

SLEMAN SMART REGENCY: SYNERGIC AND SIMULTANEOUS BUREAUCRATION REFORM IN SLEMAN REGENCY

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Abstract

This study aims to describe and analyze the development of SMART City sebagai reformasi birokrasi secara sinergis dan simultan di Kabupaten Sleman. A case study in Sleman Regency with triangulation of interviews, observation, and documentation in data collection technique. Data processing procedure with display, reduction, conclusion, and triangulation. The welfare state could prosper its people when the state was able to provide quality services. Quality services required bureaucratic reform, not just the professionalism of the state civil apparatus or simply the standard operating procedure, or only on the institutional. Total bureaucratic reform in which synergy and simultaneous institutional reformation, management, and human resource development were carried out. Total bureaucracy reform could be realized when the implementation of government both central and regional use information technology and telecommunications. Smart city was a real form of bureaucratic reform by utilizing information and communication technology. Smart city could improve the competitiveness of a region in all areas including the economic field.

Keywords: service, reform, technology, institutional, management, competitiveness.

I. INTRODUCTION

In the development of the theory of state science known *nachtwakersstaat* or policy state and welfare state. Most countries in the world adhere to the welfare state including Indonesia. As adherents of the welfare state, the government strived to realize the welfare of its people, including the government of Sleman Regency.

The Government realized people's welfare with internal and external measures. Internal measures were carried out with effective and efficient governance. Historically, it began with the management of traditional administration carried out manually, manual typewriters, electronic typewriters, and computers and from administration, management information systems to the internet (e-government).

External measures in the form of quality and community-oriented public services. In the development of government service systems in Indonesia, it was known as the *Pangreh Praja* system, civil service, one-stop service system, one-stop service system, reinventing government, e-service/e-government (Ibrahim, 2008).

Internal and external steps in realizing people's welfare couldnot be separated from the administrative paradigm starting from traditional administration, new public management (new public administration), new public services (good governance), and post new public management (Dernhart, 2008). This

administrative paradigm was basically the role and function of the government in managing government, especially government services.

Efforts to manage an effective and efficient administration and service to the community were realized in the form of reform. Bureaucratic reform included institutions, management, human resources (Kemenpan and RB, 2011; Dolongseda et al., 2017). Bureaucratic reform towards good governance where proportional institutions, effective and efficient management, professional human resources so that quality public services. Comprehensive and integral bureaucratic reform was realized in the form of e-government.

Bureaucratic reform in the form of e-government needs to be done because the condition of government bureaucracy services has shown (1) that it tends to be slow, rigid, overweight and low productivity; (2) is feudal, patrimonial and traditional; (3) tend to smell collusion, corruption and nepotism and various forms of abuse of authority; (4) low service quality; (5) service procedures are still complicated; (6) the working mechanism is less effective and efficient (Akadun, 2005).

The Indonesian Ombudsman Prevention and Research Research and Development Team (2015) categorized Districts / Cities from observations, as much as 65.79% or 75 Districts / Cities included in the red zone, which means low levels of compliance in the implementation of Law 25 of 2009 concerning Public Services. 28.95% or 33 Regencies / Cities included in the yellow zone, which means the level of compliance in the implementation of Law 25 of 2009 concerning Public Services. And 5.26% or 6 Regencies / Cities are included in the green zone, which means high levels of compliance in the implementation of Law 25 of 2009 concerning Public Services.

Some local governments tried to improve the quality of public services by implementing e-government. This was because e-government could improve equitable public services and sustainable development (United Nation, 2018). However, there were obstacles in the implementation of e-government both from the dimensions of development and application in Pati Regency and Semarang City had not run optimally because of the absence of political will from the government, various limitations both from financial resources, information technology infrastructure and e-Gov management resources (Sri Purwandani et al., 2018; Prasetyo et al., 2018). The results of Novita's (2014) study concluded that the inhibiting factors in the development of e-Government in the city of Palembang were the factors of human resources, infrastructure and organization, especially weak leadership, the pace of human resources, lack of coordination, digital inequality and weak regulation. As for Sosiawan (2008) stated that the obstacle of e-government implementation was the initiative and meaning of the implementation of e-government by the autonomous regional governments were still individually; implementation through the regional website had not been supported by an effective management system and work process due to the readiness of regulations, procedures and limitations of human resources; many local governments had identified e-government implementation as merely creating a local government website (web presence) so that the implementation of e-government only stops at the maturation stage of the four stages that must be passed.

