

Development of Bureaucracy Based on Technology (E-Government) in the SWOT Perspective

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Abstract - In a fairly extreme view, technology is considered the last love of man. Technology is included in almost all aspects of human life, including in the line of bureaucracy. Bureaucracy in the contemporary world is a digital technology-based bureaucracy. Technology always produces two opposite sides, namely positive and negative. In the intersection of technology with bureaucracy, this reflection will be based on SWOT analysis to get a fair picture. This research is a qualitative descriptive study with the aim of critically looking at the use of digital technology in bureaucratic functions. Primary data is literature on computational technology and public policy. Secondary data from reporting - reporting on bureaucracy and efforts to use digital technology. The results showed that digital technology is compatible with digital bureaucratic approaches, except that the problem of technological literacy at the level of the bureaucratic apparatus and the public using public services is still a significant obstacle.

Keywords - E-Government, Bureaucracy, SWOT

I. INTRODUCTION

The service-oriented bureaucracy to the public is a reasonable demand in the spirit of today's bureaucratic reform. Bureaucratic reform is a national project, which must be approached with various disciplines, but still well integrated. One approach that is necessarily taken in carrying out these good ideals is the technology approach. Because technology is humanity's last love, humans cannot dwell on their presence, even in every line of life. In the business practice of administering public services by bureaucracy, there are several terminologies that are used to approach digital bureaucratic problems like this. The terminology of electronic administration (e-adm) for example, is an electronic government (e-gov) expression substitution given to a government that adopts internet-based technology, an intranet that can complement and improve its programs and services (Mustopadijaya, 2003). There are others that say as digital government, and so on.

The main objective is to provide services that end in the best satisfaction to service users, in this case the public.

On a global scale, the World Bank views e-gov as an adoption of the development and use of global banking technology (World Bank, 2001). The development of e-gov is actually intended to improve the efficiency, effectiveness, transparency and accountability of government bureaucracy management in this country. Furthermore, e-government is an effort to create an atmosphere of governance implementation that is in accordance with shared goals of a number of interested communities (Indrajit, 2005). E-gov is the implementation of information technology-based governance to improve government performance in its relationship with the community, business community and other related groups towards good government (World Bank, 2001).

From the above explanation it can be identified how the implementation of digital technology for bureaucracy is a

necessity, but also needs to be criticized in the framework of finding the best application format. The conceptual tool for conducting criticism in this context is a SWOT analysis that is often used to provide opinions for an implementation of a program or idea. Now the problem is how is the implementation of e-government programs in a SWOT perspective?

II. LITERATURE REVIEW

A. Digital Government

Conceptually, e-gov can be understood as the use of technology based on WEB (network), internet communication, and in certain cases an interconnection application to facilitate communication and expand access to and or from the provision of government services and information to residents, businesses, seekers work, and other governments, both institutions and between countries (Mustopadidjaja, 2003).

From the formulation of the above understanding it is clear that e-adm (e-gov) is the use and utilization of communication and information technology in order to achieve objectives, among others: (1) improving government efficiency; (2) provide a variety of services to the community better; (3) provide access to information to the public at large; and (4) making governance more responsible and transparent to the public.

Furthermore, technically digital technology is aimed at: (a) governments that use technology, especially web-based internet applications to improve government access and delivery / services to the public, business partners, employees, and other governments; (b) a process of reform in the way the government works, various information and provides services to internal and external clients for the benefit of both the government, society and business people; and (c) the use of information technology such as wide area network (WAN), the internet, the world wide web, computers by government agencies to reach out to communities, businesses and other government branches to: improve services to the public, improve services to the business and industrial world, empowering communities through access to knowledge and information, and making the government work more efficiently and effectively.

B. SWOT concept

SWOT analysis is used to see the strengths, weaknesses, opportunities and threats that will be faced by the company. By looking at the strengths that are owned and developing these strengths, we can be sure that the company will be more advanced than the existing competitors. Likewise with

weaknesses that have to be improved so that the company can still exist. Existing opportunities must be utilized as well as possible by the company so that sales volume can increase. The threat that will be faced by the company must be faced by developing a good marketing strategy.

SWOT according to Sutojo and Kleinstaub (2002: 8) is to determine realistic business objectives, in accordance with the conditions of the company and therefore expected to be more easily achieved. SWOT stands for words Strength (company strength) Weaknesses (company weaknesses), Opportunities (business opportunities) and Threats (obstacles to achieving goals). If the swot analysis technique is applied in the case of determining the objectives of marketing management strategies can be expressed before determining the marketing objectives to be achieved, the company should analyze: strengths and weaknesses, existing business opportunities, various kinds of obstacles that may arise.

