



JURNAL POLITIK PEMERINTAHAN DHARMA PRAJA

e-ISSN 2721-7043 ISSN 1979-8857

Website: <http://ejournal.ipdn.ac.id/JPPDP>

Faculty of Politics Governance, Institute of Home Affairs Governance
(IPDN)

JPPDP, Vol 17 No. 2

Doi: <https://doi.org/10.33701/jppdp.v17i2.4812>

DIMENSION OF SMART GOVERNANCE IN SUPPORTING PUBLIC SERVICES IN MADIUN CITY, EAST JAVA PROVINCE

Heru Sulistiyo^{1*}

¹ Institut Pemerintahan Dalam Negeri, Ir. Soekarno Street, Km. 20, Jatinangor, Indonesia

Email: herusulistiyo70@gmail.com

*coresponding author

E-mail: herusulistiyo70@gmail.com

Abstract

Smart Governance as one of the dimensions of smart city is part of governance or bureaucratic management by utilizing information technology in the planning, implementation, control, development supervision, and accountability sectors to support quality public services. The Madiun City Government is reforming bureaucratic governance or management by implementing the concept of smart governance because of public service gaps such as the existence of services that are not in accordance with established service standards, services that are not integrated, lack of transparency, there are still services that are paid, and queue management is not all measurable. The focus of this research is the smart governance dimension in supporting public services which includes three elements, namely public service, bureaucracy management, and public policy. This research used descriptive qualitative methods with literature studies and documentation techniques. The results of the research show that efforts to improve effective and efficient public services in the context of smart governance of the Madiun City Government are trying to first, realize integrated & inter-operability e-gov. although it has not been fully realized or is still in the application development phase. Second, creating bureaucratic governance oriented towards fairness, accountability and transparency, to avoid sectoral ego and negative bureaucratic culture and third, making public policies through a mechanism of listening to the aspirations of the community on an ongoing basis.

Keywords: *Smart Governance, Public Service, Bureaucracy Management, Public Policy, Smart E-Gov.*

Abstrak

Smart Governance sebagai salah satu dimensi smart city adalah bagian dari tata kelola atau manajemen birokrasi dengan memanfaatkan teknologi informasi di sektor perencanaan, pelaksanaan, pengendalian, pengawasan pembangunan, dan pertanggungjawaban untuk mendukung pelayanan publik yang berkualitas. Pemerintah Kota Madiun melakukan reformasi

tata kelola atau manajemen birokrasi dengan menerapkan konsep smart governance karena adanya kesenjangan pelayanan publik seperti masih adanya layanan yang belum sesuai dengan standar pelayanan yang ditetapkan, pelayanan yang belum terintegrasi, kurangnya transparansi, masih ada layanan yang berbayar, dan manajemen antrian belum semuanya terukur. Fokus dari penelitian ini adalah dimensi smart governance dalam mendukung pelayanan publik yang mencakup tiga unsur, yaitu pelayanan publik (public service), manajemen birokrasi (bureaucracy management), dan kebijakan publik (public policy). Penelitian ini menggunakan metode deskriptif kualitatif dengan studi kepustakaan dan teknik dokumentasi. Adapun hasil penelitian menunjukkan untuk meningkatkan pelayanan publik yang efektif dan efisien dalam konteks smart governance Pemerintah Kota Madiun berupaya pertama, mewujudkan integrated & inter-operability e-gov. meskipun belum sepenuhnya terealisasi atau masih dalam tahap pengembangan aplikasi. Kedua, menciptakan tata kelola birokrasi yang berorientasi pada keadilan (fairness), bertanggung jawab (accountability) dan keterbukaan (transparency), untuk menghindari ego sektoral dan budaya negatif birokrasi dan ketiga, pengambilan kebijakan publik melalui mekanisme mendengarkan aspirasi masyarakat secara berkesinambungan.

Kata Kunci: Smart Governance, Pelayanan Publik, Manajemen Birokrasi, Kebijakan Publik, Smart E-Gov.

