E-Government Implementation in the Investment and Integrated One-Stop Services Agency, Kupang City

Rocky R. Djira[1]   William Djani[2]   Frans Gana[3]
Masters Program in Administrative Sciences, Postgraduate Program, Nusa Cendana University
Kupang, East Nusa Tenggara, Indonesia

Abstract

This research aimed to; (1) know how to implement e-government at the Investment and Integrated One-Stop Services Agency of Kupang City; (2) determine the factors that can overcome the implementation of e-government at the Investment and Integrated One-Stop Services Agency of Kupang City. The research method used was qualitative with an inductive approach, and the type of research used was intrinsic research. The focus of this research was budgetary participation as seen from: (1) Preparation Stage (2) Maturation Stage. (3) Consolidation Stage (4) Utilization Stage. This research was conducted at the Investment and Integrated One-Stop Services Agency, Kupang City. Data collection techniques used in this research were interview techniques, observation and documentation. The informants in this research were determined by using purposive sampling technique. The data analysis used in this research was the data analysis proposed by Miles and Huberman (2007). To check the validity of findings/conclusions, the researchers used triangulation techniques.The results showed that; (1) The preparation stage in supporting e-government at DPMPTSP (the Investment and Integrated One-Stop Services Agency) has not yet fully run well, this was due to the many problems faced such as the lack of human resources, server errors and so on. (2) In maturation stage, development and implementation of e-government at the DPMPTSP of Kupang City has reached the maturation stage, but at this stage there were still problems where the existing servers always experienced errors. In addition, the internet bandwidth also had insufficient capacity. (3) In consolidation stage, the DPMPTSP did not yet have a website or application that allowed the community to complete government affairs quickly and effectively. (4) DPMPTSP of Kupang City had not taken the utilization stages related to Government to Government, Government to Business, Government to Citizens/consumers services due to various obstacles faced, inadequate infrastructure and unskilled human resources and so on.

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BACKGROUND OF RESEARCH

Kupang City is one of the cities in Indonesia that implements Electronic Government in running its government affairs. The development of e-government in Kupang City is still relatively new. e-government in Kupang City has been effective since 2010 under the management of the Ministry of Communication and Information, the Department of Transportation, Communication and Information Technology (*Dishubkominfo*) of Kupang City as the elements responsible for the development of Electronic Government in Kupang City. In 2010, the development of the Electronic Government began to run effectively as the implementation of Law No. 11 of 2001 concerning Information and Electronic Transactions and Law No. 14 of 2008 concerning Public Information Openness. The Investment and Integrated One-Stop Services Agency of Kupang City as a Public Agency that provides and publishes public information that runs e-government is expected to run optimally with the establishment of an official government website, *www.dpmptsp.kotakupang.go.id.*

However, electronic government at the Investment and Integrated One-Stop Services Agency of Kupang City has experienced a stagnant development. After the issuance of this Presidential Instruction, it can be said that the development of e-government implementation is still far from expectations. This can be seen from the application of e-government implemented by the Investment and Integrated One-Stop Services Agency of Kupang City, where the daily system used in the Investment and Integrated One-Stop Services Agency of Kupang City is an "offline" system, which means that it can be said that the system used is a system that is only able to support the work of a few permits, without being accessible to the wider community. Thus, in its application, it has not been able to show transparency about the costs and time frame for obtaining a permit. The existing system has not yet been "connected" with related agencies that are still cooperating in terms of obtaining permits, such as the Office of Public Works - Human Settlements and Spatial Planning, the Office of Public Housing and Settlement Areas and the Office of Regional Revenue of Kupang City. In addition, another problem that is no less important is the lack of human resources who understand the network as found in interviews and initial research observations.

Based on preliminary observations and interviews, it was found that the implementation of e-government at the Investment and Integrated One-Stop Services Agency of Kupang City was not going well, this was seen from the services provided were still manual based and the existing network was not integrated with the network system at existing offices within the scope of the Kupang City government.

