

POLICY AND STRATEGY FOR E-GOVERNMENT DEVELOPMENT IN JEMBER DISTRICT (IMPLEMENTATION OF INPRES NO. 3 / 2003)

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Received: 6 September 2022, Revised: 9 September 2022, Accepted: 23 September 2022

ABSTRACT

The purpose of this research is to describe and analyze and identify aspects that hinder the implementation of the Presidential Instruction no. 3 of 2003 in Jember Regency. This research uses a qualitative research type with purposive technique. The theory refers to the Implementation of Donald Van Meter and Van Horn and Daniel A. Mazmanian Paul A. Sabatier. The results of this study indicate that the implementation of Presidential Instruction No. 3 of 2003 is still running relatively well. The limited understanding of the implementor, financial resources and human resources as well as the inequality of the socio-political, economic and technological conditions are factors that are less than optimal in the results achieved by the Jember Regency Government. The recommendations for this implementation are increasing the understanding of implementors by conducting socialization, increasing the quality and quantity of human resources with trainings in the field of information technology, providing adequate infrastructure, the need for a clear legal umbrella (PERDA), and the need to simplify the applications developed. Regional Government of Jember Regency.

Keywords: *E-Government; Implementation; Inpres*

ABSTRAK

Tujuan penelitian ini adalah mendeskripsikan dan menganalisis serta mengidentifikasi aspek yang menghambat tentang implementasi kebijakan inpres no. 3 tahun 2003 di Kabupaten Jember. Penelitian ini menggunakan tipe penelitian kualitatif dengan teknik purposive. Teori mengacu pada Implementasi Donald Van Meter dan Van Horn dan Daniel A. Mazmanian Paul A. Sabatier. Hasil dari penelitian ini menunjukkan bahwa implementasi inpres no.3 tahun 2003 masih berjalan relatif baik. Masih terbatasnya pemahaman implementor, sumber daya finansial dan sumber daya manusia serta ketidakmerataan kondisi lingkungan sosial politik, ekonomi dan teknologi menjadi faktor kurang maksimalnya hasil yang dicapai oleh Pemerintah Kabupaten Jember. Adapun rekomendasi terhadap implementasi ini ialah peningkatan pemahaman implementor dengan melakukan sosialisasi, peningkatan kualitas dan kuantitas sumber daya manusia dengan pelatihan-pelatihan di bidang teknologi informasi, pengadanaan sarana prasarana yang mencukupi, perlunya payung hukum (PERDA) yang jelas, dan perlunya menyederhanakan aplikasi yang dikembangkan Pemerintah Daerah Kabupaten Jember.

Kata Kunci : *E-government; Implementasi; Inpres*

INTRODUCTION

In December 2019, a mysterious outbreak of pneumonia characterized by fever, dry cough, and fatigue, and gastrointestinal symptoms occurred at the seafood wholesale wet market, Huanan Seafood Wholesale Market, in Wuhan, Hubei, China (Wu et al., 2020). This incident creates a country number that is used to limit the movement of people to carry out activities such as work outside, school or tourism activities.

The real impact is a change in work culture which before the pandemic was carried out outdoors, is now done indoors or known as Work From Home (WFH). WFH is defined as a work practice in which an employee performs work-related activities from their home rather than in an office or other location, primarily through the use of digital technology (Allen et al., 2015; Garrett & Danziger, 2007)

Changes in the way of working force changes in business models that occur at the upstream to downstream levels. During the Covid-19 pandemic, knowledge workers are required to complete their assignments from home, with little face to face communication (Brem et al., 2021). This change does not only occur in small businesses but also in large businesses that want to market their products and services internationally. These changes are also occurring among governments, organizations, foundations, and institutions that use websites to make it easier to provide services and information, and to expand and grow their businesses.

When the Covid-19 pandemic forced Lockdown, a large number of people still lacked access to online services, as the press release of the United Nations e-Goverment Survey 2020 (UN, 2020). The government has implemented new tools in response to the current emergency, such as a dedicated Covid-19 information portal, hackathons, e-services for the supply of medical goods, virtual medical appointments, self-diagnosis applications, and e-clearance for curfews. Apps to browse and browse, as well as apps to work and study from home, with applications in many countries.