More and more local governments were trying to develop and apply e-government, but many results were less satisfactory so the quality of local government services was still low. However, Sleman Regency in Yogyakarta province provided a success story in implementing e-government by developing Sleman Smart Regency.

This study aims to describe and analyze SMART Regency as a synergistic and simultaneous bureaucratic reform in Sleman Regency both from the institutional, infrastructure, and application dimensions and planning and its impact on economic competitiveness.

II. SMART CITY

The study of e-government began in the late 1990s. E-government research was a multidisciplinary research. As a multidisciplinary study, according to Molnar et.al (2015), there were at least 13 theories that study e-government. The thirteenth theory had its own perspective on e-government. The thirteen theories according to Molnar et. al (2015) were contrarian theory, coordination theory, gatekeeping theory, Inter-Organizational Networks, Socio-Technical Systems Theory, The Science of Muddling Through, motivation theory; Theories from Political Science, Public value, Small world theory, Stakeholder Theory, (12) Theories proposed by Barry Bozeman and Stuart Bretschneider, Theories of Structuration and Emergent Behavior.

The thirteen theories contributed greatly to the development of e-government research. According to Molnar et. al (2015), contrarian theory said e-government as a model of governance that was different from traditional models; Coordination theory considers e-government as a study that combined computer science theory, organizational theory, operations research, economics, linguistics, and psychology; whereas gatekeeping theory viewed e-government with information and telecommunication technology as being able to filter information in government administration. As for inter-organizational Networks, according to Molnar (2015), providing an understanding of e-government from the point of view of an organizational network; socio-technical systems theory provided a basic idea of e-government from a technical and social perspective; The Science of Muddling Through looked at e-government from the speed of decision making.

Motivation theory examined the reasons people accept or reject e-government; theory from political science looked more at how power played a role in e-government implementation; while the public value viewed values as beneficial to society if the government uses e-government; Small world theory viewed e-government as an increase in community participation; Stakeholders Theory said the importance of the role of stakeholders in e-government development; Barry Bozeman and Stuart Bretschneider considered the importance of influencing organizational aspects and aspects of technology; and Theories of Structural and Emergent Behavior examined organizational dynamics in e-government development.

Research on e-government in Indonesia, according to Masyhur (2017) examined the issue of institutional dimensions such as the research of Karis and Tyas Catur (2011), Resta (2013), Silalahi et al., (2015); issues of Infrastructure dimension such as the research of Hijrih and Prasetyo (2015), the issue of application dimensions such as the research of Fuadi and Maron (2016), Noviana et al. (2015), Suwitri et al. (2012), Aulia Rahma and Puspitasari, Nugroho (2015); issues of planning dimension such as Mardahayati (2012), Slamet (2013), Alusi and Sensuse (2014), Nugroho et al. (2015), Faurizabadi, Erizal (2015), Bhaskara (2016).

Conceptually, e-government would create friendly, comfortable, transparent and inexpensive interactions between government and society (G2C), government and business (G2B), intergovernmental relations (G2G), and relations between government and employees (G2E) (Akadun, 2009). A regency or

city government implemented integral e-government in both G2C, G2B, G2G, and G2E were known SMART City or SMART Regency especially facing increasingly complex environmental problems.

SMART city was originally understood as cities that had new breakthroughs in solving problems in their cities and were successful in improving the performance of their cities; to the utilization of information and communication technology by the city government in carrying out its services (Cohen and Zarowin, 2010; Sudaryono, 2014; Insani, 2017).

Smart regency is a smart city concept in developing and managing various resources effectively and efficiently by utilizing the advancement of information and communication technology. This concept was developed from Smart City, which was interpreted as a city that used digital technology to improve its performance, reduce costs and consumption, and engaged more actively and effectively with its citizens. There were at least three Smart City parameters, namely intelligent economy, social smart, and environmentally intelligent (Kedaulatan Rakyat, 5/15/2017).