There are still many government agencies, both central and regional, that do not consider e-government a priority. Electronic Government is only seen as a project to be followed and is a trend among government. The real form of e-government application that has been commonly implemented and regulated is the creation of a website for each agency in the regional government. The website in each regional government agency/service is one strategy in implementing e-government development systematically through realistic and measurable stages. The regional government website is the first level in the development of e-government in Kupang City which has a target so that the people of Kupang City can easily gain access to regional government information and services, and participate in the development of democracy in Indonesia by using the internet media (Handbook of Ministry of Information, 2002: 3). From this background, the researchers are interested in taking the title of the Thesis "Implementation of e-government in the Investment and Integrated One-Stop Services Agency of Kupang City (Presidential Instruction No. 3 of 2003 concerning National Policy and Strategy for E-Government Development)".

This research aimed to; (1) know how to implement e-government at the Investment and Integrated One-Stop Services Agency of Kupang City; (2) determine the factors that can overcome the implementation of e-government at the Investment and Integrated One-Stop Services Agency of Kupang City. With research benefits include practical benefits and theoretical benefits. Based on the practical benefits, it is hoped that this research can provide answers to researchers about the implementation of e-government in the Investment and Integrated One-Stop Services Agency of Kupang City. Meanwhile, based on theoretical benefits, it is hoped that the results of this research can be used as input for the Kupang City Government in implementing e-government in Kupang City, and as a reference for other parties who will conduct further research related to the implementation of e-government in Kupang City.

LITERATURE REVIEW
Administrative Reform
Until now, there are three major paradigms in government bureaucracy, namely, first the Traditional Bureaucratic Paradigm based on Webber's theory. Second, the New Public Management Paradigm based on public Choice theory. And third, the New Public Service Paradigm, which is known as Good Governance. The three paradigms above each have their own characteristics in the implementation of the government system (Siswadi. 2012: 4).

More specifically, the Webber bureaucracy paradigm consists of traditional bureaucracy and professional bureaucracy. The traditional Webber bureaucracy exists in many developing countries such as Indonesia. Meanwhile, there are many professional bureaucracies in developed countries from the 1960s to 1980s, which are also known as the walfare state bureaucracy. The first one does not have knowledge workers, is still oriented towards power and is looking for positions in the bureaucracy. The second one already has knowledge workers, is professional in nature and is oriented towards public services (Siswadi, 2012: 5).

The New Public Management paradigm considers the bureaucracy and its bureaucrats to be untrustworthy because they are more selfish, budget maximizer, effective, ineffecent. Therefore, the bureaucracy must be reduced to a minimum or must work based on the principles that exist in the market (market mechanism). The reason is because the market mechanism can guarantee the efficiency and effectiveness of public services. As a result, this paradigm emphasizes the role of the market more dominantly (minimize the state) or marketize the state. The techniques commonly used are full privatization, contracting-out, a proper tender system and competition both outside and within the bureaucracy, as well as the implementation of strategic management, performance management in the government bureaucracy. (Denhardt and Denhardt in Siswadi, 2002: 21).

There are two main schools in The New Public Management Paradigm. First, the Westminster Common Wealth, which is very extreme in privatization, and is known as the minimize the state strategy (minimize the administrative system). Second, the United States, which is known as the Reinventing Government concept, emphasizes the application of market principles to the bureaucracy. This second school is extreme like the Westminster school (Siswadi, 2002: 22).

The New Public Service paradigm strongly emphasizes the democratization of government administration, the orientation of public services is citizen not customer like new public management, the role of government is not rowing, nor steering, but serving. Strongly rely on the role of society and civil society. The jargon in the new public service is; (1) Serve citizen, not customers; (2) Seek the public interest; (3) Value citizenship over entrepreneurship; (4) Think strategically, ac democratically; (5) Recognize that accountability is not simple; (6) Serve rather than steer; (7) Value people, not just productivity (Siswadi, 2002: 21).