Company performance can be determined by a combination of internal and external factors. Both of these factors must be considered in the SWOT analysis. SWOT stands for Internal Strengths and Weaknesses as well as the external environments of Opportunities and Threats faced by the business world. The SWOT analysis compares the external factors of Opportunities and Threats and internal factors Strengths and Weaknesses. Kotler suggested that SWOT analysis is a series of evaluations of overall strengths, weaknesses, opportunities and threats (Kotler, 2008: 88), towards an organization or the implementation of a work program.

III. DISCUSSION

A. Dimensions of the Power of Digital Technology

Digital technology is a technology that has extraordinary specifications. He can disseminate information, make the administration system work quickly and efficiently and other systemic reliability. In the practice of bureaucracy, the power of digital technology takes a very strategic role. In essence, e-gov is an application of information and communication technology (ICT) in public administration. E-gov was built as an effort to revitalize the organization and management of the government. This is intended to be able to carry out their duties and functions in a prime manner, in managing public services. E-gov is useful for facilitating the relationship between government and government (G to G), government with society (G to S), and government and business (G to B), both nationally and internationally (Habibullah, 2010).

Besides that, e-gov has the role to provide answers to environmental changes that require the existence of efficient and effective state administration, transparent and accountable. Indrajit (2005), e-gov benefits the improvement of the quality of public services and improves the process of transparency and accountability to the public. Consequently, contradicting public management which has previously become a stigma from the public bureaucracy will turn out to be open, accessible, permissive, and participatory. The development of e-gov results in closeness and interaction or greater community involvement, wide and fast. The interaction pattern changes from one stop service to non-stop service.

According to David Osborne and Ted Gaebler (1993) in his book entitled *reinventing government*, there are ten principles which are components of the new paradigm which are seen as changing the vision, mission, and strategy of public administration to be adapted to the development of strategic environments, as follows: (1) steering rather than rowing, the government acts as a catalyst, which does not carry out its own development but is sufficient to control the resources in the community; (2) empowering communities to solve their own problems, rather than merely delivering services, namely the government must empower the community in providing their services; (3) promote and encourage competition, rather than monopolies, namely the government must create competition in every service; (4) be driven by missions rather than rules, namely the government must carry out activities that suppress the achievement of what is its mission rather than emphasizing regulations; (5) rather than outputs results oriented by funding, namely the government should be oriented towards good performance; (6) meet the needs of the people rather than those of the bureaucracy, namely the government must prioritize meeting the needs of the community, not the needs of bureaucrats; (7) the concentrate or earnings money rather than just spending, namely the government must have an apparatus that knows the right way to make money for its organization, besides being good at saving costs; (8) invest in preventing problems rather than anticipatory government curing crises. It is better to prevent than overcome; (9) decentralize authority rather than build hierarchy, namely decentralization of government, from hierarchical orientation to being participatory with the development of teamwork; and (10) solving the problem by influencing rather than treating public programs by market forces, namely the government must pay attention to market forces. Supply is based on market demand or demand and not vice versa. For that policy must be based on market needs.

B. Dimensions of Weakness in Digital Technology

Broadly speaking, from a technical perspective there are two dimensions to the use of digital technology, namely network availability and application needs. Currently in Indonesia the internet network is wide enough to reach remote areas of the countryside by being provided by various operators. This is indeed one of the conveniences, meaning that there is already a foothold as the next step. Then the application problem From the description of the data above shows that the existence of infrastructure using technology to support e-gov is available to be able to implement e-gov. This is indicated by the availability of computers in all work units whose numbers are relatively sufficient, LANs are available, as well as wireless. Nevertheless, the utilization of the e-gov infrastructure is still relatively lacking, but there have been efforts from various parties to support the implementation of e-gov in this area. . Thus, the application of e-gov comprehensively can be said to be ready. However, because of the rapid advancements in information technology both hardware and software technology, adjustments in the technology field still need to be continued. In addition, the demands of stakeholder needs demanding integration of SIM nationally cannot be delayed any more, so all SIMs incorporated in the Jember regional government must be integrated, starting at the internal, provincial and national levels. For this reason, all existing SIM components that will be built must follow national standards currently being standardized by KEMKOMINFO. In addition, to accelerate the standardization process, regional governments should have a special team that is competent in the field of ICT / e-gov. One of the weaknesses of non-technical is the availability of qualified human resources to run the program. Not every local government or agency has human resources that master this technology, so that if it can be said as a weakness, it is a weakness that can be resolved as well as possible (Habibullah, 2010).

Another weakness that might occur is the limited budget for certain regions to implement this project. If an area wants to implement an IT-based management information system, it needs to be studied also the efficiency aspects (time, cost and others) that will be generated by the implementation. The priority scale of using the budget is whether to include the vision of digitalization of government or not very dependent on the decision makers at the respective regional level. Furthermore, in every policy, anywhere, there is always a dichotomy between policy and its implementation. The background of why the policy dichotomy occurs with its implementation is very diverse.