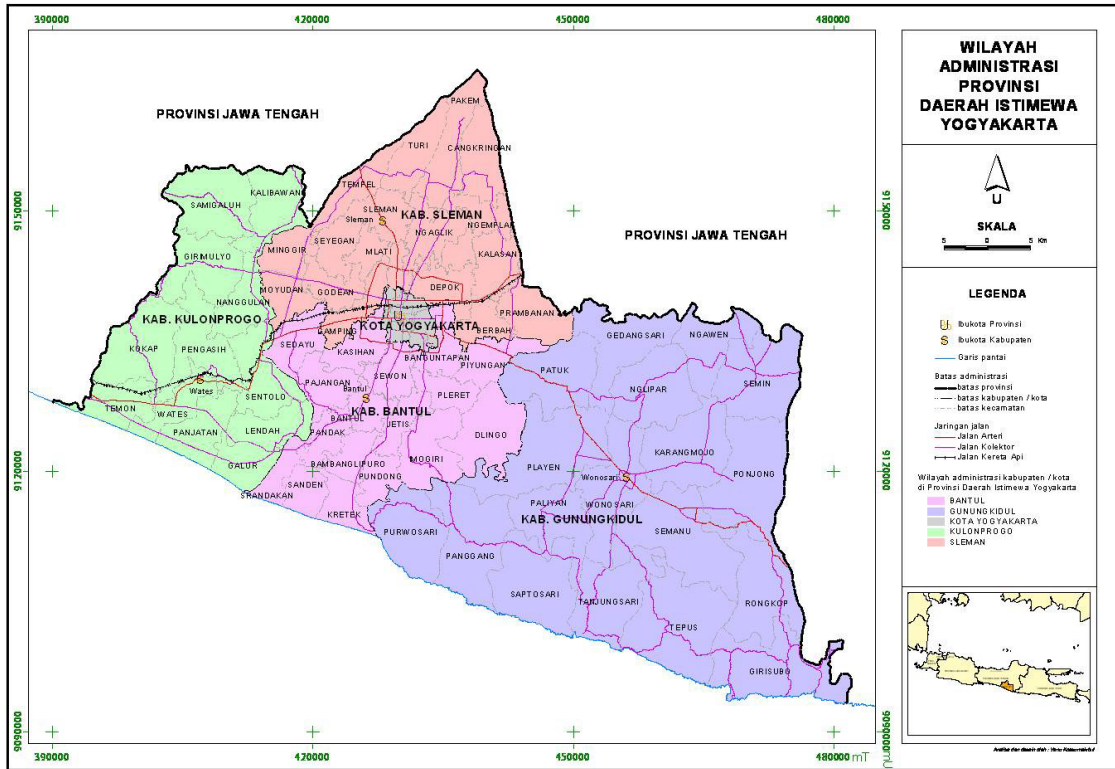
Cohen and Zarowin (2010) stated that smart cities were identified in 6 (six) main dimensions, namely smart government, smart economy, smart society (smart social life), smart mobility, smart environment (intelligent environment), and quality of live.

The implementation of e-government was very important for governance because basically e-government would realize a better, more responsible, effective and efficient government, reduced practices of corruption, collusion and nepotism, better quality government services and community expectations, improved source management power, as well as systematized information structures and organizations (Akadun, 2009).

III. METHOD

This study used the constructivism paradigm in Sleman Regency. Sleman Regency was one of the regencies in the province of Yogyakarta Special Region. Sleman Regency had an area of 57,482 Ha or 574.82 Km² or about 18% of the area of the Special Province of Yogyakarta. Sleman Regency consists of 17 sub-districts, 86 villages, and 1,212 hamlets. Sleman Regency was bordered by Boyolali Regency (Central Java Province) in the north, Klaten Regency (Central Java Province) in the east, Kulon Progo Regency (DIY Province) and Magelang District (Central Java Province) and the south bordering Yogyakarta City, Bantul Regency and Gunung Kidul Regency, Yogyakarta Province.

As a buffer zone of Yogyakarta City, it had many environmental problems and regional development. Namely: (1) high conversion of agricultural land to non-agriculture; (2) the uncontrolled construction of residential housing, apartments, hotels and shopping centers is not controlled by many residents. (3) Regulation of land control and inadequate use of space. Then (4) there had been no enforcement and control against violations of spatial use. (5) The intensity of floods due to increasing rainwater runoff and (6) the reduction in water catchment zones which has an impact on the decreasing groundwater level in Sleman and Yogyakarta City (Sutaryono, 2017).