For the condition of Indonesia, on the one hand it seems that the current government bureaucracy is still predominantly characterized by the traditional Webber bureaucracy and is full of corruption, collusion and nepotism. On the other hand, market conditions are not fully based on a free market system where there is sufficiently good competition (good corporate government). The judicial system has not guaranteed law enforcement and justice, civil society has not been well formed and economic conditions have deteriorated. In this condition, the paradigm that can be used in a short to moderate period is professional bureaucracy, which is still based on Webber. However, in the medium term, several principles in the new public management and new public

service paradigm can be applied.

Service Quality
Definition of Service Quality
As one of the main functions of the government, these services should be able to be delivered in a quality manner by the government. The quality of public service according to Wyckof (in Tjiptono, 2004: 59) is defined as the level of excellence expected and control over that level of excellence to meet customer desires. If the service received or perceived (perceived service) is as expected, then the quality of the service is perceived as good and satisfying. If the services received exceeds customer expectations, then the quality of the service is perceived as ideal. Conversely, if the service received is lower than expected, the quality of the service is perceived as poor.

Based on the explanation described above by Tiptono, it can be indicated that a service quality that is expected by the community, as service recipients, expects a level of excellence from each service obtained from previously obtained services. If the services provided exceed the expectations of the customer community, the quality of the services provided will get an ideal perception from the service recipients.

More clearly, Gasperz quoted by Lukman revealed a number of basic definitions of service quality, namely basically service quality refers to the main meaning: (1) quality consists of a number of product features, both direct features and attractive features that meet customer desires and thus provide satisfaction with the use of the product. (2) quality consists of everything that is free from all deficiencies or damage (Lukman, 2000: 7). The basic definition of service quality as described above shows tha service quality is the quality which consists of the features of various services that aim to meet the satisfaction of the services obtained.

Therefore, the process of determining a quality of service provided is an assessment of the service recipient based on the customer's perspective and perception of the services obtained. The perception of customer assessment of the services provided is a comprehensive assessment of services provided, thus, it can be said that a quality service is a service based on customer satisfaction. If a satisfaction is created, the perception of a quality service will grow.

Dimensions of Service Quality
Basically, service quality focuses on efforts to meet customer needs and desires and the accuracy of delivery to match customer expectations. In other words, there are main factors that influence service quality, namely the service expected and the service perceived. Parasuraman and Leornard (1990) concluded that there are 5 (five) dimensions of SERVQUAL (dimensions of service quality); (1) Tangibles; or physical evidence, namely the ability of a company to show its existence to external parties. The appearance and ability of the company's physical facilities and infrastructure and the condition of the surrounding environment are clear evidence of the services provided by the service providers, which includes physical facilities (buildings, etc.), equipment used (technology), and the appearance of employees. (2) Reliability; namely the organization's ability to provide services as promised accurately and reliably. Performance must be in accordance with customer expectations which means punctuality, the same service to all customers without errors, a sympathetic attitude, and with high accuracy. (3) Responsiveness; which is the ability to assist and provide fast (responsive) and accurate service to customers, with clear information delivery. Leaving consumers to wait without any apparent reason causes negative perceptions of service quality. (4) Assurance; namely the knowledge, politeness, and ability of company employees to foster customer trust in the company. It consists of several components, including communication, credibility, security, competence, and courtesy. (5) Empathy; namely giving sincere and individual or personal attention to customers by trying to understand consumer desires, where a company is expected to have an understanding and knowledge of customers, to understand specific customer needs, and to have a comfortable operating time for customers.

Basically, the definition of service quality focuses on efforts to meet the needs and desires of customers and the accuracy of their delivery to match customer expectations. In other words, there are main factors that influence service quality, namely expected service and perceived service (Berry and Zeithaml, 1985).

