



Building Public Trust Through E-Governance Strategy: A Case Study in DKI Jakarta, Indonesia

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Abstract

E-governance has emerged as a strategic approach to address governance challenges in Indonesia by enhancing transparency, efficiency, accountability, and public participation. This study explores the implementation of e-governance in Indonesia, emphasizing its role in building public trust and transforming traditional governance into a digital system. Using a qualitative approach with literature study as the primary method, the research analyzes various initiatives, including Smart City programs and digital applications like JAKI and Open Data Jakarta. These efforts have demonstrated significant potential in improving public services and fostering government transparency. The study identifies several key components critical to successful e-governance, such as robust ICT infrastructure, supportive policies, and active public involvement. Despite notable progress, challenges persist, including digital divides, limited ICT access in remote areas, insufficient integration of governance systems, and low digital literacy among civil servants and the public. Issues of data security and privacy further underscore the need for a comprehensive strategy. Case studies, particularly in Jakarta, highlight effective implementations and innovations under various leaderships that significantly improved governance and public trust. However, sustaining these improvements requires addressing systemic barriers, fostering cross-sector collaboration, enhancing human resource capabilities, and promoting digital literacy. This study concludes that while e-governance has transformative potential, its success in Indonesia depends on overcoming infrastructural and cultural challenges. With continuous improvement and collaboration, e-governance can lead to a more transparent, responsive, and accountable government, reinforcing public trust and participation in the democratic process.

Keywords: *E-governance, Public Trust, Digital Transformation, Indonesia, Transparency, Accountability*



1. INTRODUCTION

Public trust in government is one of the key elements in creating stable, effective and inclusive governance (Rachmad et al., 2024). In Indonesia, this trust is often a complex issue due to various structural and social challenges, such as inefficient bureaucracy, low transparency in budget management, and high cases of corruption in various sectors. In such a situation, people tend to view the government with skepticism, which affects their participation in the development process. Increasing public trust is not only about improving the government's image, but also ensuring that public services are run properly and in accordance with the principles of fairness, transparency and accountability (Siti Maryam, 2017). With the development of information technology, the world has witnessed a major transformation in the way governments interact with their citizens. Technology has become a strategic tool to bridge the gap between the government and the people, accelerate public services, and increase accessibility to information. In this context, e-governance or information technology-based governance has become an innovative solution to overcome various governance challenges, including in Indonesia. By utilizing e-governance, the government can integrate various services, reduce bureaucratic barriers, and increase transparency through data disclosure and monitoring mechanisms that involve the public.

In Indonesia, the implementation of e-governance has shown some positive developments. Various initiatives, such as e-budgeting to ensure transparency in local financial management, e-procurement to reduce the potential for corruption in the procurement of goods and services, and integrated online services to speed up public administration processes, have been implemented in a number (Fadri & Fil, 2024). However, the successful implementation of e-governance cannot be separated from a number of obstacles that still need to be overcome. One of the main challenges is the gap in technological infrastructure, especially in remote areas that have limited access to the internet and digital devices. In addition, people's low digital literacy is also a significant obstacle in ensuring maximum public participation in the e-governance system. On the other hand, resistance to change from some state civil servants who are still stuck in traditional work patterns also hinders the optimal application of technology. Transparency and accountability as core elements of e-governance are also often hampered by the closed culture of the bureaucracy. Although technology can open access to information, if it is not supported by a commitment to improve integrity and trust, e-governance risks becoming just another tool without significant impact on improving governance. This requires a holistic approach that focuses not only on technology, but also on transforming organizational culture, strengthening regulations, and involving the public as active partners in monitoring and evaluating government performance. of regions. These programs, despite facing various challenges, are starting to have a real impact in improving government efficiency and accountability.

In addition, it is important to note that e-governance does not only function as a means to accelerate services, but also as an instrument to encourage public participation in the decision-making process. For example, digital platforms can be used to capture people's aspirations, collect relevant data for development planning, and monitor the implementation of government programs directly. This can create a closer relationship between the government and the community, while building stronger trust based on open and mutually supportive interactions. Therefore, this study



aims to explain how to Build Public Trust Through E-Governance Strategy: Case Study in DKI Jakarta, Indonesia.