To succeed in an increasingly dynamic, demanding and complex world, many organizations, including government agencies, are choosing to use Information and Communication Technologies. In addition, the expectations of their various stakeholders for the value and quality of services have increased (Devadoss et al., 2003). Information and Communication Technology in Government or e-Government is implemented with the hope of meeting the expectations of their stakeholders. There are many advantages to government agencies around the world by expending large amounts of resources to succeed implementing an eGovernment system. The benefits in question are (1) efficiency in the form of cost reduction; (2) improvement of service quality to stakeholders; (3) transparency, accountability, democracy; and (4) the acquisition of competitive advantage (Napitupulu et al., 2018).

Today's technological developments have brought the world in a new direction, especially in government decision-making. Technology brings a slick approach to making policy decisions that suit people's wishes (Hilbert, 2013; Höchtl et al., 2016; Mills et al., 2022). Decision making which incidentally is in the political sphere is now closely related to technology. The policies taken are now based on an analysis of big data (Maryanto, 2017; Sirait, 2016). The sectors also vary, in the fields of communication, health, education and training, the realization of smart cities, public services and culture (Ali, 2020; Hakim et al., 2021; Kusumasari et al., 2017; Manshur, 2021; Sedayu & Andriyansah, 2021; Wahyudin, 2018; Wiguna et al., 2020)

Big data analysis used in decision making is the right step considering that social media is the mainstay of today's society. It is estimated that 3.5 billion people worldwide use some type of social media (Moeller, 2022; Setiana et al., 2021). Furthermore, in the regional development index survey, Indonesia is ranked 116th, which is according to the EDGI data released by the United Nations. To increase the regional development index, an e-Government approach is needed. In Multam's research, it shows that there is a positive and significant influence on the application of e-Government on the quality of information (Multama et al., 2019; Utama, 2020).

The quality of information can be seen from the use of information and communication technology, which turns out to be a knowledge-based society from what was previously an industry-based one. In addition, government management and improvement of service processes to the community are increasing. In addition to the government's goodwill to provide services, the number of people using information and communication technology through social media has also increased. There is public awareness that they do not only use the internet as social media, but also take advantage of government services (Solinthone & Rummyantseva, 2016).

President Megawati in 2003 issued a Presidential Instruction governing e-Government policies. Presidential Instruction No. 3 of 2003 provides guidance on how an electronic-based government development strategy can work. The infrastructure development of the government's official website is regulated in comprehensive specific guidelines. Apart from that, in substance, management information system guidelines, especially government documents, have also been regulated. Not to forget, in addition to the website, the government portal infrastructure has also been regulated in the Presidential Instruction.

The enthusiasm in Presidential Instruction No. 3 of 2003 to implement e-Government was also captured by the Regional Government of Jember Regency. Simultaneously with the change of leadership of the Head of the Jember Regency, the official website of Jember Regency was built and can be accessed by the public at the address <https://www.jemberkab.go.id/>. The website contains basic information about Jember Regency. Institutions under the Regional Government are also included in it. It is recorded that there are 14 agencies (services) that are in the website network of the Jember Regency Government. In addition, the network with agencies outside the Regional Government information that is in accordance with the thematic is also well linked. More importantly, the existence of a complaint link as feedback has also been well prepared. Several related agencies have even developed their own applications to improve services to the community. For example, the SIP application is an online service developed to serve the community in managing population and civil records in Jember Regency.

Such a development is also not without blemish. The Village Government as an extension of the authority of the Regional Government did not all catch the spirit of the Presidential Instruction No. 3 of 2003. There are several village governments that have a website as a funnel for information on activities in the village, but some do not. However, in practice the G2G of the Village Government with the Regency Government in general have used applications / programs that have been made by the Regency Government and the Central Government.

The problems above also cannot be denied, considering that nationally we can see in Yunita and Aprianto's 2018 research on 543 local government websites in Indonesia regarding evaluations to find out the condition of e-Government in Indonesia with the research question "how are the current conditions of e-government developments?" -government in Indonesia?" which shows that a total of 83 local governments are still in the first stage (preparation), 341 are

in the second stage (maturation), 115 are in the third stage (consolidation), and only 4 local governments have entered the fourth stage (utilization) (Yunita & Aprianto, 2018).

