

# Effectiveness Of E-Government Implementation In Public Services In The Land Office Of Semarang City

Widodo Prayogo

Master's Degree Program in Law 17 August 1945 University Semarang, Indonesia

\*Corresponding Author:

Email: [Widodo.untag@gmail.com](mailto:Widodo.untag@gmail.com)

---

## **Abstract.**

*The development of increasingly sophisticated information technology requires that the public service system must be upgraded to an electronic system. One way is to implement the E-Government system in realizing electronic-based government. The E-Government system is intended to make government administration easier, faster, transparent, and effective. The E-Government system is determined by the principles of good governance, such as law enforcement, efficiency and effectiveness of state administration, public participation and justice. The implementation of the system involves human resources who can support the application of the system and also provide information to the public regarding the use of the E-Government system. Legal regulations related to the E-Government system have been stated in Presidential Instruction Number 3 of 2003 concerning National Policies and Strategies for E-Government Development, where the rapid advancement of communication and information technology and the potential for its widespread use can open up access, management and utilization of information in capacity. large ones quickly and accurately. This study uses a normative juridical approach which analyzes the results of research in the field with applicable legal regulations. A qualitative approach is used to emphasize the aspect of in-depth understanding of a problem. The purpose of this paper is to determine the implementation of the E-Government system in public services at the Semarang City Land Office, Of course, since the pandemic, the E-Government system can be a solution in terms of public services, given the limitations of the public to come directly. The implementation cannot be separated from the obstacles that occur, so it can be seen the obstacles and the solutions provided so that the use of the E-Government system can be even better.*

**Keywords:** E-Government; Effectiveness; Public service

---

## **I. INTRODUCTION**

The State of Indonesia is a legal state, which has been stated in Article 1 paragraph (3) of the third amendment to the 1945 Constitution of the Republic of Indonesia (UUD 1945).<sup>1</sup>This makes a state of law all people must be treated equally before the law (equity before the law). As a state of law, the government also gives rights to the community, one of which is through public services that can help the community to complete their interests. The government in this case has an important role to provide public services for the community starting from services in the form of regulation and other services to meet the needs of the community. In government organizations, service to the community is the main goal that has become an obligation in providing the best service to the community. In government institutions, the main goal is to provide services to the community by providing the best service and making it easier for the community as service users. This is expected to meet the needs of the community and good and quality services can facilitate the survival of the community. Good service is also expected to restore public confidence in the government's performance, so that when trust can be fulfilled, public welfare can also be achieved. Along with the development of information technology, it encourages the government to be able to take advantage of these developments by creating a more advanced system with the aim that the community becomes more abreast of developments that are happening. In accordance with Presidential Instruction Number 3 of 2003 concerning National Policy and Strategy for the Development of E-Government which states that the rapid advancement of communication and information technology as well as the potential for its widespread use, opens opportunities for access, management and utilization of large volumes of information quickly and efficiently.

Accurate In addition to advances in information technology, there is another driving force behind the issuance of Presidential Instruction No. 3 of 2003, namely the need for good governance and effective,

efficient, and accountable public services.<sup>2</sup> Basically, Information and Communication Technology (ICT) has become the most important factor in everyday life, because it has influenced and changed our lives. As a result of the rapid growth, the government uses E-Government services to increase the effectiveness of communication in terms of providing public services and information to the public. With the emergence of the concept of E-Government, public services in countries around the world have realized the importance of making services more efficient and accessible.<sup>3</sup> This is because people are more aware of the internet and feel good electronic services from the private sector, so people expect changes with more sophisticated services from the government. E-government itself offers public services that are more efficient, transparent, and accessible to the public and business interests.<sup>4</sup> In Moon's opinion, E-Government can help increase public trust by tackling corruption, inefficiency, ineffectiveness and policy alienation. However, on the other hand, the lack of access to E-Government services and the digital divide are factors that can affect trust and can further hinder the use of electronic services.<sup>5</sup> Although the benefits of electronic services have been well organized, their implementation often faces challenges in developed and developing countries.

This reason is influenced by the complexity of the changes introduced to the public sector, mainly driven by the internet and various related information and communication technologies.<sup>6</sup> Most countries in the world have adopted E-Government in their government systems, realizing that the benefits of E-Government are very influential in the development of their countries.<sup>7</sup> In the concept of E-Government, there are three basic things that need to be known, namely how to manage infrastructure, provide solutions and how to develop public services that have been made. Adequate infrastructure and resources are needed to use E-Government applications. The creation of a public portal is to address issues and problems in governance. Many benefits are obtained by the community when the government provides access to use public portals, including the community becomes easier to access services and services provided by the government can meet the needs of the community.<sup>8</sup> After the existence of E-government, the government uses innovative ways of communicating with the public, these facilities can ideally improve the quality of government services and provide greater opportunities for the community to participate in the public service process. The presence of information technology in government governance is one of the supporters of the realization of a clean, transparent and accountable government. As the definition of E-Government according to the World Bank (World Bank) that e-government refers to the use by government agencies of information technology (such as Wide Area Networks, the Internet, and mobile computing) that has the ability to change relationships with citizens, businesses, and other fields.