2. METHOD

This scientific article uses qualitative research methodology with literature study techniques. Bogdan and Taylor in (Waruwu, 2023), see qualitative research as a research procedure that produces descriptive data in the form of written or spoken words from people and observed behavior. Qualitative research was chosen because it allows researchers to gain a thorough understanding of phenomena through descriptive and interpretive analysis (Creswell W.John, 2018). This approach emphasizes meaning, experiences and points of view that are relevant to the research problem while providing space for exploration of non-numerical data. The main data collection method is library research, which is carried out by looking at various library sources, including books, papers, scientific journals and other documents related to the subject matter. The goal of this procedure is to find, examine, and combine data from various sources to create a strong conceptual framework. The information gathered from this literature review is then thoroughly examined to look for trends, connections, and ideas that lend credence to the research objectives. The stages of data reduction, data presentation, and drawing conclusions were used to carry out data analysis in this research. Data presentation involves organizing findings into a structured narrative, while data reduction involves selecting related material from literature sources. Based on the interpretation of these results, conclusions are drawn while taking into account the reliability and truth of the sources consulted. Therefore, it is hoped that this study approach will be able to provide a comprehensive and in-depth understanding of the subject matter discussed in this scientific work.

3. RESULT AND DISCUSSION

Definition, Concept, E-Governance Strategy and its application in Indonesia

E-governance (electronic governance) is the use of information and communication technology (ICT) to improve governance by making it more transparent, efficient, accountable, and responsive to the needs of society. E-governance often includes the use of digital platforms to provide public services, communicate with citizens, and support decision-making processes in various sectors of government. The term encompasses efforts to digitize public services and government administration, including tax payments, access to public documents, and public participation in policy-making. Etymologically, the term "e-governance" consists of two words: "e," which comes from 'electronic' (relating to electronic or digital technology), and 'governance, which comes from the Latin 'gubernare,' meaning 'to lead' or "to govern." The word "governance" refers to the decision-making process and its implementation in an organization, especially in the public sector. The combination of these two words reflects the transformation of traditional governance processes into a technology-based digital form (Setiawan, 2013).



The concept of e-governance includes the application of good governance principles, such as transparency, accountability, and fairness through digital media. As a development of e-government, e-governance emphasizes the active involvement of the public and stakeholders in the electronic government process. The important components to realize e-governance are: 1) Supportive policies and regulations, in this case clear and inclusive regulations are needed to govern the implementation of e-governance, ensuring a balanced role between the government, private sector, and society. This includes policies to protect privacy, data security, and accessibility of digital-based public services; 2) Openness of information and data. Transparency is at the core of e-governance itself, ensuring public access to relevant information. The use of open data also allows the public to monitor government policies and participate in decision-making; 3) ICT/information and communication technology, in e-governance, of course, strong and adequate ICT infrastructure such as high-speed internet, mobile applications, and digital platforms are the main foundation in determining and realizing the success of e-governance implementation itself (Desril, 2022).

In this case, the government created e-governance to improve public services by providing convenient options for the community. Policies and strategies for e-governance development are needed to develop effective and efficient public services and good governance. These strategies and policies are regulated in Presidential Instruction No. 3 Year 2003, which regulates the National Policy and Strategy for the Development of e-governance at all levels of government (Herowandi, 2022).

The implementation of e-governance in Indonesia is a strategic step to improve transparency, efficiency, and participation in governance. The e-governance strategy involves several important stages that include providing technological infrastructure, strengthening policies, and empowering the community and bureaucracy. The government started this initiative through Presidential Instruction No. 3 Year 2003 on National Policy and Strategy for E-Government Development, which encourages the digitization of public services. One of the main strategies is the development of digital-based services that can be accessed at any time, such as the e-procurement system for the procurement of goods and services, as well as online population services through Dukcapil. These initiatives aim to reduce bureaucratic red tape and create transparent and accountable processes. Improving digital literacy in the community is also an important part of this strategy, enabling citizens to optimally utilize services. The implementation of e-governance in Indonesia is divided into several categories, namely Government to Citizen (G2C), such as the e-KTP registration service and the public complaint system through LAPOR!; Government to Business (G2B), such as the e-procurement system that facilitates interaction between the government and the business world; Government to Government (G2G), which includes data and information exchange between government agencies; and Government to Employee (G2E), which supports human resource management in the government sector. Concrete examples of e-governance implementation in Indonesia are the e-budgeting program implemented in various regions to increase transparency in budget management, as well as the use of digital payment technology such as QRIS to facilitate tax and levy transactions. In addition, welfare card programs such as the Smart Indonesia Card (KIP) and Healthy Indonesia Card (KIS) use information technology for efficient aid distribution. However, the implementation of e-governance in Indonesia also faces challenges, such as the digital divide, limited infrastructure in remote areas, and resistance from some parties within the



