

Government Culture in Public Services Based On Electronic Government in DKI Jakarta Province

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Abstract

The implementation of the E-Government system is also driven by a situation that requires the government to reduce waste in financing/expenditures, increase efficiency, meet community expectations, and facilitate economic development. The use of internet technology in government can reduce interactions and direct human-to-human transactions, especially between the state apparatus as service providers and the public as service recipients. Reducing face-to-face interactions means reducing the potential for abuse of authority, such as corrupt and collusive practices. The results of the study indicate that the Smart City program includes the application of E-Government in public services or an integrated citizen administration service system to improve service quality so that citizens can enjoy faster, easier service and the citizen data base can be maintained and updated on an ongoing basis. The Electronic-Based Government System is also included in the list of Regional Strategic Activities (KSD) in 2020. Regional Strategic Activities, hereinafter abbreviated as KSD, are activities that have a strategic nature and/or other activities that have a significant impact on meeting basic needs, accelerating economic growth, and increasing economic growth public welfare. The conclusion is that DKI Jakarta province still adheres to the bureaucratic paradigm (conventional culture). The orientation is still on production cost-efficiency so that service time is still limited to office hours, not yet 24 hours x 7 days. Process Organization still uses functional approach, departmentalization, and control hierarchy. The management principle is still oriented to rule and mandate so that staff and unit leaders do not dare to take a breakthrough for service improvement. This management principle is related to the leadership style which is still command and control so that the space for creativity and innovation becomes narrow. The communication developed has begun to adopt digital era communication by providing a number of communication channels, but it has not been directly connected to the service website. Service delivery for services handled only by PTSP has adopted ICT, but services that involve other OPDs, some of which are still under the conventional paradigm, require applicants to submit physical documents.

Keywords

Government culture; public service; e-government



I. Introduction

In this world full of uncertainty, there is only one certainty, namely change. The only thing that never changes is that everything is always changing. The only thing that never changes is that everything always changes (Charlie Gere: 2008). The nature of public administration explains this, because the main process is always the processing of information and communication. So this technology (ICT) is very dominant in influencing

the heart of government. Technology changes the civilization or culture of society because technology is one of the elements of culture (Koetjajaringrat: 2015). The digital era of course affects the demands of society for various service providers, both private companies and governments. They now need fast, effective, efficient, transparent and professional services. The internet era forces democratic governments to involve multiple voices (individuals, institutions, and companies) in their affairs (Eric Schmidt & Jared Cohen (2014). The higher the company's leverage, the company tends to generate less cash, this is likely to affect the occurrence of earning management. Companies with high debt or leverage ratios tend to hold their profits and prioritize the fulfillment of debt obligations first. According to Brigham and Ehrhardt (2013), the greater the leverage of the company, it tends to pay lower dividends in order to reduce dependence on external funding. So that the greater the proportion of debt used for the capital structure of a company, the greater the number of liabilities that are likely to affect shareholder wealth because it affects the size of the dividends to be distributed. (Yanizzar, et al. 2020)

The government cannot avoid this condition because the main function of government is to serve the people. The government must change, it can no longer use the old paradigm, which feels that it knows best in providing services to the community. This is because the government system environment also moves and changes very dynamically, and is often difficult to predict. Sadu Wasistiono (2013). The use of information technology or digital technology (electronic digital service) has given birth to a new form of government bureaucracy termed Electronic Government (E-Government or E-Govt). There are many definitions related to E-Government, but basically it shows the desire for a transformation of the form of interaction between government and society (which is governed) from being very bureaucratic to being more friendly Richardus Eko Indrajit (2016).