The implementation of e-gov in Indonesia is stipulated in INPRES No. 3 of 2013 regarding guidelines and plans for e-gov development. This relates to increasing the efficiency of the development of Information and Communication Technology and transparency of system policies, as well as the formation of good state governance accompanied by improving public services through policies and strategic plans for e-government growth (Sekkab, 2003). E-government is a way to improve the quality of public services appropriately and efficiently in the overall implementation of modern infrastructure, especially in the government sector.

The Regional Government of Jember Regency has actually tried to implement this Presidential Instruction No. 3 of 2003. It is realized in the form of a smart city policy. However, until now, the community still has not felt the impact of this smart city policy. People still seem to flock to the service place just to queue for the queue number. It can be concluded that the implementation of e-Government needs to be carried out in-depth research which will later find out what are the challenges of implementing this e-Government implementation.

In connection with the above background, the purpose of this research is to describe and analyze and identify aspects that hinder the implementation of the policy of Law no. 3 of 2003 concerning the National Policy and Strategy for the Development of e-Government in Jember Regency.

The benefit is as input for academic studies to see how far the implementation of Presidential Instruction no. 3 of 2003 which was formulated in the smart city policy in Jember Regency. The hope is that it can provide input for the realization of the implementation of smart city policies

LITERATURE REVIEW

Donald Van Meter and Carl Van Horn describe implementation as follows in their very brief paper "The Policy Implementation Process" in the Journal of Administration and Society, Vol. 5 no. 4 of 1975:

" ... policy implementation encompasses those action by publik and privat individuals (or groups) that are directed at the achievement of objectives set forth in the prior policy decisions. This includes both one-tome efforts to transform decision into operational terms, as well as contuining efforts to achieve the large and small changes mandated by policy decisions."(Van Meter & Van Horn, 1975, p. 447)

Actions taken by both public and private persons (or organizations) that are intended to achieve the objectives outlined in prior policy choices are referred to as policy implementation. This covers both one-time attempts to put policy choices into practice and continuous initiatives to implement the big and minor changes imposed by policy decisions.

The implementation model used in this study makes the assumption that the performance of public policies, implementers, and available political decisions all flow linearly into policy implementation. In Leo Agustino's book, two theories—the A. Mazmian and Paul Sabatier policy implementation models and the Van Horn and Van Meter policy implementation process models are employed.(Leo Agustino, 2006, p. 141).

1. The Example A Model of the Policy Implementation Process was created by Donald Van Meter and Carl Van Horn. Donald Van Meter and Carl Van Horn's classification of types of policy The extent or reach of the agreement on the objectives among the stakeholders participating in the implementation process. a) The quantity of each change that will be created. b) The two experts also noted that a variety of interconnected independent variables stand between the policy and work performance/implementation performance on their respective paths. These are the independent variables:
 1. Policy Size and Purpose
 2. Resources
 3. Communication between organizations and implementing activities
 4. Characteristics of implementing agents. What is meant by characteristics
 5. Social, political, and economic conditions.
 6. Disposition of the implementor.
2. Implementation of the Law the duo of Paul A. Sabatier and Daniel A. Mazmanian There are three key variables that affect implementation success, according to (Sabatier & Mazmanian, 1983), namely:
 1. Tractability of problems.
 2. Ability of statute or structure implementation.
 3. Monstatutory variables affecting implementasi.

RESEARCH METHODS

This study employed a qualitative research methodology. The region or location where the study will take place is known as the research site. The Department of Communication and Information of the Government of the Jember Regency served as the research site for this study.

The informants in this study were selected with purpose. According to the study subject, the Implementation of Presidential Instruction No. 3 of 2003 Concerning the Development of e-Government, informants are chosen based on predefined criteria. Since the informants had a direct hand in the creation of this e-Government, it was thought that they might provide solutions to the issues raised by the research.

There are two categories of data utilized in the study on the implementation of Presidential Instruction No. 3 of 2003 in Jember Regency, namely:

1. Primary data, or information gathered from from sources the information gathered through direct observation and interview-based inquiries.
2. Secondary data, which can take the form of notes, documents, reports, or other research-related sources, is a record of an event that has already occurred in the past.