Good Governance
Governance is the use of economic, political and administrative powers to manage state affairs at all levels. Governance includes all mechanisms, processes and institutions by which citizens and community groups express their interests, exercise legal rights, fulfill obligations and bridge differences between them. Another definition states that governance is a mechanism for managing economic and social resources that involves the influence of the state sector and the non-government sector in a collective effort. This definition assumes that many actors are involved where none is very dominant which determines the movements of other actors. The first message of governance terminology denies formal understanding of the functioning of state institutions. Governance recognizes that there are many decision-making centers that operate at different levels within society. Although acknowledging that there are many actors involved in social processes, governance is not something that occurs chaotically, randomly or unexpectedly. There are rules of the game that are followed by different actors. Leach

and Percy Smith (in Sumarto, 2009: 2).

One of the important rules of the game is the authority that is exercised by the state. But it must be remembered that in the concept of governance, authority is assumed not to be applied unilaterally, but through a kind of consensus from different actors. Therefore, because they involve many parties and do not work based on government domination, actors outside the government must have the competence to participate in forming, controlling, and obeying the authority that is formed collectively. Furthermore, it is stated that in the context of development, Pierre Landell-Mills and Ismael Seregeldin defined governance as the use of political authority and power to manage resources for socio-economic development, thus, good governance is a mechanism for the management of substantial economic and social resources, and its application to support stable development with the main requirements (efficient) and (relatively) equitable (Sumarto, 2009).

The United Nations Development Program (UNDP) document explains that Governance is the use of political economy and administrative authority to manage state affairs at all levels. Governance includes all mechanisms, processes and institutions in which citizens and community groups express their interests, exercise legal rights, fulfill obligations and bridge differences between them (Siswadi, 2012: 172).

It is clear that good governance is a matter of balancing the state, market and society. Indeed, until recently, a number of good governance characteristics has more to do with government performance. The government is obliged to invest in promoting long-term economic goals such as health education and infrastructure. But to balance the state, a competent citizenry is needed through the application of a democratic system, rule of law, human rights, and respect for pluralism. Good governance is closely related to two things, first, good governance cannot be limited to economic goals and second, economic goals cannot be achieved without certain political preconditions. (Siswadi, 2012: 173).

Implementation Concept

One of the important stages in the public policy cycle is policy implementation. Implementation is often seen as merely implementing what has been decided by the legislature or decision makers, as if this stage has little effect. But in reality, the implementation stage becomes so important because a policy will mean nothing if it cannot be implemented properly and correctly. In other words, implementation is the stage where a policy is implemented optimally and can achieve the policy objectives itself.

There are several meanings of implementation, the researchers will try to quote some of the opinions of the experts in order to get a good explanatory picture. Opinion by Cleaves (in Wahab, 2008: 187) clearly stated that implementation is a process of moving towards policy objectives by means of administrative and political steps. The success or failure of such implementation can be evaluated from the point of view of its real ability to continue or operate previously designed programs. According to Mazmanian and Sebastiar's opinion (in Wahab, 2008: 68), implementation is the implementation of basic policy decisions, usually in the form of laws, but can also take the form of important executive orders or decisions or judicial decisions. According to Van Meter and Van Horn (in Wahab, 2008: 65), implications are actions taken either by individuals or officials or government or private groups directed at the achievement of goals outlined in policy decisions. From some of these opinions, it can be concluded that implementation is the attitude or action of a group of people based on previous policies, to be implemented by the implementer in an organization or government so that the objectives to be directed towards a policy decision can be achieved.

To further implement public policy, Nugroho (2003: 158) explained that there are two choices of steps, namely; (1) Implement directly in the form of programs; (2) Through the formulation of a derivate policy or a derivative of the said public policy. Of the two options, in order for each policy to be implemented, it should also pay attention to what and how a program is in reality, so that it can fulfill the public interest.

According to Ripley and Franklin's (1986 in Tangkilisan, 2003) policy implementation model, implementation is what happens after being passed by law in the form of implementing programs, policies, benefits, or some tangible output. This term refers to a series of activities program objectives and outcomes desired by various actors, especially bureaucrats, which are designed to carry out and achieve the objectives of the applicable program. There are five variables in policy implementation, namely: (1) Resource acquisition. (2) Interpretation; (3) Planning; (4) Organizing; (5) Providing benefits and services.