The implementation of the E-Government system is also driven by a situation that requires the government to reduce waste in financing/expenditures, increase efficiency, meet community expectations, and facilitate economic development. The use of internet technology in government can reduce interactions and direct human-to-human transactions, especially between the state apparatus as service providers and the public as service recipients. Reducing face-to-face interactions means reducing the potential for abuse of authority, such as corrupt and collusive practices. Corruption in a number of countries in Asia, including Indonesia, is still a serious problem, according to a survey by Transparency International (TI). Based on TI data, from 12 Asian countries surveyed in 1995-2001, Singapore was the country with the lowest corruption index, while Indonesia was almost always the most corrupt country Jon ST Quah (2003). The 2016 TI survey, the top five are Singapore, Hong Kong, Japan, Butan, Taiwan, Brunei, and South Korea. Indonesia is ranked 12th out of 27 countries in Asia and 90th out of 176 countries in the world.

E-Government-based public services in Jakarta received a number of awards. However, there are still many complaints, criticisms, and dissatisfaction from residents. In general, despite showing good performance scores, the public service performance of the DKI Jakarta Provincial Government has not fully met the expectations of citizens who do have high expectations (DKI Jakarta Kominfo Office, 2019). The digital era gives citizens the opportunity to quickly access information from anywhere, including comparing a number of services in other countries or in other regions in Indonesia with those in their area. Residents have their own expectations of the number of services they receive based on previously held information. Therefore, if the digital services provided by the DKI Provincial Government Civil Apparatus (ASN) cannot influence these expectations, they submit an assessment, criticism, complaint, or response in various forms. The community's

criticisms or complaints can be channeled by members of the DKI Jakarta DPRD, conveyed through various communication channels, revealed in a number of surveys both domestically and abroad revealed by the parties in Focus Group Discussions (FGD), as well as reports from official government institutions. Promotion strategy is a concept that is close to communication science. In the promotion, there are various forms of communication learned in communication science such as advertising, publicity, communication from mouth to mouth, personal sales, and direct marketing (Amin, 2019).

The results of the electronic government survey conducted by the Ministry of Communications and Informatics and the Ministry of PANRB, the ranking of the DKI Jakarta Provincial Government's electronic government tends to decline. From the previous first rank (in 2014 and 2015) then it dropped to fourth and fifth rank (in 2019 and 2020). An internal survey of the DKI Jakarta Provincial Government is also still finding a number of problems related to public services, which are now 100 percent digital-based. ORI still receives many complaints related to public services in the Jakarta area. The DKI Jakarta DPRD FGD, evaluation of the DKI DPRD, and comments from a number of community components also revealed a number of problems in E-Government-based public services in DKI Jakarta Province. Various problems related to the implementation of E-Government in public services in the DKI Jakarta Provincial Government are interesting to study. Jakarta was chosen because as the nation's capital, Jakarta is often used as a barometer of Indonesia in various ways, including SPBE. DKI Jakarta is also the only province that has regional autonomy at the provincial level. Thus, the E-Government policy at the provincial level automatically applies to the city and administrative districts to the lowest level of government, namely the kelurahan. Based on a number of issues revealed, either through surveys, opinions of people's representatives, expert comments, as well as those submitted by stakeholders, the researcher believes that the human factor, especially related to culture, is very influential in this digital-based public service. Therefore, this research takes the topic: Government Culture in Electronic Government-Based Public Services in DKI Jakarta Province.”

Some people perceive that culture or culture is only related to beautiful things, such as art, dances, sound arts, handicrafts, and literary works. In fact, culture or culture has a broader meaning. Culture is the whole system of ideas, actions, and the results of human work in the life of society that are made into human beings by studying Millard (2017). That is, culture concerns social systems, thoughts/ideas, actions, and human work carried out by the learning process. Culture is linguistically derived from Sanskrit, namely buddhayah. Buddhayah is the plural form of the word buddhi which can be interpreted as mind or reason. From the meaning of the word then experts make a definition that culture is everything related to human reason and mind. However, culture also comes from the word culture which comes from the Latin word colere which means 'cultivating, working', especially cultivating land or farming. This understanding of the word then gave birth to a thought that culture is all human efforts and actions to cultivate the land and change nature (Koentjaraningrat (2013). Culture is defined as very complex and broad, because it involves various aspects of human life, ranging from economic problems, politics, law, government, technology, language, to matters concerning religious life. Society is defined as the unity of human life that interacts according to a certain system of customs that is continuous and bound by a sense of shared identity.