INTRODUCTION

The government was established to serve the people, not itself. The goal of the multi-process system of government is to satisfy and safeguard the government's requirements for civil and public services. The government, a monopolized public institution, provides public services or services to the community. This indicates that the market either cannot handle the goods or does not choose to do so because it is deemed to be financially unprofitable. (Ndraha, 2011:5).

Together with the Ministry of Home Affairs, the Ministry of National Development Planning, the Ministry of Public Works and Housing, the Presidential Staff Office, the Ministry of Finance, the Coordinating Ministry for the Economy, and the Ministry of PANRB, the Ministry of Communication and Informatics

implemented the Movement Towards *100 Smart Cities* through the Directorate of Government Informatics Application Services (LAIP), which enhances the effectiveness and quality of public services. Smart governance, smart society, smart living, smart economy, smart environment, and smart branding are the six pillars that make up smart city.

In 2018, the Madiun City Government signed a Memorandum of Understanding (MoU) with the Ministry of Communication and Information to implement the program towards *100 Smart City*, which was started by the Ministry of Communication and Informatics in collaboration with other ministries. The Madiun City Government is accelerating development with the idea of using information technology to construct smart

city as a way of the local government's commitment to supporting national development to achieve a *Smart Nation* that is assembled from smart city.

During the 2020 talk program, Communication and Information Technology's Director General of Informatics Applications stated that there are undoubtedly opportunities and problems to be addressed in the development of smart city. This indicates that smart city involve creative attempts to alter the urban ecosystem in addition to technology. It was also explained that when the local government has the guts to alter a law that can help a process, it is considered an innovative approach and has integrated into a smart city. Things are made easier to use and utilize by technology, which serves as an enabler.

The Madiun City Government has received numerous honors for this dedication, including from the Republic of Indonesia's Ministry of Communication and

Information. In 2023, The Madiun City Government received recognition for implementing the finest Smart City program, which included *the Smart Living* and *Smart Environment* categories. Additional honors associated with the digitalization process include the Madiun City Communication and Informatics Office's Top Digital Implementation 2023 Level Stars 4, the Mayor of Madiun's Top Leader on Digital Implementation 2023, and the Head of the Madiun City Communication and Informatics Office's Top CIO on Digital Implementation 2023.

According to the Decree of the Ministry of Internal Affairs number 13 of 2024, which detailed the evaluation of the 2023 Electronic-Based Government Implementation System (SPBE), the Madiun City Government obtained a satisfactory rating and was ranked third (3) out of 39 Regencies/Cities in East Java Province, with an index of 4.45, as indicated in the table below:

Table 1.
East Java Province SPBE Index

No.	Institution	Index	Result
1.	Banyuwangi Regency Government	4,50	Satisfying
2.	Surabaya Regency Government	4,49	Satisfying
3.	Madiun City Government	4,45	Satisfying
4.	Madiun Regency Government	4,30	Satisfying
5.	Gresik Regency Government	4,28	Satisfying

Source: Ministry of State Apparatus Utilization and Bureaucratic Reform, 2024

The aforementioned accomplishments, along with the third-place ranking in the

assessment of the electronic-based government system's implementation, demonstrate the Madiun City Government's tangible efforts and unwavering dedication to its implementation. However, it is indisputable that there are difficulties and barriers in the process, as stated by Communication and Information Technology's Director General of Informatics Applications. The internal analysis's findings revealed issues with the first: Public services are still dispersed, and some still take a long time, as seen by the lack of integrated services. The second is bureaucracy management, where it is discovered that there is still a sectoral ego and bureaucratic culture that have not resulted in excellent service, along with a limited number of human resources, and third is public policy. These factors include unclear service transparency, paid services, queue management that is not fully measured, and services that do not meet the established service standards. The national and regional governments continue to have policy disagreements and conflicts.

Another issue in the pursuit of smart governance is that the Madiun City Government lacks a command center and data center, despite having prepared applications that can support performance and community services and having broadband access available at 25 locations and public Wi-Fi facilities at 1400

locations.

