



The Impact of Policy Networks in the Implementation of E Government in Indonesia

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ABSTRACT

The implementation of E-Government in Indonesia has become a major concern in efforts to increase the efficiency and transparency of public services. However, the complexity of implementing this program cannot be separated from the dynamic interactions between various policy networks that influence its direction and impact. This research aims to analyze the impact of policy networks in implementing E-Government in Indonesia. The research method used is a qualitative approach with a focus on policy analysis and case studies of E-Government implementation in several selected provinces. Data was obtained through in-depth interviews with key stakeholders, analysis of policy documents, and direct observation of the implementation process. The research results show that the implementation of E-Government in Indonesia is greatly influenced by the complexity of the policy network which includes legal regulations, inter-institutional coordination, as well as political and cultural factors. Overlapping policies between institutions often hinder program alignment and effectiveness, while a lack of coordination between institutions slows down holistic decision-making processes. However, the development of effective policy networks can facilitate stakeholder identification, improve inter-institutional coordination, improve policy quality, and encourage innovation and adaptation in the development of public services, which can ultimately improve the quality and accessibility of public services as a whole.

Keywords:

Policy Network, Implementation, E-Government, Stakeholders

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INTRODUCTION

The implementation of E-Government in Indonesia has a very important role in increasing the efficiency, transparency and accountability of public services. Through E-Government, people can get easier and faster access to government information and public services (Muliawaty & Hendryawan, 2020). This can reduce complicated bureaucracy and speed up the service process, thereby enabling the creation of a government that is more responsive to the needs and aspirations of the community (Mirnasari, 2013). By adopting appropriate information technology, the government can also increase bureaucratic.

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efficiency, reduce opportunities for corrupt practices, and improve the overall quality of public services (Putri & Mutiarin, 2018)

Apart from that, the implementation of E-Government can also strengthen community involvement in the decision-making process (Yunas, 2020). With a participatory and transparent platform, the public has a greater opportunity to be involved in the monitoring and evaluation process of government performance. This not only increases government accountability, but also helps build public trust in government institutions (Nurdin, 2018). Effective implementation of E-Government can help build a government system that is democratic, open and oriented towards community services (Irawan, 2018). Through proper implementation, Indonesia can optimize the potential of information technology to strengthen government governance and improve the quality of life of society as a whole (Pertiwi et al, 2021).

Although the Indonesian government has taken various steps to encourage the adoption of information technology in public services, there is a gap between the policies set nationally and their implementation at the regional level (Sari & Winarno, 2012). The gap between national E-Government policies and their implementation at the regional level is often influenced by variations in technological infrastructure, digital literacy levels, and the availability of skilled human resources in each region (Trisantosa et al., 2022). In addition, administrative and regulatory complexity at the regional level is often the main obstacle in effectively adopting information technology (Islah, 2018). These factors cause significant differences in the ability and readiness of each region to implement E-Government, resulting in widespread inequality in the accessibility and quality of public services in Indonesia.

In this regard, the relationship with policy networks is closely related to its role in understanding the complexity and dynamics that influence the implementation of E-Government in Indonesia. Policy networks include interactions between various stakeholders, government institutions, regulations, and interrelated social factors (Suwitri, 2008). In this case, the gap between national E-Government policies and their implementation at the regional level is not only influenced by differences in infrastructure and resources, but also by local policies that may not be in line with national plans. Apart from that, the complexity of policy networks also influences interactions between the central government and regional governments, as well as between institutions within them (Suwitri, 2011). Ineffective coordination between various government entities can hamper the E-Government implementation process and reduce program efficiency and effectiveness. Differences in regulations, policies and priorities between levels of government can also cause significant gaps in the implementation of E-Government programs in various regions in Indonesia (Nurnawati, 2020).

Thus, research related to policy networks in the context of implementing E-Government in Indonesia is important to explore the complex interactions between various policy factors that influence the success or failure of programs. With a deeper understanding of this policy network, a more holistic and coordinated strategy can be developed to ensure the effective adoption of information technology in public services across Indonesia.

Literature Review

E-Government

E-Government is an effort to utilize information and communication technology to increase efficiency and effectiveness, transparency and account stability of the government in providing better public services (Suaedi & Wardiyanto 2010). In the E-Government concept, there are four types of classification, this is as stated (Suaedi & Wardianto 2010), namely;

- a) Government to Citizens (Government to Society) The government builds and implements various information technology applications to improve interaction relations with the public. Example: E-KTP
- b) Government to Business (Government to Business Actors) For example in the licensing process for business establishments and investments, procurement of auctions by the government, and other activities that require online information for business actors.
- c) Government to Government (Government to Government) Facilitates cooperation between countries by facilitating communication, such as for diplomatic purposes, or various information that is considered important by one country or another.
- d) Government to Employees (Government to its Officials) internal conditions are also the place where E-Government is implemented in an effort to facilitate information or access to various tasks/work results and others.