The term culture is sometimes called civilization or in English it is called civilization, especially in the terminology of Western culture, Geert Hofstede and Gert Jan Hofstede (2005). Civilization can also be interpreted as "perfection of the mind" which results from these improvements include education, art, and literature. Usually, civilization

refers to a part or element of a higher, refined, more advanced and beautiful culture such as art, science and technology, adab or ordinances or manners, and good organization. However, civilization is often also used to refer to a culture that has a system of technology, science, arts and culture, and a state system of advanced and complex urban society. Civilization is the pillar of a culture or the culture of a nation. Like a house or building, the pillars that support or support it are a type of civility itself. In general, European countries have developed cultures and produce high cultural works such as technology. This is because one of the pillars that supports their culture is intelligence, so seeking and developing knowledge is ingrained. European culture comes from Greece and Rome whose pillars are intelligence (wetenschap), religion (godsdiens), art (knust), philosophy (wijsbegeerte), and justice (recht) Adinegoro (2018). Each pole of course has branches, twigs, and branches. Suppose art has branches or branches such as painting, sound art, sculpture, dance, and music. Likewise, the ability to have branches of science, technology, and technology is also branched out again, including information technology.

Although culture has a broad and complex meaning, all of it must be done consciously using reason and mind. So it's not about unconscious behavior (reflexes, instincts) or related to physical or genetic changes. This is because culture is a learned way of acting; culture does not depend on biological transmission or inheritance through genetic elements Carol R. Ember and Melvin Ember (2016). Referring to this understanding, almost all works and human actions that are done consciously are cultural because almost all patterned actions or works are accustomed or carried out by learning. Only some human actions are carried out without being preceded by a habituation process or by learning (learned behavior), such as reflexes, instincts, and changes or actions as a result of physical changes. However, in its development some human actions which are instincts or genes such as eating, drinking, walking on two legs, are also cultural.

II. Research Method

The perspective, method, or point of view of a study or research used by researchers in seeing an existing reality to be studied and interpreted or interpreted so that it becomes something meaningful or meaningful is called the design or research paradigm of Khasan Effendy (2010). Its advantages are able to help researchers explore in depth the meaning of a social phenomenon that appears throughout the process of forming a government culture in the digital era that supports the implementation of the E-Government system in public services in DKI Jakarta Province, which is the reason for researchers choosing a qualitative research design. This reason is in line with the opinion that qualitative research is generally used to explore and give meaning to social problems in human life Creswell (2013). Qualitative research will try as much as possible to explore and reveal in depth what is behind an event.

Researchers carry out a qualitative research process by using methods or ways to ask a number of important questions related to the research topic. The questions are a way to explore ideas, views, opinions, ideas, experiences, and facts from a number of parties who become informants. The data and information obtained from the informants were then selected, sorted, grouped, coded, triangulated for truth (check and recheck), and analyzed inductively throughout the research process. Thus, the data or information obtained in the end are data and information that are really needed and can significantly answer a number of research questions. Various information and data that have been collected by researchers, whether sourced from informants, sourced from documents, or observations or observations in the field will be given meaning by carrying out the process of social

constructivism. Social constructionism is a way in which researchers provide broad opportunities for people who are involved in the process of forming government culture in the cyber era in implementing E-Government to provide their views. In this case, the researcher will rely more on the views of participants (people who are directly involved) and explore them so that participants can carry out the process of constructing the meaning of certain situations. There are at least nine characteristics of qualitative research, namely “natural setting, researcher as key instrument, multiple sources of data, inductive data analysis, participants meaning, emergent design, theoretical lens, interpretive, and holistic account.