The research "Issues and challenges of implementing e-governance in developing countries: a comprehensive analysis of civil service models" by Abdulnabi (2024) came to the conclusion that e-based government is necessary to handle future issues and respond to recent and historical events in order to boost public trust. Three staff levels and management components face difficulties with electronic services due to regulatory, legal, technical, educational, and capacity-building processes, as well as ongoing technology advancements.

In this context, it would be highly interesting to carry out a research on the smart governance aspects applied to public services, bureaucratic management, and public policy in Madiun City, East Java Province.

Effective governance requires strong citizen participation, civil society involvement, and effective coordination amongst government entities. Effective governance is built on the fundamentals of accountability, openness, and public engagement (Filindra et al., 2022; Handayani et al., 2021; Sulistiyo et al., 2023). In addition, the formulation and implementation of wise policies and efficient management of resources are also key components in achieving the goal of government effectiveness (Musabayana et

al., 2022).

In order to successfully integrate public services, coordination amongst Local Government Organizations (OPD) is essential. This can be achieved through a variety of methods, one of which is coordination. To guarantee the flow of coordination, which in the modern digital age is referred to as a business process, the form of a coordination forum or an organized communication mechanism must be established. The affordability and coordination of public services can be enhanced through the use of integrated information and communication technology, or ICT. For instance, using electronic portals or shared databases to offer centralized access to a range of services.

The use of information and communication technology (ICT) to improve efficiency, transparency, responsiveness, and participation in the execution of public services and the formulation of public policy is referred to as the governance or bureaucratic management approach in the Smart Governance dimension. This concept places a strong emphasis on integrating technology into a variety of areas, including planning for sustainable development, community services, greater community involvement in policymaking, and more. The government may more successfully handle

contemporary issues, enhance community services, and raise the standard of governance overall by putting the idea of smart governance into practice.

Van Lendegem states in Atmawidjaja (2011) that the development of the smart city concept is driven by three main factors: a) the process of democracy and inclusion; b) the administration of interconnected and integrated governance; and c) improved service accessibility. The word 'inclusion' originates from the English word 'include', which implies inclusion. This implies that community involvement is essential to good government. In the meantime, the community will find it simpler to access all types of services thanks to the linkage and integration of governance.

Budiyanto (Ministry of Public Works and Housing) explained in his presentation that smart city cannot be separated from three dimensions, for instance:

1. Institutional dimension, related to governance and policies. The government and stakeholders collaborate in planning and executing initiatives, along with policy and governance.
2. The human dimension, related to the level of creativity, diversity, and education. A society that prioritizes education, learning, and knowledge.

3. Technological dimension, related to infrastructure, software, and telecommunications. The use of ICT infrastructure as a means to improve and transform urban life and work.

According to the aforementioned viewpoint expressed by Nugroho (2017), there are four aspects that contribute to a country's success: a) leaders who are in line with the demands and difficulties of the times; b) governance as it relates to relationships between institutions and organizations that are productive and supportive; c) social capital, which is defined as mutual trust between citizens and the government; and d) astute, wise, and hopeful public policies. Since the leader is the one who will make things happen and the objective be accomplished, the leader component is the most important dimension. Today's leaders must be able to clearly see how technology can meet customer expectations, innovate, and increase efficiency. It is imperative for leaders to make sure that digital efforts are incorporated into larger business plans. They need to be able to guide digitization initiatives to align with long-term development objectives.

Global leaders, scholars, and practitioners appear to concur that smart governance is essential to ensure more effective and adaptable government in the digital age. For instance, the United Nation

has underlined how crucial smart governance is to boosting accountability, openness, and citizen involvement in politics. Countries frequently utilize reports like the E-Government Survey as a guide when creating smart governance strategies.

RESEARCH METHODS

This research employed a literature study design with a qualitative descriptive technique. Documentation procedures were used to collect the data. Documentation research, according to Herdiansyah (2019:143), is a technique for gathering data that involves looking through documents to find information about the issue under investigation. One method used by qualitative researchers to visualize the subject's point of view was through documentation studies, which used written materials or other documents created by the participants themselves.