Ripley and Franklin (in Tangkilisan, 2003: 2), suggested that the criteria for measuring the success of policy implementation are based on three perspectives, namely; (1) The perspective of bureaucratic compliance that is lower to the bureaucracy above; (2) the perspective of smooth routine and the absence of problems; (3) The perspective of implementation that leads to satisfactory performance of all parties, especially the expected beneficiary groups. From the three perspectives above, it can be both an obstacle and a supporter in policy implementation. This means that these three perspectives must receive serious attention in the policy implementation process. For details, it can be seen in the following image:

Figure 1. Implementation Model according to Rippley and Franklin
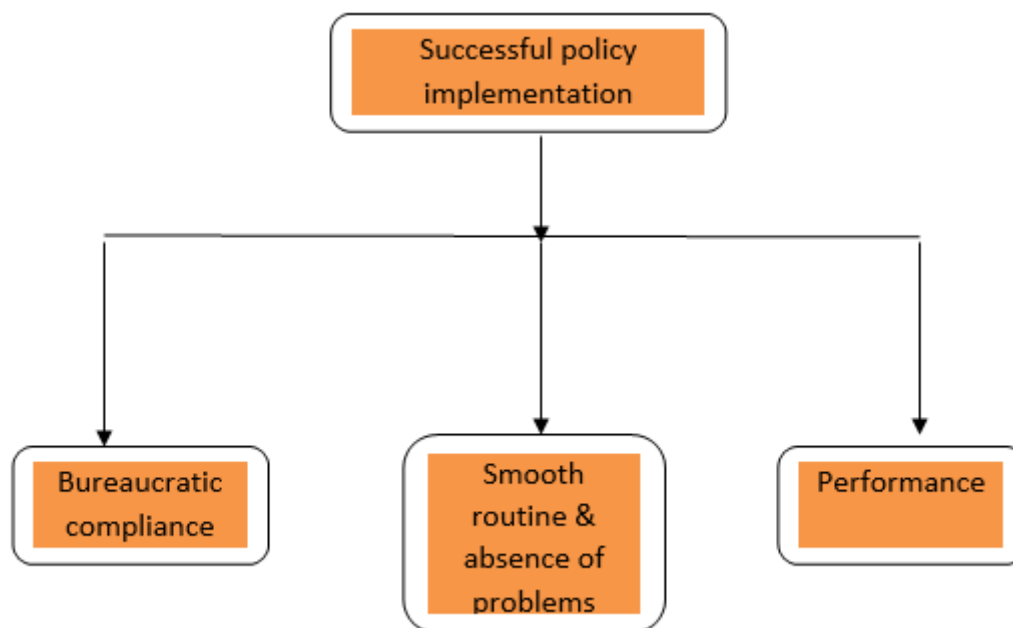
*) Source: Tahir, 2014.

From this figure, it can be explained that, according to Rippley and Franklin's policy implementation (in Tangkilisan, 2003), it is more emphasized that any public policy product that is ready to be implemented will be successful if it considers and synergizes these three main factors, which can then be explained as follows; (1) The level of compliance of the bureaucracy. This means that officials in the bureaucracy or public policy implementers are required to have attitudes and mentality which manifest in actions that are obedient and obey the principles in implementing every policy. (2) Smooth routine and absence of problems. In this case the implementers of public policies as far as possible eliminate any problems encountered in the process of implementing public policies. Every implementer becomes a problem solver, not the opposite, a problem trigger. (3) The performance of each policy implementation ultimately leads to the effectiveness of the implementation process of the policy itself. The effectiveness of the policy implementation process will certainly result in what is called the optimization of policy performance, but the effectiveness and optimization of policy performance is also determined by the performance of individuals and the public policy implementers themselves.