As explained above, the purpose of this research is to try to explore, explore, and try to find new concepts based on the reality in the field. Fifth, in this regard, the researcher relies heavily on the meaning given by the participants (participants meaning). Thus, the focus of the researcher is more focused on efforts to study the meaning conveyed by the participants rather than putting forward the meaning or interpretation built by the researchers themselves or written by scientists in their books, journals, research results, or theories. The various literacys obtained previously and the way the researcher thinks construction which is the provision of interpretation or meaning before going into the field, will only serve as an introduction and initial tool. This provision is expected to make it easier for researchers to carry out the process of synthesizing thoughts in exploring these various meanings

III. Results and Discussion

3.1 Government Culture in E-Government-Based Public Services

E-Government or digital-based public services at the DKI Jakarta Provincial Government came into effect in 2016 according to the Announcement of the Head of the One Stop Integrated Service Agency (BPTSP) Number 3629/-1.824.27 dated December 30, 2015 concerning the Implementation of Electronic SIUP Licensing. The announcement stated that starting January 4, 2016 the public can access <http://pelayan.jakarta.go.id> for the large, medium, and small SIUP licensing process. Digital services in licensing and non-licensing were carried out after the establishment of the One Stop Service Agency (BPTSP) on January 2, 2015 or during the leadership era of the Governor of DKI Jakarta Basuki Tjahaja Purnama. When BPSTP was established, there were 518 types of licensing and non-licensing handled by this agency, which were originally served by 20 Regional Apparatus Organizations (OPD) within the DKI Jakarta Provincial Government. Licensing is the granting of legality in the form of permits to individuals or legal entities to carry out certain businesses or activities. Non-licensing is the provision of recommendations or other documents to individuals or legal entities.

The selection of licensing and non-licensing types is done digitally first, which is vital and much needed by the community. The types of services include a Trading Business Permit (SIUP), Company Registration Certificate (TDP), Warehouse Registration Certificate, Certificate (PM1), Research/Research Permit, General Practitioner and Dental Practice Permit, Nurse Practice License, License Practice of Midwife, License to Use Cemetery Land, Permit in Principle and Investment Business, Permit for Money and Goods Collection Activities, Recommendation for Free Lottery with Prizes, and Permit for Fishing. In its development, the 518 types of licensing and non-licensing continue to be simplified and since 2017 until now there are only 269 types of services. Likewise, the implementation of E-Government in public services in Jakarta continues to grow. If in 2016 it was only for certain types of services, since 2018 it has been applied to all (269)

types of services grouped into 33 service areas. The 33 fields are energy and mineral resources; forestry; national unity and domestic politics; communication and informatics; food; administrative services; capital investment; trading; library; Agriculture; statistics; marine and fisheries; health; cooperatives and micro, small and medium enterprises; tourist; community empowerment; education; communication; cipher; public housing and residential areas; labor; culture; youth and sports; tranquility public order and community protection; environment; public works and spatial planning; women's empowerment and child protection; population control and family planning; industry; land which is the authority of the region; social; and transmigration. Electronic government is not just the use of information and communication technology in the administration of government, but also involves the transformation of governance. The proper application of E-Government, especially in public services, has a number of benefits that are not only felt by the government as a service provider, but also the community in general as a service recipient. Public services in the DKI Jakarta Province, which are legally and formally digital-based 100 percent since 2018, are slowly starting to be felt by the community. However, in practice there are still a number of deviations from the principles of E-Government. These deviations can occur because of the behavior of the service provider or because of the behavior of the service recipient. Thus, the transformation of government culture in conventional services which Indrajit termed as bureaucratic culture into digital culture has not yet fully occurred. The seven conventional government cultural values that must change are related to orientation, process organization, management principle, leadership style, communication (internal-External), and service delivery (mode and principle).

There are two indicators on the value or aspect of this orientation, namely cost efficient or related to budget and ease of access to services. Even though public services in Jakarta are digitally based, service hours to the public still apply to working hours or office hours like conventional services. The digital service opens at 08:00 am and closes at 15:00 pm. Outside these hours, members of the public cannot apply for services. Research informants, all PTSP units at the sub-district and sub-district levels as well as service requesters confirmed the implementation of online services such as conventional services.