Data for this study were gathered through interviews, literature research, and documentation. Interviews were done using a previously created interview guide that contained questions, allowing researchers to obtain detailed information. Books, research papers, legislation, local ordinances, newspapers, journals, and other works in print and electronic media are used as sources for literary studies. Direct photography is used for documentation when conducting research.

A descriptive qualitative research approach is used in this study. This kind of study tries to explain how Presidential Instruction No. 3 of 2003 on national policies and plans for the growth of E-government was implemented. As a result, the study report will include data extracts to show how the report is presented. The information may originate from interview transcripts, field notes, photographs, videotapes, private papers, memoranda, or other legal records.

RESULTS AND DISCUSSION

According to the research's objectives, which are to describe, analyze, and pinpoint factors that impede the implementation of Law No. 3 of 2003's policy regarding the National Policy and Strategy for the Development of e-Government in Jember Regency, the discussion is divided into two sections as follows:

I. Implementation of Electronic Government in Jember Regency based on Presidential Instruction No. 3 year 2003

1. Developing motivation

It is mandated that service development be carried out online. The SIP application, an online tool created to assist the community in dealing with demographic and civil records in Jember Regency, demonstrates this. According to the provisions of Presidential Instruction No. 3 of 2003 about National Policies and Strategies for the Development of e-Government addressing the incentive for e-Government development, the public may schedule a time when they can queue up to handle matters in the *Dispendukcapil*. The key goal is for G2G, G2B, and G2C to communicate effectively and efficiently.

2. E-government development goals

The goal of establishing e-government in Jember Regency is to develop electronic-based government services for applications in various agencies that can improve the efficacy and efficiency of public services, information media, and public transparency.

3. Development Plan

- a) Creation of a dependable and trustworthy service system that the general public can afford. A good management information system and standard operating procedures for community services are both set up on the official website of the SKPD agencies, which is part of a major network under the authority of the Jember Regency Information and Communications Office. In reality, some people are no longer served by visiting the agency; instead, they can cooperate with agencies (such as the village administration) by using the social media platform WhatsApp to obtain administrative letters from the village. This is in line with Presidential Instruction 3's development plan for the e-Government.
- b) Jember Regency has also increased and improved communication networks to all regions in Jember Regency. To date, it has reached *kelurahan* in nearly 28 sub-districts with 226 villages and 3 sub-districts with 22 sub-districts that are present with APBD financing incorporated into the *Diskominfo* budget. Even in hospitals, agencies collaborate with service providers in addition to those that supply the funding for the SIPD *Diskominfo*.

- c) The development of a website information service system with assistance from Diskominfo and Information Management and Documentation Officers (PPID), who serve as managers and deliverers of documents owned by Public Bodies in accordance with the mandate of the Law 14/2008 concerning Public Information Disclosure, has been carried out well.
- d) Improving public services' adherence to the principles of dependability, confidentiality, and security in information transactions and public services by collaborating with universities in the Jember Regency, particularly Study Programs with clusters of management of information technology, information technology, computer technology, networks, etc.
- e) In addition, collaboration with other parties is intended to expand involvement with PT. Telkom by supplying bandwidth to every government organization so that users of internet-based public services may make use of it.
- f) State civil servants' human resource quality has to be raised. The capacity to handle SIPD is connected to agency budget difficulties that are already dependent on e-Government in addition to digital literacy abilities. ASN Diskominfo, PPID, and SKPD need to be trained in creating (current) varied information and making public service applications if improvements are to be achieved.
- g) Implement methodical growth with attainable milestones. In general, the Presidential Instruction No. 3 of 2003 states that the Jember Regency Government has attained the Third Level. The Jember Regency has established an official local government website at the first level (<https://www.jemberkab.go.id/>) in compliance with the phases. Level 2, Level 2 - Maturation, which entails: (1) Development of a public information website that is interactive; and (2) Development of interfaces with other organizations. The creation of a public service transaction site and establishing application and data interoperability with other institutions are both part of the third step, which is called consolidation. Since not all agencies have developed transaction sites and apps for interoperability with other institutions, we are still at the beginning of the process at level 3.