Documentation is a means of obtaining data and information in the form of books, archives, documents, writing numbers, and photos in the form of reports and information that can help research, according to a different viewpoint expressed by Sugiyono (2018:476). Subsequently, the collected materials were examined, contrasted, and compiled to formulate a comprehensive, integrated, and systematic analysis.

RESULT AND DISCUSSION

The findings of this research indicate there are two types of Smart Governance implementation issues: internal and external. The internal issues are associated with a lack of infrastructure, strong sectoral egos among Regional Apparatus Organizations (OPD), and personnel resources. In the meanwhile, public indifference and the modification of

one-data policies are external issues. Furthermore, the issue of coordination poses a challenge as it involves personnel from the lowest levels of management.

The problems or gaps in smart governance obtained from the results of the internal environmental analysis conducted by the Madiun City Government are described in Table 1 as follows:

Tabel 2.

Internal Analysis Result

<i>Public Service</i>	<i>Bureaucracy management</i>	<i>Public Policy</i>
<ol style="list-style-type: none"> 1. There is still no integrated service, it is still separate . 2. Some services are still old. 3. The transparency of some services is still unclear. 4. There are still paid services 5. Queue management is not all measured. 6. There are still services that are not in accordance with the set service standards. 	<ol style="list-style-type: none"> 1. Limited number of human resources 2. There is still a sectoral ego 3. There is still a bureaucratic culture that has not led to excellent service 	<p>There are often clashes between regional and central policies</p>

Source: Book 1 Strategic Analysis of Smart City in Madiun City 2019-2024

The Madiun City Government has established a goal under the concept of smart governance, aimed at achieving good governance in the planning, implementation, control, development supervision, and accountability sectors, while leveraging information and communication technology (ICT) to support excellent public services. This goal is in response to the gap between these three

dimensions: public service, bureaucracy management, and public policy. In the meantime, the objective is to support high-quality public services with ICT support by implementing good governance in the planning, execution, control, supervision, development, and accountability sectors.

Concretely, the goals that have been set can be seen in Table 3 as follows:

Tabel 3.
Smart Governance Goals

<i>Public Service</i>	<i>Bureaucracy management</i>	<i>Public Policy</i>
Improving administrative services to the community.	Creating bureaucratic governance that is oriented towards fairness, accountability and transparency.	<ol style="list-style-type: none"> 1. Taking public policy by prioritizing aspects that have a positive impact on society. 2. Develop a government policy information system (Regional Regulation and Regional Head Regulation) that can be easily accessed by the public.

Source: Book 1 Strategic Analysis of Smart City Madiun City 2019-2024

Administrative public services are community services that, due to legal regulations and state funding, have fallen under the purview of the government. Because of its successful and efficient service, community satisfaction serves as a gauge of success. Whereas efficiency is associated with cost, energy, and timeliness, effectiveness is associated with the outcomes of an endeavor. Official documents including land certificates, business licenses, family card, identity card, and so forth, are the products of this service.

Based on the results of the aforementioned research, it is impossible to isolate the current gap from 4 (four) elements: social, governance, leadership, and policy aspects. According to Nugroho (2017:287), a country's success is based on the 4 (four) aforementioned components,

which are interrelated and cannot be isolated or stand alone. Although each component can contribute to the community's finest service, the leader aspect remains the most important since the leader has the authority to establish a vision and mission, oversee the bureaucracy, and create regulations that dictate the course of public services.

Shinohara (2023) emphasizes the value of power, emphasizing that a government's efficacy hinges on its ability to use its authority to uphold social justice and advance society, not solely on its own power. Governments encounter more complex possibilities and difficulties in this globalized day, therefore it's critical to keep coming up with ideas and techniques to increase government effectiveness so that it can adapt to the world's rapid changes.

The Madiun City Government, using the following activity indicators, has set a goal to enhance administrative services for the community. This is in response to public service issues such as: a) some services still fail to meet established service standards; b) there are still separate, unintegrated services; c) some services remain outdated; d) service transparency remains unclear; e) there are still paid services; and f) queue management is not fully measured.