Residents hope that digital services can not be 24 hours and seven days a week. Moreover, most of the residents of Jakarta are busy working and the time to take care of services is only left at night or on holidays. It's also called a digital service, ideally, you can apply for a service at any time. But now you can only submit applications during working hours, said M Irsyad, Chair of the Jakarta-wide RT-RW Forum. Observations of researchers, although digital services have been implemented 100 percent, in fact there are still many residents who queue or come to the village office or sub-district office as a service point to take care of services. Even now, doctors and midwives are required to submit a registration certificate (STR) in hardcopy to the PTSP service office. The applicant and PTSP officers both said that physical documents must still be submitted because it is related to the limitation of practice permits for doctors and midwives which can only be in three places. Such problems can be solved if the digital-based public services are in accordance with the principles of E-Government, especially related to system or network integration.

There are still community members who come to public service offices or PTSP to take care of permits, indicating that the bureaucratic culture or the old (conventional) government culture is still running. Such facts are also not in accordance with the principles of E-Government whose orientation must focus on customer satisfaction (customer satisfaction oriented). Closing service operating hours according to working

hours with the consideration that employees are off and for the sake of efficiency also contradicts the principles of digital services and citizens' expectations. People's expectations in this digital era, said Badger, are people want a public sector that is aligned around them; an organization that remembers who they are, delivers what they want. People want a harmonious public sector around them; an organization that remembers who they are, gives them what they want. Efficiency will automatically be created if the service is carried out professionally.

The second paradigm that must be transformed into digital cultural values is related to organizational structure or organizational processes. The bureaucratic culture is shown, among other things, by indicators that the organizational structure is still hierarchical and rigid. The division of assignments is still fragmented, both based on the regional level and the field or type of service they handle. There is a separation of duties between departments or between OPDs, giving rise to sectoral egos and services being wordy. At the beginning of its establishment, the PTSP Agency which later became the DKI Jakarta PMPTSP Agency had carried out a number of reforms, including structural changes. Licensing and non-licensing services which originally amounted to 518 types with complicated standard service procedures began to be reformed until there were 269 types of permits remaining. The authority to issue permits, which was originally at the provincial level (head of service) or at the district/city level, can be reduced to two levels down, respectively. The policy is stated in the Decree of the Head of the PTSP Agency Number 118 of 2015 concerning the Delegation of Authority for Signing Certain Licensing/Non-Licensing Services (Trans Boundary) within the PTSP Agency. The decree was signed by Edy Junaedy as the head of the agency on November 19, 2015 when PTSP started digital-based services.

Researchers' observations, information from a number of informants, and based on documents obtained, in the last two years, conventional bureaucracy in some cases seems to be alive again. The most concrete example is the IRK and IMB licensing processes, which were previously completed at the kelurahan and sub-district levels, now have to get approval at the service or provincial level first. As a result, service time becomes slow. The IMB licensing process, starting from managing city plan information (IRK) to the issuance of a Building Permit (IRK) can now take three months. Even though the promised service time is in accordance with the Decree of the Head of DPMPTSP No. 167 of 2020 concerning Licensing and Non-Licensing Service Standards at DPMPTSP DKI Jakarta. Now, the IRK and IMB service processes for residential homes must also go through a pre-application which can only be done by AJIB officers. In addition, applications for housing are now required to go through AJIB officers. Residents cannot directly take care of themselves either through digital services or to the PTSP office. This provision is contained in the Announcement Letter of the DKI Jakarta DPMPTSP Number 64 of 2021 concerning the Transition of the KRK/IRK Service System to the Authority of the City/Regency DPMPTSP and UP PMPTSP. The letter was signed by the Head of DKI PMPTSP Service Benni Aguscandra on June 18, 2021.