Other government.<sup>9</sup> Office Land Affairs Semarang City is determined to change the paradigm of the service bureaucracy towards a coordinated E-Government program and network, as well as increasing external cooperation and service orientation to the community as its focus. This program will transfer data related to land that is still physical and converted into integrated digital data so that the land data is easily checked. In addition, the E-Government service program is equipped with technology and security systems that are qualified and can be trusted and relied on by the community. Good service will increase satisfaction for the service applicant community, thus creating a good image for the Semarang City Land Office. Efforts to evaluate services that are already running can be done through the concept of effectiveness which emphasizes the achievement of predetermined goals. The level of effectiveness can be measured by comparing the plans or targets that have been determined with the results achieved, if the efforts or results of the work are not in accordance with the plan then it can be said to be ineffective. In this case, effectiveness is the achievement of organizational goals through the efficient use of available resources, both in terms of

inputs and outputs. An activity can be said to be efficient if it is carried out correctly and in accordance with procedures, while effective if the activity is carried out correctly and can provide useful results.

## II. METHODS

The approach method used in this paper is a normative juridical approach, namely legal research regarding the enactment or implementation of normative legal provisions in action on every particular legal event that occurs in society.<sup>10</sup>The normative juridical method is a legal research that puts the law as a building system of norms. The system of norms in question is related to principles, norms, rules, from laws and regulations, agreements and doctrines (teachings). The approach method that can be used in writing this thesis is a qualitative approach, where the approach emphasizes the aspect of in-depth understanding of a problem rather than looking at the problem for generalization research. The specification used in this study is descriptive analysis, namely solving the problem investigated by describing the current state of the object of research based on the facts that appear.<sup>11</sup>

It is said to be descriptive because the results of this study are expected to be able to obtain an overview of the effectiveness of the implementation of the E-Government system at the Land Office of Semarang City. The data source used is secondary data consisting of applicable laws and regulations and a collection of several journals as well as other references that can be related to this research. The data analysis method required in this study is a qualitative method. Data analysis was carried out qualitatively, comprehensively, and completely. Data analysis means describing quality data in regular, coherent, logical, non-overlapping, and effective sentences, thus facilitating data interpretation and understanding of analysis results. Comprehensive means in-depth data analysis from various aspects according to the scope of research. Complete means that no part is forgotten, everything has been analyzed.<sup>12</sup>

## III. RESULTS AND DISCUSSION

### A. Legal Theory in the Implementation of E-Government in the Land Office of Semarang City

Legal theory is a science that studies the basic meanings and systems of law. Such basic meanings are for example legal subjects, legal actions that have general and technical meanings. These basic understandings are very important in order to understand the legal system in general as well as in the positive legal system.<sup>13</sup>In addition, the definition of legal theory is an important part of legal science because through theories it can reflect the development of law in society. Opinions or views on a matter as a discussion in a certain way can be interpreted as a theory, so theory is often referred to as art because its activities are similar, namely in the form of gathering a number of considerations and finding something to arrive at a trusted opinion.<sup>14</sup>In relation to the implementation of e-government at the Semarang City Land Office, there are legal theories that regulate it, including the following:

#### a. Theory of Justice

The theory of justice is one of the goals of law that is most widely discussed throughout the history of legal philosophy. The purpose of law is not only justice, but also legal certainty and legal expediency. Ideally, the law must accommodate all three. The judge's decision, for example, is as far as possible the resultant of the three. However, there are still those who argue that among the three goals of law, justice is the most important goal of law, that there are those who argue that justice is the only goal of law. In connection with this, Plato states that the ideal state if it is based on justice, and justice for him is balance and harmony. The meaning of the word harmony means that citizens live in line and in harmony with the goals of the state, where each citizen lives a good life in accordance with the nature and social position of each. But on the other hand, critical thinking views that justice is nothing but a mirage, like people seeing the sky

