

LOCAL GOVERNMENT STRATEGIES IN IMPROVING THE INFORMATION TECHNOLOGY-BASED INTEGRATED SERVICES IN SOUTH CENTRAL TIMOR REGENCY EAST NUSA TENGGARA PROVINCE

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ABSTRACT: This research focuses on exploring and analyzing the local government strategies in improving information technology-based integrated services, exploring and analyzing the supporting and inhibiting factors as well as the efforts to overcome the inhibiting factors of the local government strategies in improving the information technology-based integrated services in Central Timor Regency, East Nusa Tenggara Province. The theory used here was the five strategies for reinventing government, through the approach of e-Government (e-Gov) concept of internet and IT-based public service. This study used descriptive qualitative design with data collection by interview, documentation and observation. There were 9 informants for this study. The results of the study indicated that local government strategies in improving the information technology-based integrated services in South Central Timor Regency are implemented through this series of stages: core strategy with focus on clarity of purpose, roles, and direction of organizational performance, consequences strategy with focus on incentive system that support the performance management, customer strategy with focus on customer quality assurance, control strategy with focus on organizational, employee and community empowerment, and also culture strategy with focus on breaking the bad habits in public service for better licensing and investment services in South Central Timor Regency.

KEYWORDS: Five Strategies for Reinventing Government, One-Stop Integrated Services (PTSP), Electronic Government (e-Gov); Management; Government; Public Administration; Regional Analysis

I. INTRODUCTION

Main objectives of the State of the Republic of Indonesia, as stated in paragraph four of the preamble of the 1945 Constitution, are to protect the whole people of Indonesia and the entire homeland of Indonesia, to improve public welfare, to educate the life of the people and to participate toward the establishment of a world order based on freedom, perpetual peace and social justice [1]. One of the noble objectives above, which is to improve public welfare for whole people of Indonesia, has become the main focus of administrative service of central and local governments in Indonesia [2,3]. The presence of the state is to fulfill and provide public needs, and with the recent development of government [4]. There has been a shift in public administrative paradigm among government and public within the context of authority and public service in accordance with the principles of good government and good governance [5].

Law No. 25 of 2009 on Public Services states that public service is an activity or a series of activities to fulfill service needs of every citizen in accordance with the laws and regulations for goods, services, or administrative services provided by public service providers. The enactment of Law No. 23 of 2014 on Local Government and its implementing regulation, Government Regulation No. 18 of 2016 on Local Bureaucracies, has brought significant change to the formation of local bureaucracies throughout Indonesia, including, with no exception, to the alignment of local bureaucracies in South Central Timor Regency East Nusa Tenggara Province, for example through the rightsizing principle based on appropriate workload in each region [6,7]. This is also in line with the rational, proportional, effective and efficient principles of organizational alignment of local agency [8].

In the context of regional autonomy, Investment and One-stop Integrated Service Agency is a technical institution of South Central Timor Regency Government which is directly responsible in investment and licensing service of regional development [9]. As mandated in Government Regulation No. 18 of 2016 on Local Bureaucracies, South Central Timor Regency Government has also issued Regional Regulation of South Central Timor Regency No. 5 of 2016 on Formation and Structure of Local Bureaucracies of South Central Timor Regency.

Based on the preliminary investigation, Investment and One-Stop Integrated Service Agency of South Central Timor Regency has also undergone nomenclature several times, for example from Integrated Licensing Service Office (KP2T) of South Central Timor Regency, based on Regional Regulation of South Central Timor Regency No. 15 of 2010, to Investment and One-stop Integrated Licensing Service Board (BPMP2TSP) of South Central Timor Regency, based on Regional Regulation of South Central Timor Regency No. 5 of 2015 on Organization and Working Procedures of Investment and One-stop Integrated Licensing Service Board of South Central Timor Regency, and currently based on Regional Regulation of South Central Timor Regency No. 5 of 2016 on Formation and Structure of Local Bureaucracies of South Central Timor Regency which is oriented to Government Regulation No. 18 of 2016 on Local Bureaucracies, the nomenclature changed it into Investment and One-stop Integrated Service Agency (DPMPTSP) of South Central Timor Regency [10].