RESEARCH METHOD
The research method used was qualitative with an inductive approach, and the type of research used was intrinsic research. The focus of this research was budgetary participation as seen from: (1) Preparation Stage (2) Maturation Stage. (3) Consolidation Stage (4) Utilization Stage. This research was conducted at the Investment and Integrated One-Stop Services Agency, Kupang City. Data collection techniques used in this research were interview techniques, observation and documentation. The informants in this research were determined by using purposive sampling technique. The data analysis used in this research was the data analysis proposed by Miles and Huberman (2007). To check the validity of findings/conclusions, the researchers used triangulation techniques.

RESEARCH RESULTS AND DISCUSSION
Implementation of E-Government in the Investment and Integrated One-Stop Services Agency in Kupang City
This research was conducted in order to find out what has been done in the effort to implement e-government in the Investment and Integrated One-Stop Services Agency of Kupang City. The researchers see whether all these efforts have run smoothly, systematically, thoroughly, and can be verified against an object of research. Based on the findings in the field, the researchers found that the implementation of e-government at the Investment and Integrated One-Stop Services Agency of Kupang City put forward the principles of good geverance and the use of technology. The implementation of e-government at the Investment and Integrated One-Stop Services Agency of Kupang City is carried out in the context of utilizing information technology which will have an impact on changing the mindset and perspective of the community in carrying out various activities oriented to aspects of ease and speed in exchanging access to information. The implementation of e-government is often said to be one of the reform efforts towards the realization of good governance.

The implementation of e-government in this research is mapped into 4 models of e-government stages

according to Presidential Instruction No. 3 of 2003, namely the preparation stage, the maturation stage, the consolidation stage and the utilization stage. For more details, the sub-focus of the research will be discussed as follows:

Preparation Stage

The Preparation Stage is the stage in creating an information site, preparing human resources, preparing easy access facilities and socializing internal and public sites. Based on the results of research, the creation of an information site related to the development and implementation of e-government has been carried out by the DPMPTSP of Kupang City. This can be seen from the official website of DPMPTSP of Kupang City, namely www.dpmptsp.kupangkota.go .id.

With the official website of DPMPTSP of Kupang City, of course this is in accordance with what was conveyed by the world bank, namely e-government directs the use of IT by all government agencies (such as WAN, internet, mobile computing) which have the ability to change relations with the community, business and parties related to government (Hasibuan, 2002: 3).

However, the problem in the field is that the existing website can only access the DPMPTSP profile, while information related to permits and others cannot be accessed. This can be proven when the researchers wanted to access the SIU registration form (business license) where the researchers found that the DPMPTSP website was very slow and took a long time to open, and even, the researchers were unable to enter.

From the research results, it was found that until now, access to the SIU registration form could not be done due to the slow internet network that made the website could not be accessed. In addition, the availability of human resources was also a problem where in DPMPTSP not one employee was capable of mastering IT, which was seen from education level. The level of education in DPMPTSP of Kupang City is as follows: there were 2 master degree graduates majoring in Management and Administrative Science, 34 undergraduates majoring in Economics, Social Sciences, Law, Government Science, Animal Husbandry, Civil Engineering, Agriculture and Management, 6 diploma three graduates majoring in Associate Expert and Nursing, 8 Vocational High School graduates majoring in Social Sciences, Building Drawing, Clothing, Surveying and Mapping Engineering. Based on the results of the research findings, it can be concluded that the preparation stage in supporting e-government at DPMPTSP has not been fully implemented, this is because there are still many problems faced such as the lack of human resources, server errors and so on.

Seeing the state of the implementation of e-government preparations as above, a good communication framework is needed between Regional Leaders and their staff, especially DPMPTSP to communicate and cooperate with each other. In its implementation, there needs to be a standard communication mechanism between systems, so that each application system can work together to form a better e-government service and can be reached by interested parties, especially the community.

The government through the Ministry of Communication and Information Technology has created a blueprint for the development of e-government systems. The blueprint sheet explains how to use and connect the network at the regional level. The things that have been stated in the blue print should be utilized by government agencies to answer the challenges of a more modern and effective public service.