Developed countries view that proper implementation of e-Government will significantly improve the quality of life of the people in one country in particular, and the world community in general. There are several benefits that can be obtained by implementing the e-Government concept for a country, including (Cahyadi, 2003):

- a) Improving the quality of government services to its stakeholders (society, business and industry), especially in terms of effectiveness and efficiency performance in various areas of state life.
- b) Increasing transparency, control and accountability in government administration in the context of implementing the concept of Good Corporate Governance.
- c) Significantly reduce the total administrative, relations and interaction costs incurred by the government and its stakeholders for daily activities.
- d) Providing opportunities for the government to obtain new sources of income through interactions with interested parties.

Policy Network

Since the 19th century, the concept of networking has undergone significant development. Network in this context refers to the linkages or connections between various entities. According to Enroth (2011), the term network is used in two contexts, first as a verb which refers to the process of arranging relationships between individuals or entities (to network) with the aim of achieving profits. Second, the term is used by network theorists to refer to the organization of various entities in a structured network. Klijn & Koppenjan (2000) highlight that the network concept is specifically related to the domain of policy science, especially in the context of policy implementation studies. The "bottom-up" approach in the network concept describes an attempt to counter the "top-down" approach which is often authoritarian and centralized. Through this concept, researchers can map

relationships between organizations to understand the influence of these patterns on the policy process.

Hidayat & Susanti (2015) stated that the policy network model consists of several dimensions, including:

- a) Actors, namely related to policy formulation because it is related to the number and role of each party involved.
- b) Function, namely as a perspective link between structure and actors.
- c) Structure, refers to the pattern of relationships between related actors.
- d) Institutional, refers to the formal characteristics of the network and its stability.
- e) Rules of action, refer to networks that are accustomed to forming habits in the rules of the game in interactions within a network, especially in exchanging information, for example.
- f) Power relations, related to the results of observations on the distribution of power.
- g) Actor strategy, namely the actors involved then use the network as a strategy to manage interdependence between other actors

Furthermore, Suwitri (2011) explained that regarding the formulation of policy networks, there are usually at least 3 types of policy networks in Indonesia, namely:

- 1) Horizontal policy networks are open relationships between stakeholders at the policy sub-system level based on elite opinion.
- 2) Vertical policy networks are openness between stakeholders in coalitions formed in their respective policy subsystems only for the formulation of elite opinions.
- 3) The spider model policy network is broad openness among stakeholders in a coalition in the policy sub-system with the role of mediator positioned centrally in the partnership network.

METHOD

This research applies qualitative research methods, which according to Moleong (2014) and Yulianah (2022), is a research approach that prioritizes in-depth understanding of the phenomena that occur. This method involves a variety of data collection techniques, such as interviews and document analysis, with a focus on the richness and depth of information. This research uses primary data sources from interviews as well as secondary data from related literature and documents. Specifically, this research adopts a qualitative method with a descriptive approach, as suggested by Taylor, Bogdan, and DeVault (1998). They emphasize the importance of descriptive methods because they are able to communicate data in detail and in depth, with the ability to provide a realistic picture of the phenomenon being studied.

RESULTS AND DISCUSSION

E-Government development as an effort to implement electronic-based government in Indonesia has the main objective of increasing the efficiency and accessibility of public services through the use of information and communication technology. However, in its implementation, there is often overlap in policies between various government agencies. Misalignment in policies often causes variations in program interpretation and implementation, resulting in uncertainty in the regulation and management of E-

Government. This policy overlap can also lead to conflicts of interest between various government entities, hindering the coordination and collaboration needed to align goals and strategies in order to achieve effective E-Government goals. Therefore, better synergy and coordination is needed between various government institutions to overcome the problem of overlapping policies and ensure harmony in the implementation of E-Government in Indonesia .

In the policy implementation process, its success will depend on the identification of the stakeholders involved, including recognition of their interests and the role they play in the overall strategy of the organization. Policy networks have an important role in guiding the policy process to achieve community welfare goals as a result of public service efforts. By understanding the interests of various stakeholders and facilitating cooperation between them, policy networks can help minimize conflicts of interest, strengthen collaboration, and optimize joint efforts to achieve set goals. Through this research, a number of impacts or roles of social networks can be explained for the implementation of E-Government in Indonesia.

Facilitate stakeholder identification

The existence of a policy network in the context of E-Government in Indonesia has an important role in facilitating the identification of stakeholders involved in program implementation. In relation to E-Government, careful identification of various stakeholders such as government institutions, the private sector and society is a crucial foundation in forming an inclusive and sustainable strategy. Policy networks enable the government to gain more comprehensive insight into the needs and expectations of society regarding digital public services, thereby enabling appropriate adjustments in designing and implementing E-Government initiatives. Through more active involvement of various relevant parties, policy networks can form strong partnerships between government and society, ensuring that the policies adopted are able to reach and provide comprehensive benefits to various levels of society.

