madji's Leadership (TGB), Applications or computer software were developed and made available by each Regional Apparatus Organization within the West Nusa Tenggara Province with various types and functions according to the needs of the tasks and functions of each work unit. Even though the authority and responsibility for technology and information lie with the General Bureau of the Regional Secretariat and the Office of Transportation, Communication and Informatics of West

Nusa Tenggara, each Regional Apparatus Organization (OPD) is allowed to hold their applications without having to coordinate with the last agency that has responsibility. in the Information and Communication Technology sector. The following table lists applications made during the TGB Government era when he led the Province of West Nusa Tenggara.

Table. 4
List of Government Computer Applications West Nusa Tenggara Province Era
Muhammad Zainul Madji (TGB)

Application Type	Regional Apparatus Organization (OPD)
1. Service Application	
SIKNAS, Web base, Linux/ Windows, SQL Server	Public health office
SIKDA Generic, Web bas, Linux/Windows, MySQL	Public health office
Samsat application, Desktop, Windows Server, SQL Server	Income office region
Information Service System and Investment Licensing (SPIPISE), Web Base, Windows, Linux	Coordinating body integrated investment & licensing
Regional Investment Potential Information System, Web, Windows/ Linux	Coordinating body integrated investment & licensing
Short Message Service or SMS Center, Web Base (local), Linux, MySQL	General bureau
SIMLUH, Web Base, Windows, SQLServer	Secretariat of the Coordinating Agency for Agriculture, Fisheries and Defense Extension
Information Management and Documentation Officer Information System (SIPPID), Web base, MySQL, http://ppid.ntbprov.go.id/	Department of Transportation, Communication and Information
Information System & Registration for Training on the use of the LPSE Application (http://pelatihanlpse.ntbprov.go.id/), Web base, Linux, MySQL	General bureau
Trouble Ticketing System (Complaint Service LPSE West Nusa Tenggara Province)	General bureau
Library Management information system	Library and Archive Agency
Information System "Kampung Medi"	Department of Transportation, Communication and Information
2. Application Administration & Management	
e-Mail (http://mail.ntbprov.go.id/)	General bureau
Center for Agricultural Data and Information Systems (Pusdatin)	Department of Agriculture
Public Relations Management Information System	General bureau
Strategic Information System "NTB My Hand" http://inmyhand.ntbprov.go.id/	All Regional Apparatus Organizations (OPD)
Poverty Reduction Integrated Management Information System http://simpadu.bappeda.ntbprov.go.id/	Regional Development Planning
Consumables Supply Information System	General bureau
3. Legislation Administration Application	
Legal Product Information System http://jdih.ntbprov.go.id	General bureau
4. Development Management Application	
Electronic Procurement Services (LPS) http://lpse.ntbprov.go.id/eproc/	General bureau
Regional Development Monitoring & Evaluation Information System (SiMONEV)	Regional Development Planning
National Development Information System (SIPNAS)	Regional Development Planning
Regional Development Planning Information System (SIPPD)	Regional Development Planning
Geographic information system	Regional Development Planning
e-Planing	Public health office
5. Financial Management Application	
Simda finances	All Regional Apparatus Organizations (OPD)
Simda Goods	All Regional Apparatus Organizations (OPD)
SPM	All Regional Apparatus Organizations that receive APBN
RKA-RKL	All Regional Apparatus Organizations that receive APBN
PP39	All Regional Apparatus Organizations that receive APBN
SABMN	All Regional Apparatus Organizations that receive APBN
6. Application of Personnel Management	
Simpeng	Regional Employment and Training Agency, General Bureau, organizational Bureau, Public health Office
Information system & Fingerprint Attendance Online	All Regional Apparatus Organizations

Source: Processed Data From Secondary Data, 2021

The Provisional Government of West Nusa Tenggara in the era of Muhammad Zainul Madji already had a website with the address www.ntbprov.go.id, which was managed directly by the Secretariat and PDE of the general bureau. Website information, in general, is in the form of government profile information, government resources, and news on the governor and deputy governor's activities. However, the website does not yet contain information supported by the back office in real-time, so there are reports that the official West Nusa Tenggara website has security vulnerabilities and has been detected as a dangerous site. Regarding handling public complaints, they still use the SMS center service managed by the Secretariat and PDE of the General Bureau regularly; the information is published on the website ntbprov.go.id. The Short Message Service (SMS) center is also used as a medium for coordination between the governor and the Deputy Governor and across Regional Apparatus Organizations (OPD).