The implementation of e-government in the preparation stage at DPMPTSP is still halfway through and is still far below the ideal and desired standards. In order to achieve ideal conditions, it is necessary to refine the concept and strategy of implementing e-government from various sides so that it can become the most important means of improving governance.

Maturation Stage

The Maturation Stage is the stage of creating an interactive public information website and making interfaces for linkages with other institutions. Based on the researchers' observations, the media of interaction between the government and stakeholders were email, telephone numbers, input forms, sms or chat, discussion forums and the most provided media were email and telephone numbers. Even though the DPMPTSP of Kupang City website has entered this stage, there are still problems such as server errors, programming codes and so on.

Based on the results of the research, it was found that in the development and implementation of e-government, DPMPTSP of Kupang City has reached the maturation stage, but at this stage there are still problems where the existing servers always experiences error, in addition, the internet bandwidth had insufficient capacity.

This maturation stage is also observed when asked to the community who were taking care of their SIU at the DPMPTSP of Kupang City. Researchers found 10 resource persons (community) including 4 women and 6 men. In this case (e-government), the researchers got their insights, and 50% of the response from the community said that they are very enthusiastic and agree that the implementation of e-government does not make it difficult for them to carry out the permit processing and can make it faster.

However, 37% of the people think that it needs sufficient consideration and the environment and supporting infrastructure to implement e-government optimally. And 13% of people think that they prefer a manual system

instead of having to implement e-govermnet.

The above conditions illustrate that the implementation of e-government must be supported by good infrastructure and good coordination. For the successful implementation of e-government related to communication between agencies, in addition to the need for accurate understanding and consistency in communicating these measurements and targets, mechanisms and procedures are also needed that enable superior and subordinate officials to communicate well so that subordinates can act according to superiors' expectations. Coordination between agencies in providing information is a good step, thus cooperation between agencies will be even tighter. If the cooperation between agencies is good, communication will be easy.

Consolidation Stage

The Consolidation Stage is the stage of creating a website that is a public service transaction and interoperability of applications and data with other institutions. This means that at this stage of consolidation, there must be a website/application that provides at least one electronic service for public services. The website does not have to be integrated with one another, it is enough to allow the community as users to complete government affairs quickly and effectively. The website or application in question can be an online permit registration form, which can shorten the licensing process.

Based on research results, so far DPMPTSP of Kupang City has not arrived at this stage, there is no single website or application that can shorten licensing procedures, everything is still done manually/offline, DPMPTSP of Kupang City only provides access to the public to control the following activities : (1) Provide access to the applicant to assist (process) the licensing that is being carried out via cellphone, suggestion box, email or directly to the Licensing Service Sector (Complaints and Information Services Section). (2) Periodically, both internally and utilizing internet and cellphone media as well as jointly with independent institutions (Non-Government Organizations) for Higher Education and the Research and Development Agency for Kupang City, to conduct a Community Satisfaction Index (IKM) survey for the services that have been performed. Based on the research results, it was also found that at this stage of strengthening the DPMPTSP, there was no website or application that would allow the community to resolve government affairs quickly and effectively.

Almost every citizen will deal with government agencies for public administration purposes. Various business documents require citizens to integrate with government officials in DPMPTSP. Unfortunately, the services provided so far are considered unsatisfactory. The existence of DPMPTSP of Kupang City has not provided effective services and is still far from being communicative.

The main factors that become obstacles to good public services can be seen from two sides, namely bureaucracy and public service standards. It is common knowledge that the government of Kupang City at all levels and types has a long and complicated bureaucratic structure. As a result, the affairs in DPMPTSP of Kupang City for providing public services are convoluted and require longer time and high costs. In addition, the absence of standardization of public services that can serve as a guideline for every government apparatus is another aspect of the government's weakness in providing good public services. DPMPTSP as an institution that continues to be developed, must realize that the need for good and quality public services (e-government) is absolute.

Utilization Stage

The Utilization Stage is the stage of making applications for services that are Government to Government, Government to Business, Government to Citizens/consumers. The most expected benefits from e-government are increased efficiency, convenience, and better accessibility of public services.