But it certainly starts with how one policy is formulated, framed and packaged. With the internet the central issue of policy, which is about the relationship between policy and its implementation, which involves many parties is an easy job to do. With the internet the parties involved can interact on-line in time and hierarchy which is no longer a problem (Habibullah, 2010)

Another more important issue is how to monitor, control and regulate the mentality of implementing policies dynamically in the field, so that policy objectives are actually realized. So far, there has never been a comprehensive solution for monitoring implementation. Information technology-based management information (SIM) systems have been used to better monitor and control, but the results have not been satisfactory (Habibullah, 2010)

C. Opportunity Dimension

Every technology developed by humans certainly promises an opportunity for the advancement of human civilization itself. The information and communication technology applied in governance certainly gives sweet promises of efficiency in several aspects. In the long run e-gov will promise an efficiency in terms of time. This aspect for example work can be done quickly and simultaneously. From finance, it also promises efficiency. It may be that in the first time investment requires large capital, but in the next period of time it will promise opportunities for efficiency in the budget of a region. Another opportunity is about the speed of government information services. According to Bastian (2003), in the concept of e-gov, the service paradigm must be totally changed. Face to face, one roof, forms, counters, queues, noise, discomfort, signatures, and service activities as we normally see or experience, must be immediately abandoned. Instead the computer keyboard (keyboard), the central processing unit (CPU), the monitor screen, and the network, period. This certainly has implications for changes in service management that have existed. The first change is impersonality; the second is the simultaneity of its application.

What is the service of information in e-gov? The concept is also very simple, but the principle is that before it is electronic, everything has been standardized manually, including the involvement of third parties. The implementation of the e-gov concept is more complex, because at the same time it standardizes manual procedures, and simultaneously synchronizes them. In terms of information services, automation and service systems can be united in one unit of understanding and discussion (Prasojo 2006).

The demand that e-gov is something that already exists needs to be done more efficiently, more effectively, cheaper, faster, better, more comfortable, and so on. The realization of the demands and initiatives is to use electronic means, namely computers combined with information and communication technology, not talkative, but is a necessity. According to Lukman (2004) the concept of service does not always have to be associated with the provision of direct services to service users (front-end), but also inside the service provider itself (back-end). The proportion must still be greater for the front-end. E-gov must pay more attention to the front-end, because indeed the essence of the government is for it, and because of that the government exists, without ignoring its internal interests in order to be able to provide the best service.

D. Barriers to E-Gov Implementation

In the context of the application of digital technology to government, in addition to technical barriers such as the availability of infrastructure, non-technical barriers such as local government policies regarding e-government, also other obstacles that are very likely to occur. The application and development of e-gov, in addition to the need for reliable technology support, is also very much determined by the support of HR competencies of staff / employees of each work unit. In planning to use e-gov technology, it is very fundamental is the composition or the number of human resources that are capable of using computers.

Educational background of staff / employee computers capable of using computers is absolutely necessary. They can compose for example that 50% have undergraduate education, 25% have diploma education, up to senior high school and crash courses or self-taught or state because of self-study. The implementation of e-gov will be optimal if all staff / employees are competent to use all of their facilities according to their respective TUPOKSI. To be able to utilize e-goves optimally, it is better for HR who are not skilled in mastering computer systems for example, surely they need additional education specifically for e-gov utilization competencies. Such skills include the field of e-gov programmer competence, the field of internet competence, computer technician competence, and even operator competence, and word processing competencies and data (Habibullah, 2010). To support the addition of special education in the e-gov field, it is necessary to have a leadership policy on learning tasks for staff / employees through work while studying, or even the need for full study permits. In addition, it is necessary to have an HR development map for the e-gov sector and be disseminated

to all elements of society. Finally, it still requires the commitment of all parties to improve the competency of e-goves for each employee according to their TUPOKSI (Habibullah, 2010).

IV. CONCLUSION

From the results of the discussion and analysis of the data above, both secondary data related to e-government and primary data can be drawn as a conclusion that the use and development of digital information technology in bureaucratic modernization is a necessity, in which e-gov infrastructure is generally supported already supportive enough. However, on the other hand, the affordability of e-gov applications as part of the internal operations guard still runs into several technical and non-technical constraints. In the end the most powerful supporting actor of e-gov is that e-gov is built on the vision, mission, and strategies and programs that already exist in the political decisions of a region. Other constraints that are non-technical in nature, for example, are not yet supported by the management system contained in the standard operating procedure (SOP) for the implementation of e-gov and also the number and competence of HR that can support the implementation of the e-gov.

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