bureaucracy. However, through continuous efforts to improve technological capabilities, human resource management, and collaboration between stakeholders, this strategy is expected to encourage better and more responsive governance (Nurhakim, 2014).

The Importance Of Public Trust

Public trust is one of the important pillars in creating social and political stability and progress. In the context of governance, public trust describes how far people can trust state institutions, government policies, and how the democratic process takes place. A trust not only acts as a link between the government and the people but is key in influencing the legitimacy of the government and the effectiveness of the policies implemented. The role of political trust is crucial in increasing political participation, strengthening governance, and promoting economic development. Basically, people have more trust in government institutions that prioritize active participation in political processes, such as elections, participate in public discussions, support policies that are considered pro-people, and help provide solutions to problems that occur in society. In contrast, low public trust is caused by political apathy, social instability, and distrust of the existing government system (Wulansari & Claretta, 2024). Lack of public trust in the government is usually related to the dissatisfaction of the public with the performance of the government. People often feel that they are not being heard in conveying their aspirations or being accommodated in public policies, and at certain times, it can even lead to socio-political divisions. In addition, low public trust can lead to protest movements carried out by the community, which cause social instability and lead to a serious legitimacy crisis for the government. The poor image of the government has led to public distrust of the government, both at the central and regional levels, which has been ongoing, both during the pre- and post-reform governments. One of the reform ideas carried out by government stakeholders is good governance (Nawawi, 2012).

Good governance focuses on the principles of government management, which include several aspects, including transparency, accountability, public participation, efficiency, and responsiveness to the needs of the community. Governments that apply the principles of good governance will be able to build and maintain public trust; on the contrary, if the government fails to implement good governance in society, it will reduce public trust in the government. Good governance and public trust have a close relationship with each other. A government that implements good governance in society not only improves the quality of public services but also creates a more stable government and increases public trust (Febrianti, Meliana, & Priyadi, 2022).

Case Study: Implementation in DK Jakarta

The implementation of the e-governance system in the Special Capital Region of Jakarta (DKI Jakarta) has developed significantly. Along with the rapid development of technology, information, and telecommunications in the 21st century. In the early 2000s, the initiative by the provincial government of DKI Jakarta to improve transparency, accountability, and efficiency in the realm of public services began to be adopted to increase digitalization. One of the drivers of the e-governance system is arguably the former Governor of DKI Jakarta, Basuki Tjahaja Purnama, or often called Ahok. A program called Smart City launched in DKI Jakarta in 2014 became an important milestone in the history of e-governance implementation in DKI Jakarta. One of the goals of this program is to integrate technology into the city management aspect and provide better



services to the community, especially DKI Jakarta. The concept of the Smart City program is to optimize the use of information and communication technology (ICT) to improve the quality of public services, transparency, and government accountability. The program emphasizes that Smart City is not just about technology but about improving people's welfare. In its basic concept, Smart City must fulfill three important aspects, namely good education (brain), strong economy (wallet), and food security (stomach). The pillars of the Smart City program include smart governance, smart people, smart living, smart mobility, smart economy, and smart environment.

Before the Smart City program, there were several applications that had been circulating and introduced to the people of DKI Jakarta; one example is the Qlue application. The Qlue application functions as a complaint channel for the people of DKI Jakarta. Qlue makes it easier for the people of DKI Jakarta to complain about various problems that exist in their neighborhoods, which include problems such as inadequate infrastructure or public services. From this application, making one of the applications of e-governance in DKI Jakarta, it also shows the commitment of the DKI Jakarta Provincial Government to listen to the voice of the community.