The description of main duties and functions of Investment and One-stop Integrated Service Agency of South Central Timor Regency is regulated under Regulation of South Central Timor Regent No. 78 of 2016 on Position [11], Organizational Structure, Duties and Functions, and Working Procedures of Investment and One-stop Integrated Service Agency of South Central Timor Regency which is positioned as the implementing unit for technical affairs in Coordination and Investment, Promotion and Cooperation, and Integrated Licensing Service. Description of main duties and functions of Investment and One-stop Integrated Service Agency of South Central Timor Regency should refer to vision and missions stated in Strategic Plan of Investment and One-stop Integrated Service Agency of South Central Timor Regency 2015 – 2019, with vision: “Achieving good cooperation, conducive investment climate and effective, efficient and timely licensing services”, and missions as follows [12]:

1. Implementing data collection of potential of regional resources, development of integrated service system and mechanism.
2. Implementing coordination and facilitation of administrative services, policies of cooperation, investment and licensing services.
3. Developing and facilitating the implementation of programs together with partners of government, NGOs, and related local government agencies/sectors.
4. Creating conducive business and investment climate through socialization, promotion and marketing of investment potentials and opportunities and licensing services.

It is realized that external environmental factors are very influential in supporting the implementation of duties, considering that every aspect of activities carried out by Investment and One-stop Integrated Service Agency of South Central Timor Regency requires participation of other parties, so that their involvement is expected to be able to encourage the successful implementation of duties of Investment and One-stop Integrated Service Agency of South Central Timor Regency, especially in the formulation of policies on investment and integrated licensing service, which programs and policies will eventually become guidelines for stakeholders as the manager of development towards the spirit of good governance. Therefore, it is strengthened that an integrated process of licensing service based on information technology as part of the implementation of *e-Gov* is expected to be achieved in order to be able to meet public needs for information communication and mutual rapport between community, government and private parties [2].

Considering issues above, this research aims to explore "Local Government Strategies in Improving the Information Technology-based Integrated Services in Investment and One-stop Integrated Service Agency (DPMPTSP) of South Central Timor Regency, East Nusa Tenggara Province." It also would like to identify and overview local government strategies in improving information technology-based integrated services in South Central Timor Regency, East Nusa Tenggara Province, the supporting and inhibiting factors of local government strategies in improving information technology-based integrated services, and the efforts to overcome the inhibiting factors of local government strategies in improving information technology-based integrated services in South Central Timor Regency, East Nusa Tenggara Province.

II. METHODOLOGY

This study used descriptive research with qualitative method. In public administration research, theme is the “key” for the success of a research. Theme in qualitative research is built in the same way as in quantitative research [13,14]. The difference is that in quantitative research, structure of operationalization is description of

research variables that have been agreed and defined according to consulted references; while in qualitative research, the structure of operationalization, which is better known as “research theme structure”, is derived from problem statement [15]. Informants in this research were:

1. Regent of South Central Timor as informant 1;
2. Vice-chairman I of Regional House of Representatives of South Central Timor Regency as informant 2;
3. Regional Secretary of South Central Timor Regency as informant 3;
4. Head of Regional Development Planning Agency (*BAPPEDA*) of South Central Timor Regency as informant 4;
5. Secretary of Investment and One-stop Integrated Service Agency (*PMPTSP* Agency) of South Central Timor Regency of informant 5;
6. Head of Integrated Licensing Service Division in PMPTSP Agency of South Central Timor Regency as informant 6;
7. Head of Association of Construction Contractors (*Gapensi*) of South Central Timor Regency as informant 7;
8. Head of SoE District as informant 8;
9. A member of community, whose license application was in-progress, as informant 9.