---

as if it were visible, but never reaching it and never even approaching it. However, it must be recognized that the law without justice will occur arbitrarily. Actually justice and truth are the most important virtue values, so these values cannot be exchanged for any value. According to most theories, justice is of great importance. In essence, justice is putting everything in its place or according to its portion, fairness does not have to be equally applicable to everyone but is very subjective. With justice, people's lives in the nation and state will be better, justice is needed in all areas of life, be it law, economics and so on. The loss of justice can lead to various problems in society, thus the author will describe the theory of justice based on legal experts, including the following:

a) Aristotle's theory of justice

Aristotle is a philosopher who first formulated the meaning of justice. Justice is giving everyone what is due, *fiat iustitia brevit mundus*. Furthermore, he divides justice into two forms, namely as follows:

1. Distributive justice, is justice that focuses on the distribution, honors, wealth, and other goods that are equally obtainable in society. A fair distribution is a distribution that is in accordance with the value of its goodness, namely its value to society.<sup>15</sup>
2. Corrective justice, namely justice that guarantees, monitors and maintains this distribution against illegal attacks. Function Corrective justice is principally regulated by judges and re-stabilizes the status quo by returning the property of the victim concerned or by compensating for his lost property or in other words distributive justice is justice based on the amount of services rendered, while corrective justice is justice based on equal rights without look at the services provided.<sup>16</sup>

b) The theory of justice according to Gustav Radbruch

Law as "the complex of general precepts for the living-together of human beings" whose ultimate idea is oriented toward justice or equality.<sup>17</sup> View Justice according to Gustav Radbruch illustrates that the existence of law exists with the aim of regulating human life with an orientation towards justice and equality. According to him, the essence of justice is equality, so that the context of justice in law is directed towards equality. Gustav Radbruch further stated that in law there are three main pillars, namely expediency, justice and legal certainty. According to Radbruch's view, the three pillars have experienced a collision where between the three it is possible to attract each other, but they are bound together and cannot be separated. Efforts to enforce the law must involve a compromise between the three elements, although in practice it is not always easy to seek a balanced compromise between the three elements.<sup>18</sup>

b. Legal Certainty Theory

According to Hans Kelsen, law is a system of norms. Norms are statements that emphasize the "should" or *das sollen* aspects by including some rules about what to do. Norms are the product of deliberative human action. Laws that contain general rules serve as guidelines for individuals to behave in society, both in relationships with fellow individuals and in relationships with the community. These rules become limitations for society in burdening or taking action against individuals. The existence of these rules and the implementation of these rules create legal certainty.<sup>19</sup> Meanwhile, according to Utrecht, legal certainty contains two meanings, namely, first, there are general rules that make individuals know what actions may or may not be carried out, and second, in the form of legal security for individuals from government arbitrariness because with the existence of general rules, individuals can know what may be charged. or committed by the State against individuals.

This legal certainty comes from Juridical-Dogmatic teachings which are based on the Positivism school of thought in the legal world which tends to see the law as something that is autonomous and independent, because for adherents of this school, the purpose of law is nothing but guaranteeing the realization by general law. The general nature of the rule of law proves that the law does not aim to achieve

justice or benefit, but solely for certainty.<sup>20</sup>The existence of legal certainty is a hope for justice seekers against arbitrary actions from law enforcement officers who are sometimes always arrogance in carrying out their duties as law enforcers. Because with legal certainty, people will know the clarity of their rights and obligations according to law. Without legal certainty, people will not know what to do, do not know whether their actions are right or wrong, prohibited or not prohibited by law. This legal certainty can be realized through good and clear characterizations in a law and its implementation will be clear.

### c. Legal Protection Theory

Legal protection is actions or efforts to protect the public from arbitrary actions by authorities that are not in accordance with the rule of law, to create order and peace so as to enable humans to enjoy their dignity as human beings.<sup>21</sup>

The following is an understanding of legal protection from the opinions of experts, namely as follows.<sup>22</sup>:

- a) According to Satjipto Raharjo, legal protection is to provide protection for human rights that have been harmed by others and this protection is given to the community so that they can enjoy all the rights granted by law.
- b) According to Philipus M. Hadjon, legal protection is the protection of the dignity and worth, as well as the recognition of human rights possessed by legal subjects based on the legal provisions of the authority.
- c) According to Philipus M. Hadjon legal protection is a collection of rules or rules that will protect one thing from another.
- d) According to CST Kansil, legal protection is a variety of legal measures that must be provided by law enforcement officers to provide a sense of security, both mentally and physically from interference and various threats from any party.