Procurement of applications in the Secretariat and Electronic Data Exchange (PDE) systems is carried out through independent manufacture or development by employees with expertise in the field of programmers. However, some applications are purchased or made by third parties, as well as in existing OPDs; applications are generally procured through purchases or creation by third parties. In the era of Governor Muhammad Zainul Madji (TGB), there were no standard policies or standards in making or developing applications that applied to all Provincial OPDs. However, the secretariat and PDE of the General Bureau have Operational Standards related to software development, although they are only limited to software development within the General Bureau. So that at that time, the NTB Provincial Government did not yet have a data governance policy (government data) that explained the Provincial information data needs, roles and responsibilities and OPD authorities for managing data, and how proper data processing and exchange should be and along with application dimension values e-government era of Governor Muhammad Zainul Madji.

Table. 5
Rating Value of Application Dimensions of E-Government Implementation in the Era of Governor Muhammad Zainul Madji 2011-2014

Year	Dimension	Value	Description
2011		1,73	Less
2012	Application	2,43	Less
2013		2,57	Less
2014		2,59	Less

Source: Processed Data From Secondary Data, 2021

The table above describes the value of the "application" dimension in the implementation of e-government in the era of Governor Muhammad Zainul Madji (TGB); in 2011, it only scored 1.73 (low). In 2012 it rose to 2.43 (low). In 2013 it increased to 2.57 (less),

and in 2014 it increased to 2.59. Even though the value continued to increase, this figure was still in the "less" category. Let us look at all four dimensions of the PeGi e-government assessment of the West Nusa Tenggara Provincial Government in the era of Governor Muhammad Zainul Madji (TGB) from 2011-2014. The results will be obtained in the table below:

Table. 6
E-Government Ranking Results for West Nusa Tenggara Province in the Era of Governor Muhammad Zainul Madji (TGB) 2011-2014

Dimensions	2011	2012	2013	2014
Institutional	1,87	2,13	2,07	2,45
Policy	2,54	2,29	2,29	2,45
Planning	2,0	1,67	2,20	2,40
Application	1,73	2,43	2,57	2,59
National Rating	14	13	14	11

Source: Processed Data From Secondary Data, 2021

Judging from the results of e-government implementation above, it shows that the Provincial Government of West Nusa Tenggara in the era of Governor Muhammad Zainul Madji has tried to continue to improve the quality of public services through the use of information technology or electronic-based government, seen from the 2011-2014 curve of Nusa e-government achievements. West Southeast has increased even though the value obtained is still in the "less" category. Based on the research results, provincial governments are progressing fast. However, some still need to improve in implementing e-government. Some have only understood the implementation of e-government as limited to building websites. This condition is due to the development and development of e-government according to the characteristics and readiness of each local government concerned (Damayanty et al., 2021).

E-Government Era of Governor Zulkiflimansyah (Bang Zul)

In the era of the Government of Governor Muhammad Zainul Madji (TGB), the evaluation of the implementation of e-government was assessed based on the ranking of Indonesia's e-government (PeGI) conducted by the Ministry of Information. In contrast, in the era of Governor Zulkiflimansyah, the implementation of e-government or now called the Electronic-Based Government System (SPBE) was assessed and evaluated by the Ministry of State Apparatus Utilization and Bureaucratic Reform (PAN-RB), the legal basis used to carry out the evaluation and implementation of e-government or an electronic-based government

system (SPBE) in Indonesia, namely Pan-RB Ministerial Regulation Number 5 of 2018 which was revoked and PAN-RB Ministerial Regulation Number 59 of 2020 and has indicators or aspect domains that are assessed, namely, first, the SPBE Policy Domain includes; (a). SPBE governance policy (b). SPBE service policy. Second, Governance Domain includes; (a). Institutional (b). Strategy & planning (c) ICT. Third, the SPBE Service Domain includes (a) Service Administration (b). Public service.