The phenomenon of 'ping pong' in digital-based public services is also still happening. An example is the management of the Tomb Land Use Permit (IPTM). Services related to the management of burial land, death certificates, to obtaining IPTM are long-winded, thus making the heirs move from one office to another. The process of obtaining IPTM starts from the heirs reporting to the TPU office to get the grave number. To be able to get data on the location of the tomb, residents must bring a letter of introduction from the RT/RW or a death certificate from the puskesmas/hospital and a death certificate from the kelurahan. After that, getting the grave registration number from

the TPU officer, the heirs must report to the PTSP officer for the IPTM process. The procedure, if possible, is faster and simpler, once we take care of it we can get the location of the tomb, birth certificate, as well as proof of permission to use the grave land," said Yono, a resident of Engakreng, West Jakarta. PTSP officers also have to open three systems at once to administer IPTM. The three systems are the Parks and City Forest Service system related to burial sites, the PTSP (Jakevo) system for IPTM registration, and the E-Retribution system for obtaining retribution letters. It's still long and complicated. People are going to the TPU, dukcapil kelurahan, and PTSP. If the system is integrated, there is no need to go back and forth like that, said Budiman, Head of the PTSP Unit at Penjarangan Sub-District, North Jakarta. The third paradigm is related to the principles of conventional government management which still prioritizes the mandate and rules (management by rule and mandate). The bad thing about this management style is that employees don't want to work, make decisions, or take the initiative before being given orders or mandates from superiors. Informants, namely the heads of PTSP units at the sub-district and sub-district levels generally always said they were only implementing regulations from the service, so they continued to implement policies even though in practice it hampered services.

They also do not dare to criticize policies that are contrary to the principles of E-Government, for example related to IRK and IMB services. The management by rule and mandate paradigm also has a positive side if there is no regulation from superiors that has the potential to hamper service. They only carry out the rules so that the service process continues. Silence and rigidity in following the rules will have an impact on the service process when meeting restrictive regulations, such as the IRK and IMB cases. The fourth paradigm is related to the leadership style of bureaucrats who are usually command and control such as military organizations. The purpose of a leadership style such as the military is actually good so that the leadership can ensure that the wheels of the bureaucracy can run effectively according to what is ordered by the highest leadership or the rules drawn up in the organization. However, it also has a weakness, namely not triggering employees or staff to work creatively and innovatively and not daring to make breakthroughs for improvement.

Employees or staff or leaders of implementing units are worried that they will be blamed when they will make a breakthrough. As a result, the service is not getting better, but actually getting worse. We used to know the term zero complain. Now it's gone because our service keeps complaining because our service is slow. So if I may say, PTSP is now back. This is my assessment, well, said Budi, Head of PTSP Penjarangan Sub-district. Similar comments regarding the leadership style that does not support E-Government services were also conveyed by Rusmiatun, Head of PTSP Senen District, Central Jakarta; and Budi, Head of PTSP Pulogadung District, East Jakarta. Most of the innovations are carried out at the service level, not at the level of staff or leaders of the smallest units below. Even if there are innovations at the village or sub-district level, the form is very simple, as was done at PTSP Pulogadung District, East Jakarta. At PTSP, services using drop boxes are abolished, replaced by direct communication or face-to-face communication with loudspeakers placed in certain locations with boundaries made of glass/white plastic. It's not easy with the current situation let alone a pandemic. Innovation is managed by the service because the sub-district does not have the authority to create a service web. At most we use social media to speed up services," said Budi Santoso, Head of PTSP Pulogadung District.

A number of current policies have an impact on PTSP's position, which seems to be the recipient of the application file and then submits it to the officer in the technical

service. PTSP is like turning into a one-stop service, no longer a single printer. The one-stop service should have submitted files to the PTSP, processed by the PTSP, and the relevant technical services only provided recommendations, not determining whether or not a permit was processed. Not for the authority there (technical service) too, later if there is a problem PTSP will be pursued. Communication style is also very influential on digital-based services. The conventional bureaucratic communication style is top down, from top to bottom, which can have a bad impact because staff or subordinates do not dare to criticize or provide input. Such a paradigm still exists in the DKI Jakarta Provincial Government, especially at the service level. Observations of the researchers, the kanit at the sub-district and kelurahan levels are relatively easy to communicate in the internal environment. However, the means of communication to residents are still limited.