- 1) Community administrative services:
This service provides information on product ownership or control, business status, citizenship status, and a certificate of competence. These items take the shape of official documents including land certificates, business licenses, SIUPs, route permits, deeds, and identity cards, among others..
- 2) Community administrative services:
This service includes a certificate of competence, business status, citizenship status, and ownership or control of goods. Land certificates, business licenses, SIUPs, route permits, deeds, identity cards, and other official documents are examples of these objects.
- 3) Enhancing and keeping an eye on the infrastructure that provides the community with essential services like

internet, energy, entertainment, transit, and information.

- 4) Expanding infrastructure and keeping an eye on the community's access to essentials like clean water and nine basics, among others.
- 5) Expanding the infrastructure and keeping an eye on the delivery of essential community services like internet, energy, and phone networks, among others.

The Madiun City Government has established bureaucratic governance that is focused on fairness, accountability, and transparency in order to address issues with bureaucracy management, including: a) the persistence of a bureaucratic culture that has not resulted in exceptional service; b) the scarcity of human resources; and c) the persistence of a sectoral ego. For instance, e-budgeting, e-planning, e-monev, and others. The goal of developing e-gov apps is to create integrated and interoperable e-gov, or "smart e-gov," which connects and communicates across OPDs and across applications. A "City Operation Center (COC)" must support this Smart e-Gov service.

When it comes to public policies that frequently conflict with regional and central policies, the Madiun City Government prioritizes elements that benefit the community by establishing a

system for regularly hearing community aspirations, developing an easily accessible government policy information system (Regional Regulation and Regional Head Regulation), and boosting citizen participation in the creation of public policies.

Since the objective of wise governance in public policy is admirable, it is crucial to establish a business procedure that allows the community to be heard and involved in the creation of public policies. According to Nugroho's (2017) message, reforms that are a part of public policy, such as policy creation, implementation, and evaluation, undoubtedly follow public policy.

One social component of smart governance services that pertains to updates on technology advancements and the evolution of information system paradigms is the mechanism for listening to people's wishes. Even government services have begun to move toward personalization as a result of the paradigm change from limited to open and collaborative. This suggests that the service caters to the unique needs of each individual. According to Ndraha (2002), the government must present itself as a provider in order to understand and address the requirements of every individual, establish lines of communication with the general public, and gather a variety of data in order to enhance

public policy. Thus, the government provides services that align with expectations, ultimately building its foundation on community services.

CONCLUSION

It is important to recognize the dedication of the Madiun City Government to enhancing public services. Initially, the mayor decided to work with the Ministry of Communication and Information Technology to draft a Memorandum of Understanding (MoU) on the implementation of the *100 Smart Cities* program in 2018. This was followed by a decision on the Madiun city government's bureaucratic reform roadmap for 2020–2024.

Based on the findings of this research and conversations, smart governance, one of the aspects of smart city that is the focus of the research, may be characterized in three ways: public service, bureaucracy management, and public policy:

1. Public service that link applications across Madiun City's Regional Apparatus Organizations (OPDs) through integrated and interoperable e-gov have not yet been fully implemented or are still in the application development stage.
2. Management of bureaucracy: To prevent sectoral egos and a bad

bureaucratic culture, the Madiun City Government establishes bureaucratic governance that is focused on justice, accountability, and transparency.

3. *Public policy*: Creating a government policy information system (Regional Regulation and Regional Head Regulation) that the public can easily access, listening to community aspirations on a continuous basis, and increasing citizen participation in public policy formulation are all ways to make public policy.