As an alignment of the Regulations from the Ministry of State Apparatus Utilization and Bureaucratic Reform (PAN-RB) in the context of realizing an electronic-based government (e-gov), at the regional level of West Nusa Tenggara Province also issued various rules or policies regarding the Electronic-Based Government System (SPBE). The first policy issued by the West Nusa Tenggara provincial government in the Zulkiflimasnyah era related to the governance of an electronic-based government system (SPBE), Governor's Decree Number 5 of 2018 concerning the E-government Committee of the West Nusa Tenggara Provincial Government. Then there is Regional Regulation Number 3 of 2018 concerning Electronic-Based Governance, and finally, Governor Regulation No. 59 of 2019 concerning the Grand Design of an Electronic-Based Government System, which includes the SPBE master plan, Strategic Plan, Plan Map, and SPBE Architecture. The following are the results of the 2018 West Nusa Tenggara Province Electronic-Based Government System Assessment (SPBE).

Table. 7
West Nusa Tenggara Provincial Government Electronic-Based Governance System (SPBE) Index Value in 2018

Index	Value
SPBE	2,95 (Good)
SPBE Policy Domain	2,71
SPBE Governance Policy	3,00
SPBE Service Policy	2,50
Governance Domains	2,57
Institutional	2,00
Planning Strategy	3,00
ICT	2,67
SPBE Service Domains	3,21
Government Administration	3,43
Public service	2,83

Source: Ministry of State Apparatus Utilization and Bureaucratic Reform (PAN-RB)

The table data above explains the acquisition of the West Nusa Tenggara (NTB) Province Electronic-Based Government System (SPBE) index score in 2018 with a value of 2.95 with the title "Good." Even though the results of the SPBE Provincial Government of NTB received an excellent title, there are still many weaknesses in its implementation based

on the recommendation of the PAN-RB Ministry regarding the implementation of the 2018 NTB e-government, namely, in the Governance domain, all policies related to SPBE governance have not been assessed internally and has not been evaluated regularly, in the Service Policy domain, the NTB Provincial Government still does not have internal policies regarding official script services, staffing management, and the Whistle Blowing System. In the institutional domain, the SPBE steering team has not performed regular monitoring and evaluation, and integrated workflows or business processes still need to be implemented in all work units. In the Planning Strategy domain, the implementation of the SPBE master plan has not been monitored and evaluated, whether it is by the road map or ICT planning and budgeting, which has not been monitored and evaluated regularly. In the information and communication technology (ICT) domain, the performance of data center services has yet to be monitored, evaluated, and improved regularly and continuously. In the Government Administration domain, all Electronic-Based Government administration services have yet to be evaluated and repaired regularly. In the Public Service domain, there is no Whistle Blowing System (WBS) service to process complaints submitted by the public either directly or indirectly.

Implementing E-government or an electronic-based government system (SPBE) utilizing information and communication technology can provide several benefits. First, able to improve the quality of public services to the community, the business world, and industry, especially effectiveness and efficiency. Second, increase transparency, control, and accountability for good governance. Third, significantly reduce the total costs of administration, relations, and interactions carried out by the government and stakeholders for daily activities. Fourth, increasing public trust in the government (Suciska, 2016). The following are the results of the 2019 electronic-based government system (SPBE) assessment for West Nusa Tenggara Province.

Table. 8
West Nusa Tenggara Provincial Government Electronic-Based Governance System (SPBE) Index Value in 2019

Index	Value
SPBE	2,77 (Good)
SPBE Policy Domain	2,71
SPBE Governance Policy	3,00
SPBE Service Policy	2,5
Governance Domains	2,71
Institutional	2,5
Planning Strategy	2,5
Information and communication technology	3,00
SPBE Service Domains	2,82
Government Administration	2,43
Public service	3,5

Source: Ministry of State Apparatus Utilization and Bureaucratic Reform (PAN-RB)

The table data above shows the results of the Electronic-Based Government System (SPBE) for the Province of West Nusa Tenggara in 2019, with a score of 2.77 with the title "Good." When compared to the 2018 SPBE value, the 2019 West Nusa Tenggara Province SPBE value has decreased, especially in the SPBE service domain value, the value is only 2.82 as well as with a government administration value of 2.43 and a service value; meanwhile, in 2018 the SPBE service domain value is 3, 21 and the value of government administration 3.43. Based on the evaluation results and records from the Ministry of State Apparatus Utilization and Bureaucratic Reform (PAN-RB) in the public service domain, there is still no Whistle Browing System service to process complaints submitted either directly or indirectly in connection with acts that violate laws regulations/standards, codes of conduct, and policies, as well as other similar actions in the form of direct threats to the public interest, corruption, collusion and nepotism that occur. In electronic-based government administration, periodic evaluations and improvements have yet to be carried out. Whereas in 2020, the value of the SPBE rating for West Nusa Tenggara Province was very significant and very high compared to 2018 & 2019, as shown in Table 9.