III. RESULT AND DISCUSSION

In general, legal basis as reference for the policy of integrated licensing service in Investment and One-stop Integrated Service Agency of South Central Timor Regency is Law No. 25 of 2007 on Investment with implementation in Government Regulation No. 45 of 2008 on Guidelines for Providing Investment Incentives and Facilitation in Regions, and then Law No. 25 of 2009 on Public Services with implementation in Government Regulation No. 96 of 2012 on Implementation of Public Services, and is also regulated in Presidential Regulation No. 97 of 2014 on Implementation of One-stop Integrated Services.

Regulations above require comprehensive process and formulation of policies on integrated licensing service from bottom (village) level to regency level by engaging the stakeholders; in reality, however, this has not been implemented optimally in the Investment and One-stop Integrated Service Agency of South Central Timor Regency, as the role of government (bureaucracy) is still very dominant, and the prolonged system and mechanism in processing a license manually has become an internal problem in addition to other external problems, for example geographic factor of large area, low economic capability of the community, the lack of good will and political support, and limited telecommunication network and server, as well as low internet literacy of the community in general.

It is therefore, required to have a quick breakthrough on the information technology-based integrated services in the Investment and One-stop Integrated Service Agency of South Central Timor Regency in the future. Internal problems in Investment and One-stop Integrated Service Agency of South Central Timor Regency, for example limited human resources with low education level/low technology literacy, limited facilities and infrastructures for providing licensing services to public and minimum budget support, have influence on optimization of licensing service, both in manual and electronic or information technology based manners, that should be adjusted with geographical condition of administrative area of South Central Timor Regency as described in table below:

Table 1: Division of Area Size by District in South Central Timor Regency

No	District	Number of Villages/Sub-districts	Area Size (km ²)
1	2	3	4
1	North Mollo	18	208.22
2	Fatumnasi	5	198.65
3	Tobu	8	98.89
4	Nunbena	6	134.49
5	South Mollo	7	147.18
6	Pollen	11	250.29
7	West Mollo	6	165.14
8	Central Mollo	5	99.69
9	SoE town	13	28.08
10	West Amanuban	8	114.30

11	Batu Putih	7	102.32
12	Kuatnana	8	141.22
13	South Amanuban	10	326.01
14	Noebeba	7	186.02
15	Kuanfatu	13	136.52
16	Kualin	8	195.84
17	Central Amanuban	11	87.71
18	Kolbano	12	108.70
19	Oenino	11	154.96
20	East Amanuban	10	149.26
21	Fautmolo	7	46.34
22	Fatukopa	7	65.59
23	KiE	13	162.78
24	Kot'olin	8	58.94
25	South Amanatun	13	82.64
26	Boking	7	94.58
27	Nunkolo	9	69.09
28	Noebana	5	49.63
29	Santian	5	48.17
30	North Amanatun	9	105.84
31	Toianas	9	103.95
32	Kokbaun	6	34.32
Total		278	3,955.36

Source: BPS - TTS Regency in 2017

Based on data from Statistics Indonesia in *South Central Timor Regency in 2017*, total area size of South Central Timor Regency is 3,955.36 km² or 395,536 ha. Administratively, South Central Timor Regency consists of 32 districts, 266 villages and 12 sub-districts. TTS (*Timor Tengah Selatan (TTS)*) Regency is one of regencies in East Nusa Tenggara (*Nusa Tenggara Timur (NTT)*) province with the largest area and the highest number of districts and it will become a problem for Investment and One-stop Integrated Service Agency of South Central Timor Regency in terms of investment and licensing services in this region if there is no breakthrough in information technology to support access to services provided by the Investment and One-stop Integrated Service Agency of South Central Timor Regency. The potential of this region, which covers 32 districts and 278 villages/sub-districts, is a gift and also a responsibility for South Central Timor Regency Government in serving the needs and welfare of its community.