Picture 1
Map of Yogyakarta Province

In addition to facing the above problems, Sleman Regency had excellent potential both in the potential of agricultural commodities, industry, tourism, investment. Potential commodities include Salak Pondoh, Mendong, beef cattle, goats / sheep. catfish. Industrial potential such as leather gloves, wood furniture, wood crafts. Tourism potential such as village tourism, cultural tourism, educational tourism, historical tourism, temple tours, nature tourism, agro tourism, museum tours, monument tours. Investment potential such as agriculture (agrp industry), industry (garment, leather gloves, wood and rattan furniture industry, publishing and printing, food and beverage, plastic and packaging industries); trade and services (land transportation, supermarket, dept store, export-import, consultant, property rununawa); tourism (hoel, apartment, tour, travel, café, restaurant).

All potentials will be of no benefit to the progress and welfare of the community when the potential is not managed, developed and utilized by development actors in Sleman Regency. In managing, developing, and promoting this potential, collaboration, cooperation, synergy between development actors in Sleman Regency are required from government, private sector, and NGOs or the community. Means to develop collaboration, collaboration, synergy between development actors in Sleman Regency, namely by developing Sleman Smart Regency...

Data collection techniques used tringulation techniques that combine interview techniques, documentation and observation. Qualitative research on Sleman Smart Regency as an integral and

simultaneous bureaucratic reform with the target of the social situation (activities, people, place) of Sleman Regency in building Smart Regency starting from preparation, implementation and control both institutionally, management and human resource development. The informants of this study were the Regent of Sleman, the Head of the Information and Communication Service.

Primary data were collected by using interview and observation technique while secondary data was collected through documentation study, especially the legislation. Data is processed by data reduction procedures, data presentation, conclusions. The technique of examination of data harmony with triangulation both triangulation between data source and trigger data collection technique. Qualitative analysis is used to analyze the data obtained.

IV. RESULT AND DISCUSSION

4.1 Preparation of Sleman Smart Regency

Strategic steps of Sleman Regency in preparing Sleman Smart Regency, namely:

- a. Building institutions, by making the Sleman Smart Regency strategic plan. This Strategic Plan was the Sleman District 2016-2021 Regional Medium Term Development Plan (RPJMD). This RPJMD was equipped with Sleman Regency's Smart Regency Development Roadmap, Master Plan and e-Government Blueprint, Sleman Regency; Sleman Regent Regulation Number 87 of 2016 concerning Position, Organizational Structure, Duties and Functions, and Work Procedures of the Office of Communication and Information, Sleman Regent Regulation Number 3 of 2016 concerning Management of Websites in Sleman Regency Government Regulations, Sleman Regent Regulation Number 17 of 2017 concerning Management Electronic Letter Account, Sleman Regent Circular Number 333/00239 concerning Information System Application Coordination Appeal.
- b. Inventory of HR in the field of Communication and Information Technology (ICT) in Each Unit of Regional Device Organization.
- c. Inventory of Facilities and Infrastructure in the Field of ICT in Each Unit of Regional Device Organization.
- d. Inventory of the application system owned by the Unit of Regional, Private and Community Device Organizations.
- e. Inventory of application systems needed by each Unit of Regional Device Organization for quality service.
- f. Inventory of potential owned by the government, community and private sector in running Sleman Smart Regency.

Preparation of Sleman Smart Regency was triggered by the vision of the Regent of Sleman 2016-2020, namely the realization of the Sleman community which was more prosperous, independent, cultured, and integrated E-government system towards the Smart Regency (Smart Regency). This vision encouraged that service to the community requires a better service system which was a blend of regulatory systems, policies, attitudes and behavior, which was supported by modern information technology that was able to provide high response and effectiveness in realizing good governance.

One mission that was breaking down the mission was directly related to Sleman Smart Regency was the mission of "Improving good governance through improving the quality of responsive bureaucracy and implementing integrated e-Government in providing services to the community". The target was to increase e-gove implementation, with a strategy to increase the use of information technology in the process and dissemination of development and service to the community so that the direction of the policy strategy was the use of electronic mail, integrated management information systems and activation of sub domains in each local government agency.

Preparation of Sleman Regency Government as mentioned above to anticipate and overcome various obstacles and obstacles in implementing e-government in several regions such as Pati Regency and Semarang City which were constrained by the absence of political will from the government, various limitations both from financial resources, technological infrastructure information and resources of e-Gov managers (Sri Purwandani et al., 2018; Prasetyo et al., 2018); The city of Palembang was hampered by human resources, infrastructure and organizations, especially weak leadership, human resources steps, lack of coordination, digital inequality and weak regulation (Novita, 2014).