Furthermore, policy networks also play a role in facilitating effective communication and collaboration between the stakeholders involved. By providing a platform for open dialogue and ongoing interaction between government, the private sector, and society, policy networks help in strengthening inter-agency relationships that are essential in supporting E-Government implementation. Through established collaboration, space is created for the exchange of knowledge and experience between various sectors, which can produce productive synergies in overcoming challenges and obstacles in program implementation. Apart from that, the existence of a policy network also encourages active participation from the community in the decision-making process, thereby ensuring that the policies designed truly reflect the needs and aspirations of the community as a whole.

Improved inter-agency coordination.

In the context of E-Government in Indonesia, the existence of policy networks has a positive impact on increasing coordination between institutions regarding program implementation. Effective coordination between various government agencies is an important key in ensuring the success and smooth running of E-Government programs. With a policy network, a framework is created that allows government institutions to work synergistically and in coordination, thus ensuring harmony in goals, strategies and adopted

policies. Through close collaboration, government institutions can support and complement each other in order to improve the quality of public services and ensure equal access for people in various regions.

In addition, policy networks also play a role in overcoming challenges arising from conflicting interests between institutions. By establishing a coordinated framework, awareness is created of the importance of sharing information and resources between institutions to achieve common goals. This minimizes overlap or competition between institutions which could hinder program progress. Through a collaborative approach strengthened by policy networks, an inclusive and open work environment is created, enabling effective information exchange, joint learning and collective problem solving. In this way, strong synergy between institutions is established, which ultimately improves the performance and quality of E-Government implementation in Indonesia.

Improving policy quality

Policy networks can enrich E-Government policy making by involving various perspectives and experiences from various stakeholders, resulting in more holistic and sustainable decisions. In this context, policy networks play an important role in supporting a more holistic and sustainable decision-making process. By involving various stakeholders, including government, the private sector and society, policy networks are able to enrich the policy formulation process with diverse and comprehensive points of view. Through discussion, dialogue and exchange of ideas, a more comprehensive understanding of the various issues and challenges related to the implementation of E-Government is created, thereby enabling more precise and informed decisions to be made.

Apart from that, active participation from various stakeholders can also encourage the creation of policies that are more responsive to the needs and aspirations of the community. By providing space for contributions and input from various related parties, policy networks enable wider acceptance of adopted policies, thereby increasing the legitimacy and sustainability of E-Government programs. Through this inclusive approach, it is hoped that policies will be created that not only reflect institutional interests, but also accommodate the interests and needs of society as a whole. Thus, the policy network acts as a forum for strengthening community participation and involvement in the policy formulation process, so that it can improve the quality and effectiveness of E-Government implementation in Indonesia.

Encourage innovation and adaptation.

The existence of a policy network in the context of E-Government in Indonesia can encourage innovation and adaptation in the development of technology and public services. Through policy networks, an environment is created that facilitates the exchange of knowledge and experience between various sectors and stakeholders, which in turn encourages the creation of innovative solutions in facing complex challenges in the field of public services. By utilizing various perspectives and expertise, policy networks can stimulate collaboration between institutions in developing and adopting the latest technology, thereby increasing the government's ability to provide more efficient and responsive services.

In addition, through policy networks, opportunities are created to share best practices and learning across sectors in E-Government development. By adopting a shared learning

approach, there is an increase in the capacity to adapt to changes in technology and societal needs. Inter-institutional collaboration and knowledge exchange facilitated by policy networks enable the government to adopt best practices in the development and implementation of E-Government, thereby increasing efficiency and effectiveness in providing public services that are more inclusive and responsive to community needs. Thus, policy networks act as a driver of innovation and adaptation in the development of E-Government, which ultimately contributes to improving the quality of public services and improving community welfare.

CONCLUSION

Policy networks have a crucial role in the context of implementing E-Government in Indonesia. Through policy networks, a framework is created that facilitates stakeholder identification, increases inter-institutional coordination, improves policy quality, and encourages innovation and adaptation in the development of public services. With the existence of a policy network, an environment is created that allows the adoption of policies that are more inclusive, holistic and responsive to the needs and aspirations of society. Even though there are complex challenges in implementing E-Government, synergy between institutions and active participation from various stakeholders is expected to overcome these obstacles, thereby increasing efficiency, transparency and overall quality of public services. Therefore, developing a strong and inclusive policy network is key in ensuring the success and sustainability of the E-Government program in Indonesia, as well as providing a significant positive impact on the welfare of society as a whole.

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