According to data from Statistics of Indonesia, *South Central Timor Regency in 2016*, this regency had population size of 456,152 people with population density of 115 people/km², and the largest population size was located in SoE town by 40,501 people or 9% of total population size of South Central Timor Regency with varied livelihoods in small and medium enterprise, trade, and service sectors, thus creating great potential in licensing management for small and medium enterprises. Investment and licensing service matters under responsibility of Investment and One-stop Integrated Service Agency of South Central Timor Regency in serving the public needs in South Central Timor should be balanced with capacity and capability of civil servants. Number of civil servants in Investment and One-stop Integrated Service Agency of South Central Timor Regency is presented in table below:

Table 2: Data of Civil Servants of Investment and One-stop Integrated Service Agency

Source: General and Personnel Subdivision of DPMPSTSP of TTS Regency, 2016

No	Echelon	Education Level					Number of Personnel
		Junior High School	Senior High School	D-3/D-2/D-1	Bachelor Degree	Master Degree	
1	Echelon II		-	-	1	-	1
2	Echelon III				2	1	3

3	Echelon IV		1	-	8	1	10
4	Non-Echelon/Staff	1	15	3	5	-	24
	Total	1	16	3	16	2	38

Based on table above, number of personnel in Investment and One-stop Integrated Service Agency of South Central Timor Regency in 2016 was 38, with 16 personnel or 42.1% were senior high school graduates, most of which were non-echelon/staff positioned directly in front office jobs and back office jobs for the main duty of providing investment and integrated service. This condition of personnel, for example most of which (42.1%) were staff with senior high school education level and limited information technology literacy, has become a problem for Investment and One-stop Integrated Service Agency of South Central Timor Regency in improving its investment and integrated service for public needs of licensing service in South Central Timor Regency.

External problem in terms of political factor is lack of political support and good will from local government, of both executive and legislative, towards efforts to improve public services in South Central Timor Regency, including the integrated licensing service; this can be seen in the minimum support towards direct expenditure line item (Public Expenditure) with limited regional financial resource from General Allocation Fund (*Dana Alokasi Umum (DAU)*) which is managed in Regional Budget (*APBD*) of South Central Timor Regency, as described in table below:

Table 3: Regional Revenue and Expenditure Budget (APBD) of South Central Timor Regency 2016

Source: Office of PKAD of TTS Regency, 2017.

No	Description	Amount
I	Regional Revenue	: USD 107.716.194,26773.
II	Regional Expenditure	: USD 114.604.598,98327
	Surplus/(Deficit)	: (USD 6.888.404,71553)
I.I	Regional Revenue	
	Regional Own-source Revenue	: USD 11.547.900.11208
	Fiscal Balance Fund	: USD 77.605.933,81721
	Miscellaneous Legal Regional Revenue	: USD 18.569.352,98923
II.I	Regional Expenditure	
	Indirect Expenditure	: USD 62.758.529,38251
	Direct Expenditure	: USD 51.808.957,64229

Based on elaboration of Regional Budget of South Central Timor Regency 2016 above, there was a budget deficit by 6% or about USD 6.891.762,87784, because regional expenditure exceeded regional revenue, as seen in Indirect Expenditure line item (Personnel Expenditure) of USD 62.809.464,10067 that exceeded Direct Expenditure (Public Expenditure) of USD 51.832.031,46813. The use of revenue and expenditure line items of Regional Budget of South Central Timor Regency 2016 was distributed to all Local Government Agencies (*SKPD*) or Local Bureaucracies (*OPD*) of South Central Timor Regency, including to Investment and One-stop Integrated Service Agency of South Central Timor Regency, with total amount of fund allocated was USD 347.659,55704, consisting of Indirect Expenditure line item of USD 207.149,38445 and Direct Expenditure of USD 140.510,17259, and for more detail, it can be seen as follows:

Table 4: Realization of Indirect Expenditure and Direct Expenditure in PMPTSP Agency of TTS Regency 2016

Source: Performance Accountability Report of PMPTSP Agency of TTS Regency, 2016.