REFERENCES

- Atmawidjaja, Endra S., Sastra, Zaldy. Rahmrani Akbar, Nadya. (2014). *Kajian Pengembangan Smart City di Indonesia Tahun 2015*. Direktorat Jenderal Penataan Ruang Kementerian Pekerjaan Umum Jl. Pattimura No. 20 Kebayoran Baru
- Herdiansyah, Haris. (2019). *Metodologi Penelitian Kualitatif untuk Ilmu-ilmu Sosial*. Jakarta, Salemba Humanika
- Ndraha, Taliziduhu. (2002). *Kybernology (Ilmu Pemerintahan Baru)*. Rineka Cipta, Jakarta.
- Nugroho, Riant. (2017). *Publik Policy*. Elex Media Komputindo, Jakarta
- Harahap, Anggi Syahadat*. Zulvia, Pepi Zulvia. (2023). *Analisis Pengembangan Smart City berdasarkan Dimensi Teknologi, Sumber Daya Manusia, dan Insitutional di Kota Padang Panjang* KLIK: Kajian Ilmiah Informatika dan Komputer ISSN 2723-3898 (Media Online) Vol 4, No 1, Agustus 2023, Hal 618-624 DOI 10.30865/klik.v4i1.1200 <https://djournal.com/klik>
- Hasibuan, Abdurrozzaq. Sulaiman, Oris Krianto. (2019). *smart city, konsep kota cerdas sebagai alternatif penyelesaian masalah perkotaan kabupaten/kota, di kota-kota besar provinsi sumatera utara*. Buletin Utama Teknik Vol. 14, No. 2, Januari 2019 Universitas Islam Sumatera Utara, Jln. S.M. Raja Teladan Medan rozzaq@uisu.ac.id , oris.ks@ft.uisu.ac.id
- Abdulnabi, shuaib M. (2024). *Issues and challenges of implementing e-governance in developing countries: a comprehensive analysis of civil service models*. Cogent Business & Management 2024, VoL. 11, no. 1, 2340579 <https://doi.org/10.1080/23311975.2024.234057>
- Prayuda, Dody Kusuma (2023). *Faktor Penghambat Impelementasi Smart Governance dalam Mewujudkan Samarinda Smart City*. eJournal Ilmu Administrasi Publik, Fisip Universitas Mulawarman.
- Shinohara, S. (2023). *Bad government performance and citizens ' perceptions : A quasi- experimental study of local fi scal crisis*. *International Review of Administrative Sciences*. <https://doi.org/10.1177/00208523211067085>
- Sulistiyo, Heru. Martua, Aleknaek*. Sayuti, Mulyana, Ginting, Irka Tia. (2023) *Government Performance Pada Kebijakan Transformasi Digital: Bagaimana Transformation Capability Mempengaruhinya?* (Studi Empiris di Provinsi Maluku Utara). *Jurnal Kebijakan Pemerintahan* 6 (2):

95-113

Setiawan, Irfan. Aindita, Elfrida Tri Farah2
(2022) *Penerapan Konsep Smart City
Dalam Tata Kelola Pemerintahan
Kota Semarang* Jurnal Ilmiah
Administrasi Pemerintahan Daerah
Vol. 14 No. 1 pp. 97 - 116 Website:
<https://ejournal.ipdn.ac.id/JAPD>

Setyawati, Desy Nirmala, Fitriat, Rachma.
(2023). *Digital Governance Dalam
Keterbukaan Informasi* Jurnal
Kebijakan Publik, Vol.14, No.1, 2023
p-ISSN 1978-0680, e-ISSN 2655-
5204

Other Resources

<https://smartcity.madiunkota.go.id/assets/public/pdf/Buku-1-Masterplan-Smart-City-Kota-Madiun-2019-2024.pdf>

<https://issuu.com/ppidkelo3/docs/buku-2-masterplan-smart-city-kota-madiun-2019-2024>

<https://smartcity.madiunkota.go.id/assets/public/pdf/Buku-3-Masterplan-Smart-City-Kota-Madiun-2019-2024.pdf>

<https://madiuntoday.id/berita/2023/12/07/kota-madiun-raih-penghargaan-smart-city-dari-kementerian-jadi-penghargaan-ke-10-dalam-sepekan>. Diakses Hari Sabtu tanggal 24 Pebruari jam 22.36 WIB.

<https://ppid.madiunkota.go.id/daftar-informasi-publik-ppid-kota-madiun>