The implementation of Sleman Smart Regency was effective because there was a strong commitment of the Regional Head to develop e-Government in governance and public services, the human resources of the Sleman Regency civil apparatus in managing ICT, able to integrate ICT facilities and infrastructure owned by the government, the public and the private sector, capitalize on the participation of the community, the private sector and the regional apparatus in the development of Sleman Smart Regency.

4.2 Implementation of Sleman Smart Regency

Sleman Smart Regency was realized in the form of Smart government (smart collaborative, smart governance, smart employee, smart system, smart public service, open government); Smart mobility (smart transportation, smart car service, smart network); Smart living (Smart education, smart building, smart security, smart tourism, smart health); Smart Economy (Business marketplace, smart investment, smart MSME, Smart entrepreneurship, Regional potential, Smart commerce), Smart Environment (Smart energy, Smart Water, Smart waste), Smart people (Smart citizen, Smart innovation, labor marketplace).

Assessed from the of implementation of Sleman Smart Regency, Sleman Regency governance was an integral and comprehensive form of bureaucratic reform because the Sleman Regency government had carried out institutional reforms (policy, reorganization, collaboration), management (application systems), and HR (professionalism in governance, service, and development with ICT). The implementation of Sleman Smart Regency was effective because there was a strong commitment of the Regional Head to develop e-Government in governance and public services, the human resources of the Sleman Regency civil apparatus in managing ICT, able to integrate ICT facilities and infrastructure owned by the government, the public and the private sector, capitalize on the participation of the community, the private sector and the regional apparatus in the development of Sleman Smart Regency.

The implementation of Sleman Smart Regency had an impact on the level of competitiveness of Sleman Regency. The results of the measurement of the Indonesian Tourism Index were Denpasar City, Surabaya City, Batam City, Sleman Regency, Semarang City, Bandung Regency, Bandung City,

Banyuwangi Regency, Badung Regency, Bogor Regency, Bantul Regency (Ministry of Tourism, 2016). Yokatta Wonderful Indonesia Tourism Awards 2018, Sleman Regency ranks second in the 10 Best Districts, after Badung Regency, followed by Banyuwangi Regency, Bogor Regency, Buleleng Regency, Gianyar Regency, Klungkung Regency, Bantul Regency, Sidoarjo Regency, and Bandung Regency (IDN Times, 07/20/2018).

The economic growth rate of Sleman Regency in 2017 which was shown by GRDP, according to the current price reached 40.336 trillion, while according to the constant price of Rp. 31.519 trillion; economic growth of 5.25%; Sleman Regency's Gini index of 0.390 was better than the Gini DIY (0.430) and national (0.393) index (Tribune Yogya.com, 05/10/2018). The number of foreign investment in Sleman increased in 2017 which reached 70 business units, an increase of 6.06% compared to 2016. The number of PMDN Business Units in 2017 reached 77, which also increased by 28.33% from 2016 (Tribun Yogya .com, 05/10/2018).

The results of the study were supported by the reality of the relationship between the best countries in implementing e-Government with high competitiveness countries and countries that had the highest happiness level. The United Nations (UN) again published the EGDI (E-Government Development Index) ranking based on a 2018 survey, first to tenth position, achieved by Demark (0.9150), Australia (0.9053), South Korea (0,9010), United Kingdom (0,8999), Sweden (0,8882), Finland (0,8815), Singapore (0,8812), New Zealand (0,8806), France (0,8799), Japan (0.8783) (UN-Government Survey 2018). The figures obtained were a reflection of the condition of implementing E-Government to ensure that public institutions were already more inclusive, effective, accountable and transparent. Inclusive, effective, accountable and transparent public services indicate quality public services. Quality public services showed prosperity.

From the results of the world happiness survey (UN, 2017), it turns out that the first to tenth order is Norway, Denmark, Iceland, Switzerland, Finland, the Netherlands, Canada, New Zealand, Australia and Sweden. World prosperity index, ranks are Norway, New Zealand, Denmark, England, France, Singapore, Japan, Hong Kong (Tribune, 2018). As for the Global Competitiveness Index (World Economic Forum, 2017/2018), the top is Switzerland, United States, Singapore, Netherlands, Germany, Hong Kong, Sweden, United Kingdom, Japan, and Finland.

V. CONCLUSION

Sleman Smart Regency was form of comprehensive and integral bureaucratic reform both in institutions, governance and human resources. Sleman Smart Regency also provided a foundation for good governance so that development and public services are effective and efficient. The impact of Sleman Smart Regency increased the competitiveness of Sleman Regency and the level of welfare of its people.

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