No.	Description	Budget (USD)	Realization (USD)	%
1.	Indirect Expenditure	207.057,16871	185.384,08347	89.44
	Personnel Expenditure	207.057,16871	185.384,08347	89.44
2.	Direct Expenditure	140.447,62233	136.433,25404	97.14
	Goods and Service Expenditure	134.458,29964	130.713,19946	97.18
	Capital Expenditure	5.991,18964	5.762,58250	96.18
	Total	347.613,11254	321.917,65191	92.61

The financing and budgeting sources are elaborated in more detail in Budget Implementation Document (*Dokumen Pelaksanaan Anggaran (DPA)*) 2016 by Investment and One-stop Integrated Service Agency of South Central Timor Regency to implement mandatory affairs in financing the main duties and functions in investment and integrated services according to the principle of financial accountability and reporting. So that implementation of the main duties and functions of Investment and One-stop Integrated Service Agency of South Central Timor Regency in terms of licensing service can result to realization. Number of application and realization for types of licensing and non-licensing services in 2016 are shown in table below:

Table 5: Number of Application for and Realization of Licenses and the Processing Time for Licensing and Non-licensing Services in PMPTSP Agency of TTS Regency 2016

Source: Performance Accountability Report of PMPTSP Agency of TTS Regency, 2016

No	Type of Business License	Applicat ion	Realizati on	Explanati on	Processing Time (days)
1	2	3	4	5	6
1.	Building Permit (Izin Mendirikan Bangunan (IMB))	309	309	100%	14
2.	Business Location Permit (Surat Izin Tempat Usaha (SITU))	470	470	100%	7
3.	Trade Business Permit (Surat Izin Usaha Perdagangan (SIUP))	434	434	100%	4-7
4.	Tourism Business Permit (Surat Izin Usaha Pariwisata (SIU-PAR))	5	5	100%	7
5.	Route Permit:	226	226	100%	4-7
	- . Public Transportation	51	51	100%	
	- . Rural Transportation	66	66	100%	
	- . Incidental	109	109	100%	
6.	Construction Service Business Permit (Surat Izin Usaha Jasa Konstruksi (SIU-JK))	46	46	100%	4-7
7.	Liquor License (Izin Penjualan Minuman Beralkohol (IP-MB))	8	8	100%	4-7
8.	Regency scale fund-raising license (Izin Penggalangan Dana Skala Kabupaten)	-	-	-	-
9.	Advertising Permit	2	2	100%	4-7
10.	Space Recommendation (AP)	242	242	100%	4-7
11.	Certificate of Company Registration:	144	144	100%	4-7
	- . CV (Limited Partnership)	62	62	100%	
	- . Individual	69	69	100%	
	- . Limited Liability Company (Perseroan Terbatas (PT))	12	12	100%	
	- . Cooperative	1	1	100%	
12.	Warehouse Registration Certificate (Tanda Daftar Gudang (TDG))	4	4	100%	4-7
13.	Industry Registration Certificate (Tanda Daftar Industri (TDI))	5	5	100%	4-7
14.	Regional Tax Clearance Certificate	-	-	-	-
Number of License		1,895	1,895	100%	7-14

Based on above data on realization of the issuance of licensing and non-licensing documents in Investment and One-stop Integrated Service Agency of South Central Timor in 2016, there were 14 types of license with total of 1,895 documents, and numbers of licenses (sorted from highest to lowest number) were 470 documents of Business Location Permit (SITU) (25%), 434 documents of Trade Business Permit (SIUP) (24%) and no documents for both Fund-raising license and Tax Clearance (0%). This condition of processing all types of licensing document is closely related to the limited capability of human resources with long and complicated procedures which can take 7 to 14 days to issue a licensing document. This is a problem that requires a breakthrough through information technology support and electronic service system to help facilitate the

licensing service duties of Investment and One-stop Integrated Service Agency of South Central Timor Regency.