At the end of 2019, DKI Jakarta was presented with the launch of the Jakarta Kini Application (JAKI). The JAKI program was initiated by former DKI Jakarta Governor Anies Rasyid Baswedan together with the DKI provincial government. JAKI was launched as a one-stop service application to fulfill various needs from the community, from health services, licensing, complaints, to local problems. JAKI is a step forward in utilizing technology to improve interaction between the community and the government directly and is present to provide access to information quickly and efficiently. Also, JAKI functions as a super-app that combines more than 80 DKI Jakarta government services, allowing the public to access public service information through their respective smartphones. This application includes several features, such as JakLapor, JakRespons, and JakSurvey.

Indeed, the entrance to the e-governance system seemed to open very large when Anies Baswedan served as Governor of DKI Jakarta. Many innovations have sprung up in DKI Jakarta. In addition to JAKI, Anies Baswedan also presents collaboration with digital startups bridged by the DKI Jakarta Provincial Government. In September 2019, to be precise, the DKI Jakarta Provincial Government signed a cooperation agreement with several startups such as Go-Jek and Tokopedia, among others. Of course, this is needed to develop technology-based solutions in the fields of transportation, trade, and public services. Anies Baswedan also rebranded the image of DKI Jakarta into a city of collaboration, or Jakarta as a collaboration hub for technological innovations that can improve public services. The DKI Jakarta Provincial Government, under Anies Baswedan's leadership, is committed to utilizing technology in every aspect. Anies Baswedan also said that the digitization of information aims to accelerate development in DKI Jakarta as well as facilitate public access to administrative information. One of these initiatives includes the development of the jakarta.go.id website and various other applications that can support the transparency and efficiency of public services. Then, there is an increased response to public complaints, which includes the Rapid Community Response (CRM) application that is directly connected to JAKI. This step is an effort by the DKI Provincial Government to resolve public complaints more transparently, and accountability reaches 95% in less than seven days. This is a manifestation of the government's desire to increase responsiveness to the needs of citizens. Then, the next example is the use of big data technology and



IOT. Anies Baswedan emphasized the urgency of utilizing advanced technology such as big data and IOT (Internet of Things) in city management. By utilizing existing data, the DKI Jakarta Provincial Government can make better decisions regarding urban planning and resource management.

If you were discussing data, the DKI Provincial Government implemented an e-governance system, and in order to increase public trust, they created an Open Data program. This program aims to increase transparency between the community and the government. Jakarta Open Data provides better access to public information by presenting data related to government performance openly and the public can see it. Through this data portal, the public can access information on various aspects of city government and development. So, with these programs, the level of public trust can increase (Dewangga, Farhan; , 2022). And If we look at the survey conducted by LSI (Indonesian Survey Institute) on the performance of the Anies Baswedan era government, the level of public trust shows a positive trend. The survey was conducted to assess the success of the government of former Governor Anies Baswedan and Deputy Governor Ahmad Riza Patria. LSI Executive Director Djayadi Hanan said the survey was conducted on Indonesian citizens (WNI) aged 17 years or more. The survey sample was 610 people, with a margin of error of four percent and a confidence level of 95 percent. A total of 50.8 percent of residents assessed the general condition and implementation of government in DKI Jakarta as very good. Then, 15 percent rated the condition of the government as bad or very bad. Of course, this has increased compared to previous years.

Challenges In E-Governance Implementation

Basically, public services are the state's way of providing the basic needs of its citizens. The government is obliged to provide high-quality public services to the community. People's expectations of high-quality public services, transparent processes, efficient turnaround times, and affordable prices are always increasing. The knowledge that citizens have the right to receive services has led to this increased demand. Information and communication technology is currently developing at an unstoppable pace; information systems management has been adopted by almost all sectors, both public and private. Fast, accurate, and concise information services are the goal of electronic-based types of information services, such as e-government, e-banking, e-library, e-education, and e-commerce, created by information service providers with various underlying applications (Prihartono, 2023).