Protection According to Phillipus Hadjon, there are two forms of law, the first is preventive legal protection, meaning that the people are given the opportunity to express their opinion before the government's decision gets a definitive form which aims to prevent disputes. Second, repressive legal protection that aims to resolve disputes. Based on the description above, it can be seen that legal protection is all forms of efforts to protect human dignity and respect for human rights in the legal field. The principle of legal protection for the Indonesian people is based on Pancasila and the concept of the rule of law, both of which prioritize the recognition and respect for human dignity. There are two forms of legal protection, namely preventive and repressive legal protection facilities.

### B. Implementation of E-Government at the Semarang City Land Office

Ministry Agrarian and Spatial Planning / National Land Agency (ATR/BPN), is one of the government institutions that is in the process of digital transformation in the implementation of its public services. The implementation of E-Government refers to Presidential Instruction No. 3 of 2003, concerning the national strategy for developing E-Government which is the government's seriousness in the use of information technology related to the implementation of government functions. The implementation of E-Government in ATR/BPN is stated in the Regulation of the Minister of Agrarian Affairs and Spatial Planning/Head of the National Land Agency No. 5 of 2017, and until 2019 the implementation is still being developed (ATR/BPN R&D, 2019). The target of implementing the E-Government of the Ministry of ATR/BPN is to achieve the digitization of all archives and files for all registered fields by 2025. The Semarang City Land Office (BPN Semarang City) is one of the organizations under the auspices of the Ministry of ATR/BPN. The objectives and vision and mission that are prepared must of course be in line with the head office of the Ministry of ATR/BPN, including the implementation of e-government as one of the strategies to achieve good governance. Semarang City BPN is one of the pioneer organizations in the implementation of e-government under the auspices of the Ministry of ATR/BPN. Some of the e-government



that have been implemented include: in the form of the Trusted Convenient Electronic Counter application (LENTERA), public complaint application (E-Lapor), PPAT administration report application (LOOP), and my land touch application. Some of these online services are an online service system that is used to provide facilities for service recipients to get online applications, so there is no need to come to the Semarang City BPN office.

BPN Semarang City become a land service agency that has the highest number of incoming file services in Indonesia. It is well realized by BPN Semarang City as a public service agency, that a digital-based system is needed to facilitate the process of setting and processing data properly which aims to improve service quality. The implementation of e-government at the Semarang City BPN has been in progress since 2017 when Regulation of the Minister of Agrarian and Spatial Planning/Head of the National Land Agency No. 5 of 2017 was issued, thus, this implementation has been running for approximately 3-4 years. Improvement and improvement of the performance of E-Government that has been implemented is very important to note, so that the E-Government system is expected to be able to improve organizational performance and efficiency, and better service quality can be achieved. (Santa et al., 2019). Good service quality can be achieved if the implementation and use of the E-Government system takes place effectively. When in the course of implementing e-government at the Semarang City BPN, throughout 2020 there are still many receive complaints or statements of public dissatisfaction through conventional mail or online systems regarding service quality (Table 1.1). Complaints can be submitted by mail, or through social media such as Instagram, twitter, whatsapp, or facebook. Complaints or complaints submitted by service users are usually related to file requirements, or the file process which takes a long time and never ends. In fact, with the E-Government system, it is hoped that the submitted file process can run more efficiently and effectively, so that service users are satisfied with the services provided by the Semarang City BPN.

**Table 1.1.** Complaint Recapitulation at the Semarang City Land Office 2020

*Source: Data from the Semarang City Land Office in 2020*

2020	Jan	Feb	Mar	April	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	%
Letter	6	3	4	6	5	6	3	3	2	1	4	7	50	21%
Social media	16	17	12	18	22	17	29	15	10	5	17	9	187	79%
<b>Total Complaints</b>	<b>22</b>	<b>20</b>	<b>16</b>	<b>24</b>	<b>27</b>	<b>23</b>	<b>32</b>	<b>18</b>	<b>12</b>	<b>6</b>	<b>21</b>	<b>16</b>	<b>237</b>	

Based on Table 1.1 above, it can be seen that the complaints or complaints received by the Semarang City BPN are still quite high. The percentage of complaints by mail is 21% while those through the online system are 79%. This creates a bad public perception of land services. Under these circumstances, it is very necessary to evaluate the services that are running. At a certain time, the E-Government program requires an evaluation of its effectiveness in satisfying customers. Conducting an E-Government evaluation will lead to monitoring changes in the E-Government environment and also to assessing the efficiency of implementing E-Government programs to improve service delivery procedures. The purpose of evaluation of the E-Government program by management is to provide strategic guidance for government organizations (Gupta & Jana, 2003). E-Government evaluation refers to the assessment and examination of activities to understand the processes and outcomes of e-government programs. There are two types for evaluating E-Government, namely the level of achievement of E-Government (current state) and evaluation of E-Government programs with reference to the assessment and examination of activities. Implementing performance measures is important to evaluate whether E-Government is being used effectively by government agencies, staff, and the public.