The condition of finance and asset or capital expenditure in form of equipment and supply needed for operation of investment and licensing and non-licensing services for public in accordance with data of facilities and infrastructures of Investment [16], and One-stop Integrated Service Agency of South Central Timor Regency in 2016 can be seen in table below:

Table 6: Data of Facilities and Infrastructures of Investment and One-stop Integrated Service Agency of TTS Regency 2016

Source: Performance Accountability Report of PMPTSP Agency of TTS Regency, 2016.

No	Item	Amount	Condition
1	2	3	4
1.	Jeep car	2	Good
2.	Pick-up car	2	Good
3.	Motorcycle	3	Good
4.	Typewriter	4	Good
5.	Filing Cabinet	4	Good
6.	Wooden Rack	6	Good
7.	Safety Box	1	Good
8.	Small Office Desk	28	Good
9.	Chair	40	Good
10.	Grand Office Desk	12	Good
11.	Wireless	1	Good
12.	Analog Camera	3	Good
13.	Desktop Computer	8	Good
14.	Notebook Computer	5	Good
15.	Printer	10	Good
16.	UPS	5	Good
17.	Digital Camera	2	Good
18.	Projector	1	Good
19.	Projector Screen	1	Good
20.	Telephone/Facsimile	1	Good

The next issue is about how to improve the quality of integrated licensing services in Investment and One-stop Integrated Service Agency of South Central Timor Regency which still does not employ information technology (IT) to facilitate and simplify the process of licensing services in South Central Timor Regency to be more effective (less time-consuming) and efficient (less cost-consuming) [17].

Based on results of research, local government strategies in improving information technology-based integrated services in South Central Timor Regency, East Nusa Tenggara Province can be described as follows [17]:

1. Local government strategies in improving information technology-based one-stop integrated services (PTSP) In South Central Timor Regency, East Nusa Tenggara Province were conducted in 5 strategies, such as:
 - a. Core strategy: creating clarity of the purpose of organization with function of giving direction to achieve the purpose, with focus on clarity of purpose, role, and direction of organization.
 - b. Consequences strategy: introducing consequences in form of incentive system to support organizational performance, with focus on performance management.
 - c. Customer strategy: creating accountability system to community/ customer, with focus on customer quality assurance.
 - d. Control strategy: empowering organization and employees to innovate in improving the quality of licensing services in PMPTSP Agency of South Central Timor Regency, with focus on organizational empowerment, employee empowerment, and community empowerment.
 - e. Culture strategy: redeveloping values, norms, attitudes and expectations of employees to government organization, with focus on breaking bad and adverse habits in service.
2. Supporting and inhibiting factors of local government strategies in improving information technology-based integrated services in South Central Timor Regency, East Nusa Tenggara Province were:
 - a. The main supporting factor of local government strategies in improving information technology-based one-stop integrated services (PTSP), which is part of the implementation of *e-Government (e-Gov)* in South Central Timor Regency is: Support (political will)

- b. The inhibiting factor that become main challenge is challenge in involvement of Non-government Groups (lack of cooperation/support from private parties in investment for development of information technology infrastructures.
3. Efforts to overcome the inhibiting factors of local government strategies in improving information technology-based one-stop integrated services (*PTSP*) is through *Planning*, which is implemented in 8 elements that are also part of the implementation of electronic government (*e-Gov*) in South Central Timor Regency, such as:
 - a. Good planning should be supported by good political environment.
 - b. Detailed planning should be prepared by a leader/implementer of *e-Gov* project.
 - c. Good planning is a total and comprehensive planning with long-term target of implementation.
 - d. Good planning should involve the interests of every party and stakeholder.
 - e. Good planning should be transparent and supported by valid and true data.
 - f. Good budget planning should be rational according to appropriate standard of financing.
 - g. Appropriate planning of technology preparation should be according to the capacity and requirement of licensing services.
 - h. Planning in innovation, ideas and creativity can be properly implemented to support licensing services.