In essence, e-government is the government's effort to use technology in order to realize an open, accountable, and responsive bureaucracy. in accordance with Presidential Instruction No. 6 of 2001 on the Development and Use of Telematics, which was then followed by Presidential Instruction No. 3 of 2003. Following telematics, Presidential Instruction No. 3 of 2003 was issued, which further explained the need for all Indonesian government agencies to be able to plan for good governance. This can be done by implementing e-government strategy planning in every government agency throughout Indonesia. Electronic-based government systems are now required to keep up with the times and technological advances, no longer a side project in today's digital era. The government must be able to overcome a number of obstacles to ensure the implementation of SPBE can run well and achieve the desired results. Information and communication technology (ICT), human resources, government performance, and SPBE governance are some of them. Electronic-based government systems have long been implemented in Indonesia but have yet to provide significant



benefits. According to the findings of the 2015 Indonesian e-Government Ranking (PeGI), local governments only obtained an index score of 2.5 (poor), while the use of SPBE by central agencies obtained an average index score of 2.7 (very good). Various problems and difficulties in the development of SPBE are inseparable from the implementation of e-government in Indonesia, which is still not ideal (Aprilia, 2020).

The implementation of e-governance in Indonesia faces various challenges that hamper the effectiveness and efficiency of electronic-based government systems. The following are some of the challenges in implementing E-Governance: 1) Lack of integrated governance, the absence of a national integrated government is one of the main problems. Similar programs were created independently by other government entities, resulting in resource redundancy and cost overruns. According to a survey, the same application in some organizations receives 65% of the application development expenditure; 2) Government performance is not yet optimal, public services and government performance have not been fully improved by the use of e-governance. According to the evaluation, the perception of corruption still exists, and many government entities receive low performance accountability scores. This implies that despite the use of technology, there has still not been a significant improvement in terms of accountability and transparency; 3) Uneven ICT infrastructure, another main obstacle is the condition of information and communication technology (ICT) infrastructure. Many places, especially in eastern Indonesia, still lack proper access to telecommunications networks, even though certain areas are connected. This makes it difficult for local governments to implement digital projects successfully; 4) Limited human resources, one of the biggest obstacles in implementing e-governance is the quality of human resources in the ICT sector. Many State Civil Service (ASN) staff do not have the technical knowledge to utilize modern technology. It is impossible to optimize the benefits of technology adoption without adequate training and skills development; 5) Data security and privacy, concerns about data security are also very important. Data leaks are more likely to occur when security measures to protect database privacy are often inadequate. To increase public trust in e-governance systems, information security must be a top priority; 6) Digital divide, another problem is the gap in internet availability between regions. The gap between developed and underdeveloped regions is widening as a result of the continued difficulty for many people in distant places to access digital services. These difficulties show that despite progress in e-governance implementation, many elements still need to be improved to achieve the desired goals. Improving ICT infrastructure, increasing human resource competency, and coordinating with various institutions are important steps to help Indonesia adopt an electronic-based government system. By overcoming these obstacles, the implementation of e-governance can run more efficiently, improve public service standards, and produce a more responsive and transparent government (Sosiawan, 2015).

4. CONCLUSION

The implementation of e-governance in Indonesia is a strategic step to increase transparency, efficiency, accountability and community participation in government administration. E-governance utilizes information and communication technology (ICT) to support public services and implement the principles of good governance, such as transparency, accountability, public participation, efficiency and responsiveness to community needs. The transformation of traditional



government into a more modern and connected digital form has proven capable of improving interactions between government and society. Case studies in DKI Jakarta show the success of various initiatives, such as the Smart City program, the JAKI application, and Open Data Jakarta, which facilitate access to information and services for the community and encourage information openness. Collaboration with the private sector and digital startups also further expands the scope of technology-based public services. Survey results show that these programs have succeeded in increasing public confidence in government performance.

However, the implementation of e-governance in Indonesia still faces major challenges, such as digital gaps in remote areas, a lack of integrated governance which causes initiatives that are not coordinated nationally, and limited human resources in the ICT sector, especially among the State Civil Apparatus (ASN).). The issue of data security and privacy is also an important concern, considering the risk of data leaks which could damage public trust. Apart from that, the perception of government performance is also a challenge, because the technology implemented has not yet significantly increased accountability. To overcome these obstacles, cross-sector collaboration, supportive policies and regulations, increasing community digital literacy, as well as training and development of human resource competencies in the public sector are needed. By overcoming this challenge, it is hoped that e-governance can become the main tool for realizing government governance that is more transparent, responsive, efficient, and can strengthen public trust in government institutions.

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