The Village and Sub-District Governments have utilized public service transaction sites in its implementation, nevertheless. At the village level, there are several applications, and occasionally work is duplicated since one application and another application have the same material but a different building agency. This is seen in the following table:

Table 1. Village Community Data Collection Application

No	Application	Application Information	Institution	Intensity	Web	
1	IDM	Indeks Desa Membangun	To obtain information on the composite index (combination) formed from the Social Resilience index, the Economic Resilience Index and the Ecological Resilience Index	Ministry of Village, Development of Disadvantaged Regions	Once a year	https://idm.kemendesa.go.id/
2	Prodeskel	Profil Desa Kelurahan	Is one of the referral planning systems for village and sub-district development and all development joints in villages and sub-districts	Ministry of Home Affairs	Once a month	http://prodeskel.binapemdes.kemendagri.go.id/
3	EPDesKel	Evaluasi Perkembangan Desa/Kelurahan	This application is to fill out the Village and Sub-District Development Evaluation to determine the status of the village development level.	Ministry of Home Affairs	Once a month	http://epdeskel.kemendagri.go.id/
4	DDC	Data Desa Center	DDC (Village Data Center) is a village monitoring application and various matters related to the village.	East Java Province	Once a year	https://datadesacenter.dpmd.jatimprov.go.id/
5	SIPADES	Sistem Pengelolaan Aset Desa	SIPADES is an application for village asset administration planning based on an information system starting from the planning, procurement, administration to report presentation stages	Ministry of Home Affairs	Once a year	https://sipades-binapemdes.kemendagri.go.id/
6	eHDW	Electronic Human Development Worker	eHDW is used by Human Development Cadres to monitor and support the increasing convergence of Nutrition Interventions To Families of 1,000 HPK (First Day of Birth).	Ministry of Village, Development of Disadvantaged Regions	Once a month	https://play.google.com/store/apps/details?id=id.kader&hl=in&gl=US
7	EDMC	Electronic Disaster Management Centre	assisting Village Volunteers Against COVID-19 in carrying out their activities and activities in providing education and information about COVID-19	Ministry of Social Affairs	-	

Source: Data 2022

II. The National Policy and Strategy for the Development of e-Government in the Jember District: Aspects of Implementation Barriers to INPRES No. 3 of 2003.

1. Characteristics of Policy Issues
 - a) Despite Presidential Instruction No. 3 of 2003, there is still a lack of awareness of the State Civil Apparatus, as seen by the usage of SIPD in budgeting by government personnel (Regional Government Information System). A program that was supposed to be implemented in the past proved to be impossible owing to a mistake made when using the budget on the SIPD online site.
 - b) The Jember Regency administration must make wise financial decisions since the little funding allocated for the implementation of e-Government in the regency can only be collected from the APBD (2021).
 - c) There is a lack of cooperation across linked SKPDs when it comes to compiling studies or apps (sharing data/information) for the growth of e-Government, making it seem as though each agency is vying to construct applications or web interfaces merely to input the same data. As an illustration, there are applications from Prodeskel (Village Village Profile) and DDC (Village Data Center).

III. Policy Environment

Van Metter and Van Horn claim that over the past 10 years, much attention has been paid to how the aforementioned factors affect public policy. Finding the impact of environmental factors on policy outcomes is of special interest to proponents of comparative politics and public policy.

Regulations are a key component of socio-political support for the establishment of e-Government in Jember Regency since there are already rules and regulations in place at the regional level. This is evident in Regent Regulation No. 9 of 2022, which implements Presidential Instruction No. 39 of 2019 and concerns One Indonesian Data for Jember Regency. The Regent Regulation No. 14 of 2022, which addresses Information Management Guidelines on an Electronic Basis, is another regulation (e-Government). The Jember Regency Government has demonstrated that e-Government development is a top priority. The Jember Regency Government is still in the process of harnessing technical advancements for the creation of Level 3 e-Government.

CONCLUSION

Conclusions

While in Jember Regency, Presidential Instruction No. 3 of 2003 is being carried out in compliance with that instruction. The stages are in line with the provisions of Presidential Instruction No. 3 of 2003, which outlines how to create motivation for e-Government development. In Jember Regency, changes in systems and work processes from manual to electronic are increasing the flow of information between government agencies, such as licensing services, population services, tax services, and other public services (SKPD Jember Regency).