IV. CONCLUSION

Based on analysis above, below are several recommendations as idea contribution to South Central Timor Regency Government in making policies related to local government strategies in improving the information technology-based integrated services in South Central Timor Regency, East Nusa Tenggara Province:

1. Aspect of local government strategies in improving information technology-based integrated services in South Central Timor Regency, East Nusa Tenggara Province:
 - a) As a public organization with public service function, it is recommended to have the capability to clarify the purpose of organization in the direction of achieving organizational purpose, with focus on clarity of purpose, role and direction of organizational performance in line with vision and missions of regional and organizational development.
 - b) Implementation of performance management should be directed to improve the quality and capacity of human resources to be capable as service personnel in the front office jobs and back office jobs to support the improvement of information technology-based one-stop integrated services (*PTSP*).
 - c) Implementation of accountability to license applicants should be focused on customer quality assurance by preparing safe and comfortable service facilities, applying good standard of services according to Standard Operating Procedure (SOP), Minimum Service Standard (MSS) and Excellent Service Standard (ESS) to support quality improvement of licensing services in Investment and One-stop Integrated Service (PMPTSP) Agency of South Central Timor Regency.
 - d) Be able to empower the organization and employees to innovate in quality improvement of licensing service in achieving easy, simple, cheap, quick, proper, effective and efficient licensing services, including in the implementation of *e-Gov* in South Central Timor Regency.
 - e) Redevelop service culture according to service values, norms and ethics to be able to change bad habits in licensing services and improve trust, assumption and expectation in the improvement of information technology-based one-stop integrated services (*PTSP*).
2. Supporting and inhibiting aspects of local government strategies in improving information technology-based integrated services in South Central Timor Regency, East Nusa Tenggara Province.
 - a) Supporting Factors: It is recommended to build common commitment through political communication and by reaching common vision and missions in communicating the programs and activities which cover the needs/interests of various parties in the development and implementation of *e-Gov* project in South Central Timor Regency.
 - b) Inhibiting Factors: It is recommended to build cooperation with private parties in investment for development and expansion of information technology infrastructures, and formulate the cooperation in an Integrity Pact between all involved parties to ensure the implementation and improvement of *e-Gov* in South Central Timor Regency.
3. Efforts to overcome the inhibiting factors of local government strategies in improving information technology-based PTSP, which is also part of the implementation of *e-Gov* in South Central Timor Regency, are emphasized on planning factor in 8 (eight) elements of the key to successful implementation of *e-Gov* as follows:
 - a) It is necessary that the plan for improving *e-Gov* as main issue in regional policy to be supported in a good political environment.

- b) It is necessary to have detailed plan for improving *e-Gov* that is prepared by project leader/ implementer as the initiator of *e-Gov* project
- c) It is necessary to have total and comprehensive plan for improving *e-Gov* with long-term target of implementation (*RPJPD, RPJMD, KUA* and *Renja*).
- d) It is necessary to have plan for improving *e-Gov* that involve the interests of every party/stakeholder in reaching common vision, missions, programs and activities.
- e) It is necessary to have transparent plan for improving *e-Gov* that is supported by valid and true data, including database of local potentials and regional natural resources.
- f) It is necessary to have plan for improving *e-Gov* with good budget function that is rational according to appropriate standard of financing/ provision of network infrastructures.
- g) It is necessary to have plan for improving *e-Gov* with preparation of proper technological infrastructures (software and hardware) according to the capacity and requirement of licensing services.

It is necessary to have plan for improving *e-Gov* with good implementation of innovation, ideas and creativity to support licensing services through benchmarking/training to other regencies/cities that have implemented *e-Gov* and Smart City to support their public services.

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VI. DATA AVAILABILITY

The data in the form of Tables are obtained through book entitled “Timor Tengah Selatan dalam Angka” composed offline by Badan Pusat Statistik (Center for Statistics) in 2017 and available online at <https://timortengahselatankab.bps.go.id/>.

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