The effectiveness of E-Government has factors that influence this success, such as system quality, service quality and information quality (Santa et al., 2019). Office The Semarang City Land Agency is determined to change the paradigm of the service bureaucracy towards a coordinated E-Government program and network, as well as increasing external cooperation and service orientation to the community as its focus. This program will transfer data related to land that is still physical and converted into integrated digital data so that the land data is easily checked. In addition, the e-government service program is equipped with technology and security systems that are qualified and can be trusted and relied on by the community. Good

service will increase satisfaction for the service applicant community, thus creating a good image for the Semarang City Land Office.

#### IV. CONCLUSION

Based on the legal theory used in the implementation of E-Government in the Land Office of Semarang City, there are 3 (three) theories used, namely the theory of justice, the theory of legal certainty, and the theory of legal protection. In the theory of justice, it is intended that the government in providing public services to the community can be fair and not discriminate. Meanwhile, according to the theory of legal certainty, the use of E-Government has been regulated in law with the aim of making it easier for the public to access service applications, especially during the current pandemic, to come to the office directly is still very limited. And also for the theory of legal protection, the public in this case is still protected if they cannot use the application, they will be given direction from the Land Office of Semarang City in their use. Good service quality can be achieved if the implementation and use of the E-Government system takes place effectively. When in the course of implementing E-Government at BPN Semarang City, throughout 2020 there are still many receive complaints or statements of public dissatisfaction through conventional mail or online systems regarding service quality. Complaints can be submitted by mail, or through social media such as Instagram, twitter, whatsapp, or facebook. Complaints or complaints submitted by service users are usually related to file requirements, or the file process which takes a long time and never ends. In fact, with the E-Government system, it is hoped that the submitted file process can run more efficiently and effectively, so that service users are satisfied with the services provided by the Semarang City BPN.

#### REFERENCES

- [1] Anisa Safiah Maznorbalia, Muhammad Aiman Awaluddin. (2020), "E-Government System User Acceptance in Sintok Malaysia: Implementing the UTAUT Model", Policy and Governance Review, Vol 5, DOI:<https://doi.org/10.30589/pgr.v5i1.348>
- [2] Anshori, Abdul Ghofur. (2006). Philosophy of Law History of Schools and Funerals (pp. 47-48). Yogyakarta: Gajah Mada University.
- [3] Buffat, A. (2015). Street-Level Bureaucracy and E-Government. Public Management Review, 17(1), 149–161. <https://doi.org/10.1080/14719037.2013.77169>
- [4] Indrajit, RE (2020). Electronic Government: Strategy for Development and Development of Digital Technology-Based Public Service Systems (p. 30). Yogyakarta: Andi.
- [5] Irani, Z., Elliman, T and Jackson, P. (2007), "Electronic Transformation of Government in the UK: a research agenda", *European Journal of Information Systems*, Vo. 16, p. 327-35.
- [6] Mertokusumo, Sudikno. (2010). Knowing the Law (p. 161). Yogyakarta: Atma Jaya University.
- [7] Moon, MJ (2002), "Evolution of Inter-City E-Government: Rhetoric or Reality?", *Journal of Public Administration*, Vol. 4, p. 424-33.
- [8] Muhammad, Abdulkadir. (2004). Law and Legal Research (p. 134). Bandung: Image of Aditya Bakti.
- [9] Nawawi, hadari and Mimi Martini. (1994). Applied Research (p. 73). Yogyakarta: Youth.
- [10] Poernomo, Bambang. Implementing Imprisonment with the Correctional System. (p.22). Yogyakarta: Liberty.
- [11] Rasjidi, Lia, et.al. Fundamentals of Philosophy and Legal Theory (p. 11). Bandung: Image of Aditya Bakti.
- [12] Sarikas, O and Weerakkody, V. (2007), "Realizing integrated e-government service: a UK local government perspective", Transforming Government: People, Process and Policy, Vol. 1, No.2, p. 153-73.
- [13] Suyatno, Anton. (2018). Legal Certainty in the Settlement of Bad Loans Through the Execution of Mortgage Guarantees Without Court Lawsuit Process 9p. 11). Depok: Prenamedia Group.
- [14] Vishanth Weerakkody, Ramzy El-haddedh. (2011), "Exploring the Complexities of E-Government Implementation and Diffusion in a Developing Country Some Lessons From the State of Qatar", Emerald, Vo. 24, No. 2, DOI 10.1108/17410391111106293.