The last paradigm is the service model and the way the service is distributed. In general, for services that are directly handled and completed at PTSP, it is already running digitally, there are no more physical files or documents. However, when the service involves other OPDs, there is still a lot that is still going on manually. An example is IPTM management. Residents still carry forms for the administration of various services, starting at the TPU, Dukcapil level, to the sub-district PTSP. For services related to Dukcapil, there are still many that are processed manually from the applicant, only then are the files uploaded to the system by the Dukcapil officer or PTSP officer. Public services have not yet been customized, the clearest example being the not yet operating 24 hours a day 7 days a week. Based on the facts obtained in the field, the opinions of informants, observations, and also existing regulatory documents, the researcher concludes that there are still bureaucratic cultural values or conventional government culture that are still running and are an obstacle to digital-based services in DKI Jakarta Province. DKI Jakarta Governor Anies Baswedan acknowledged that in terms of digital-based public services, the DKI Jakarta Provincial Government is currently only at the level of providing infrastructure. So this phase we are in the provision phase, it must be admitted, not yet in the phase of changing (culture). The supply phase is still found in the field, there are deviations. "Because we are in the process of migration and Jakarta is the first to do digital licensing," said nies.

The governor hopes that one day the phase of changing conventional culture to digital culture can run. Anies termed this cultural change as a change in habits because culture in his view is a habit that is repeated in a disciplined manner. The DKI Jakarta Provincial Government now also has a work culture that contains seven cultural values. Work cultural values are choices of moral and ethical values including relevant positive socio-cultural values, norms or rules, ethics and productive performance values originating from the development of science and technology. There are five values of work culture that must be followed by DKI Jakarta Provincial Government employees, namely integrity, collaboration, accountability, innovation, and justice. After photographing bureaucratic culture in digital-based public services, researchers will also discuss whether digital cultural values have been entrenched and embraced by service providers and service recipients. There are eight cyber culture values or millennial cultural norms/values, namely 1) freedom; 2) customization; 3) scrutiny; 4) integrity; 5) collaboration; 6) entertainment; 7) speed; and 8) innovation. The eight millennial cultural values are freedom, customization, inquiry, integrity, collaboration, entertainment, speed, and innovation. In this discussion, the researcher only chose five cultural values that became a reference in photographing digital-based public services in the DKI Provincial Government. The five cultural values referred to are integrity, collaboration, innovation, speed, and customization. The five cultural values were chosen because they are in accordance with

the context of public services, DKI Jakarta Governor Regulation Number 54 of 2020 concerning Work Culture, the main principles of SPBE as regulated in Presidential Regulation Number 95 of 2018, and also the benefits of E-Government as stated by experts.

DKI Jakarta Governor Anies Baswedan agrees that culture is an important factor that determines the success or failure of a policy, including the implementation of digital policies in public services in the DKI Jakarta Provincial Government. In his view, culture has a very broad understanding whose definition is very varied. Anies made a simple definition of this culture, which is a habit that is carried out repeatedly by a community or society. The DKI Jakarta Provincial Government is currently making many changes by using various digital facilities for government administration, including in providing services to the community (public services). It must be admitted that some people in Jakarta are not all used to using these digital services. They may already have facilities and infrastructure that can be connected to the internet, but the custom so far when managing services is to go to government offices, meet officers, and ask to be served.

IV. Conclusion

Referring to the results of the preliminary study to the discussion and analysis of government culture in E-Government-based public services in the DKI Jakarta Provincial Government, it is concluded that DKI Jakarta province still adheres to the bureaucratic paradigm (conventional culture). The orientation is still on production cost-efficiency so that service time is still limited to office hours, not yet 24 hours x 7 days. Process Organization still uses functional approach, departmentalization, and control hierarchy. The management principle is still oriented to rule and mandate so that staff and unit leaders do not dare to take a breakthrough for service improvement. This management principle is related to the leadership style which is still command and control so that the space for creativity and innovation becomes narrow. The communication developed has begun to adopt digital era communication by providing a number of communication channels, but it has not been directly connected to the service website. Service delivery for services handled only by PTSP has adopted ICT, but services that involve other OPDs, some of which are still under the conventional paradigm, require applicants to submit physical documents.

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