Based on the results of research, so far DPMPTSP of Kupang City does not have a website or application that provides integrated services for Government to Government, Government to Business, Government to Citizens/consumers (already available but not maximized). This can be seen from the absence of permit processing activity via the internet where people are still struggling to come to the office and queue to get services.

In addition, DPMPTSP of Kupang City has not been able to carry out an integrated government, namely Government to Government, Government to Business, Government to Citizens/consumers due to the different needs of each institution, limited experts who are competent in the field of informatics engineering. In addition, data has not been integrated between government agencies. As a constraint in implementing e-government, data centers in each government agency have a different format so that the implementation of e-government becomes difficult. Moreover, inadequate budget, absence of infrastructure, and the minimum level of information security in implementing e-government also become the obstacles.

The results of the research showed that until now, business permits are still using the manual system even though the government has applied the implementation of e-government. In addition, Government to citizen is marked by the presence of a licensing service car, but its performance has not been maximized, it is still limited to consulting with the community when the community needs service.

Based on the results of the research, it shows that the utilization stages related to Government to Government, Government to Business, Government to Citizens/consumers services have not been done at all by DPMPTSP of

Kupang City due to various obstacles faced, inadequate infrastructure and unskilled human resources and so on.

The big goal of implementing the e-government system is to improve the quality of public services. E-government can encourage the realization of governance that is transparent, accountable, free of corruption, streamlined bureaucracy, and increases public participation in the control of government administration. The Kupang City Government, especially DPMPTSP, needs to provide a proportionate proportion of experts in the field of information and communication technology and bridge the technology accessibility gap within the Kupang City Government. Therefore, a communication framework between e-government systems in each agency/service is needed to communicate and cooperate with each other.

Since 2004, the government through the Ministry of Communication and Information Technology has created a blueprint for the development of e-government system applications. The blueprint sheet explains how to use and connect the network at the regional level. DPMPTSP should have used the things that have been stated in the blueprint to answer the challenges of a more modern and effective public service.

The implementation of e-government in the scope of Kupang City, especially DPMPTSP, is still halfway through and is still far below the ideal and desired standard. In order to achieve the ideal condition, it is necessary to refine the concept and strategy of implementing e-government from various sides. Reflecting on the Seragen Regency which has implemented e-government in government administration from the Regency to Village level, this is evidence that information and communication technology can be applied in the scope of Kupang City, especially DPMPTSP and is the most important agency in improving governance related to licensing.

CONCLUSION

(1) The preparation stage in supporting e-government at DPMPTSP (the Investment and Integrated One-Stop Services Agency) has not yet fully run well, this was due to the many problems faced such as the lack of human resources, server errors and so on.
(2) In maturation stage, development and implementation of e-government at the DPMPTSP of Kupang City has reached the maturation stage, but at this stage there were still problems where the existing servers always experienced errors. In addition, the internet bandwidth also had insufficient capacity.
(3) In consolidation stage, the DPMPTSP did not yet have a website or application that allowed the community to complete government affairs quickly and effectively.
(4) DPMPTSP of Kupang City had not taken the utilization stages related to Government to Government, Government to Business, Government to Citizens/consumers services due to various obstacles faced, inadequate infrastructure and unskilled human resources and so on.

SUGGESTION

Based on the above conclusions, the researcher provides the following suggestions:

1. In the preparation stage, the DPMPTSP leader must have a concept and plan that is mature and able to motivate subordinates and regional leaders to apply the concepts offered in relation to e-government progress.
2. In the maturation stage, in the implementation of e-government, it is necessary to have adequate and professional human resources in the fields and adequate infrastructure to provide services.
3. In the consolidation stage, DPMPTSP of Kupang City must prepare an application that is able or allows the community to complete government affairs quickly and effectively.
4. In the utilization stage, DPMPTSP of Kupang City must be able to prepare adequate and feasible infrastructure in implementing integrated e-government.

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