In addition to the existence of information technology at the community level, service delivery has also started to develop integrated applications regarding the goals of e-development. The objectives and strategies of e-Government development in the formation of information networks and public service transactions that are fast and affordable have begun to

be implemented properly. -Government in Jember Regency is already in the process of being implemented to promote transparent and effective government performance, while the current e-Government development plan has started to establish rules that support e-Government.

Personnel, especially those working on e-Government development, are still scarce. In order to create applications that can be used by the community and enhance public services, the Regional Government of Jember Regency works with institutions that provide study programs with clusters of information management, information technology, computer technology, networks, etc. The Regional Government has begun engaging with private application developers in addition to e-Government projects.

Presidential Instruction No. 3 of 2003's implementation was hindered by two factors that had a significant impact on the growth of e-government in the Jember Regency, namely the characteristics of policy problems in the form of the implementor's incomplete understanding of the existence of Presidential Instruction No. 3 of 2003 as the foundation for the development of e-government. Presidential Instruction No. 3 of 2003's implementation was hindered by two factors that had a significant impact on the growth of e-government in the Jember Regency, namely the characteristics of policy problems in the form of the implementer's incomplete understanding of the Presidential Instruction No. 3 of 2003's existence as the foundation for the development of e-government.

In addition to the limited financial resources, which are only provided by the APBD due to ongoing issues with the Regional Government budget from the previous Regional Head period that need to be resolved, the priority of the physical budget, which takes the form of the Jember Regency's road infrastructure, also requires more attention.

Additionally, server restrictions are a barrier to G2G across agencies (Village and Regency Government). Because the interface is still an outdated piece of technology, there are frequently problems and the ASN must repeat data entry. As a result, when an error occurs, they frequently have to retype the data. Network restrictions are a further issue because the supplier only works with PT. Telkom, which means that in the event of a mistake, ASN is unable to function for data entry in particular when it rains.

When it comes to the creation of studies or applications for the development of e-Government, as well as the policy environment, which takes the form of the influence of socio-political, economic, and technological conditions that have not supported the development of e-Government, there has been some coordination between SKPDs, but it is limited. This is evident from the few laws that encourage the growth of e-Government. There are no regional rules that promote e-Government development strategies, and Regent regulations continue to dominate existing legislation.

Recommendations

The author offers the following advice in light of the study that has been done:

1. The requirement for e-Government development in order to adequately fulfill Presidential Instruction No. 3 of 2003
2. The socialization of Presidential Instruction No. 3 of 2003, both at the level of policy makers and the technical implementation level, marks the beginning of the execution of the development of E-Government.
3. To create a Regional Regulation (Perda) policy that serves as a binding legal document for all regional policy implementers, the Regional Government of Jember Regency must

- consult with the Legislature (DPRD).
4. It is important to expand both the number and quality of human resources, therefore this may be done by holding trainings in partnership with professionals from the IT industry.
 5. Since the only financial/funding sources available in Jember Regency are the APBD, the budget for e-Government development is currently constrained. Therefore, a collaborative government is required so that attempts to hasten the development of e-Government may be supported. By way of community service application development sponsorship and investment collaboration, for instance.
 6. All services require the development of an e-Government application. so that the system responsible for implementing public services does not have to repeatedly enter the same information for every separate agency. To effectively build e-Government, the SKPD agencies in Jember Regency should cooperate more in sharing information and communicating with one another.
 7. The requirement for a suitable server for the Jember Regency Government's applications. A server that can service the whole Jember community is vital given the city's 2.5 million residents..
 8. There needs to be collaboration between internet providers with more than one provider so that when one provider is down, it can be covered by other providers. By utilizing and optimizing the performance of the existing infrastructure, so that the internet network connection in the Jember Regency Government can run well.

ACKNOWLEDGEMENT

We would like to express our gratitude to LPPM Muhammadiyah University of Jember for providing Grants for this research with Number Contract : 115/II.3.AU/LPPM/Riset/2021. We also like to thank everyone who contributed to the research.

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