Table. 9
The Nusa Province Government's Electronic-Based Governance System (SPBE) Index Value for 2020

Index	Value
SPBE	3,45 (Good)
SPBE Policy Domain	3,18
SPBE Governance Policy	2,86
SPBE Service Policy	3,40
Governance Domains	2,71
Institutional	2,50
Planning Strategy	3,00
Information and communication technology	2,67
SPBE Service Domains	3,91
Government Administration	3,57
Public service	4,50

Source: Ministry of State Apparatus Utilization and Bureaucratic Reform (PAN-RB)

Based on the results of the West Nusa Tenggara Province Electronic-Based Government System (SPBE) index score for 2020, it is pretty significant, with an SPBE value of 3.45 with a "Good" predicate. If seen from the average value of each domain, the average indicator maturity level score is 3. The results above still have notes that need to be corrected based on the evaluation results of the Ministry of State Apparatus Utilization and Bureaucratic Reform (PAN-RB) in 2020. Ministry of State Apparatus Utilization and Bureaucratic Reform states that the implementation of E-government in West Nusa Tenggara Province is not yet

fully optimal, such as the absence of a grand design for the Development of Electronic Based Government Systems (SPBE) and several applications that are not yet integrated (LHE PAN-RB, 2020). However, according to Najamuddin Amy, who is the Head of the West Nusa Tenggara Province Information and Statistics Communication Service, in fact, the West Nusa Tenggara Province already has a grand design for the development of e-government, this is evidenced by the issuance of Governor Regulation No. 55 of 2019 and its attachments. The Governor's regulation, especially in Article 4 Paragraph 6 (page 4), explains the Electronic-Based Government System Architecture (SPBE) as part of the SPBE master plan. The contents of the SPBE architecture are further described in the attachment to Pergub No. 55 of 2019 in chapter VII. The architecture of the Electronic-Based Government System, starting on page 63, includes Restra, Plan Map, and SPBE Architecture (Amy, 2020).

Governor Regulation Policy No. 55 of 2019 and all of the attachments were made and designed as a master plan for an electronic-based government system that integrates all regional apparatus organizations (OPD) within the West Nusa Tenggara Province, centered or whose authority is exercised by the Information and Statistics Communication Service by forming an Electronic-Based Government System Committee which carry out the functions of supervision, evaluation, and planning and development of E-government. The Governor Regulation also explains that the architecture of the Electronic-Based Government System (SPBE) is a basic framework that describes the integration of business processes, data and information, SPBE infrastructure, SPBE applications, and SPBE security to produce quality and integrated e-government services. One of the goals of the master plan for the development of an Electronic-Based Government System (SPBE) is to build a comprehensive, integrated electronic-based provincial government of West Nusa Tenggara to realize clean, effective, transparent, accountable governance, as well as quality and reliable public services.

Conclusion

The use of Information and Communication Technology as the basis for implementing E-government started in 2011 during the Government of Muhammad Zainul Madji (TGB) era. During his leadership period from the first to 2014, the national ranking of the E-government of West Nusa Tenggara Province from rank 14 to rank 11 (less); this was due to several factors, such as human resources, institutions, infrastructure, and policies that did not have a master plan related to the development of e-government, so that the implementation of e-government at that time was not fully optimized. In the era of Governor Zulkieflimansyah, Governor Regulation No. 55 of 2019 as the grand design of the master plan regarding the architecture of

the Electronic-Based Government System (SPBE) and the results from 2018-2020 the average value of the Electronic-Based Government System (SPBE) which includes the Policy domain, the Governance domain, and the SPBE Service domain received a score of "Good" and the Province of West Nusa Tenggara (NTB) is ranked 5th Nationally based on the results of the Ministry of State Apparatus Utilization and Bureaucratic Reform (PAN-RB) rankings. However, the challenge is that the community has yet to fully utilize all applications and websites in the province as public service media. This is influenced by socialization, which is considered not maximally carried out by the relevant agencies.

With further research on E-government policies in West Nusa Tenggara, a new model will be developed to implement excellent and clean governance. The government also needs transformation to maximize e-government implementation, especially on other related topics, namely Mobile Government.

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