

**OPEN GOVERNMENT  
AT GRASSROOTS LEVEL GOVERNMENT:  
E-Government Success Factors  
In The Village Of Pejambon, Bojonegoro**

**Kusnan,**

E-mail: [kusnan-2016@fisip.unair.ac.id](mailto:kusnan-2016@fisip.unair.ac.id)

Master of Public Policy, Faculty of Social and Political Sciences,  
University of Airlangga, Surabaya-Indonesia.

**Sulikah Asmorowati,**

Department of Administration, Faculty of Social and Political Sciences,  
University of Airlangga, Surabaya-Indonesia.

**Erna Setijaningrum,**

Department of Administration, Faculty of Social and Political Sciences,  
University of Airlangga, Surabaya-Indonesia.

**ABSTRACT**

The Government of Bojonegoro Regency was an Indonesia representative in the Open Government Partnership (OGP) of Subnational Government Pilot Program. This achievement raised new energy to implement openness in rural government. This policy was also in line with Rural Law. Meanwhile, to implement government openness, the use of e-Government was highly prioritized. By e-Government, the governance would be effective and efficient. However, only one of 419 villages in Bojonegoro succeed in implementing government openness, which was Pejambon Village. This village won the best website in East Java in 2016 and 2017. Thereafter, it took first place as the most informative and transparent village at the national level in 2018. This research uses qualitative descriptive research methods. The results show that in general the success of E-Government implementation in the open government in Pejambon village is influenced by three main factors. First, governing factors include vision, leadership, and funding. Second, organizational factors include policy, human resources, and collaboration. Third, technical factors include IT infrastructure and IT standards. However, some indicators need to get attention and improved by the village government of Pejambon, namely Funding, human resources, and IT infrastructure. If not immediately handled seriously, the future will impede the implementation of open government in Pejambon village.

**Keywords:** *Open Government, Succes Factors, e-Government, Grassroots, Village*

## A. PRELIMINARY

The Government of Bojonegoro Regency was an Indonesia representative in the Open Government Partnership (OGP) of Subnational Government Pilot Program in 2016 (Public Relations of Bojonegoro, 2016). In general, this program aims to support the Local Government in highly open commitment, share the ideas and experiences, also as the tool for the community and Non-Government Organization (NGO) to execute OGP. This program aims to (1) Increase leadership and political commitment, also the responsibility of Local Government was required to facilitating the community for access service and information directly, (2) supported the Local Government to the better quality, transparency, responsive and accountable, also determine the structure of public participation, (3) discovery, technique advancement, Open Government practices, and new basic innovation of Information and communication technology, (4) create the practices opportunity to share in each other, share the experiences, and we must cooperate to implement the Open Government with other Local Governments, (5) support, empower ability, create a right incentive and condition for Local Government in making a concrete commitment to the Open Government can be realized, (6) expand and deepen NGO Participation for more detail.

Subnational Government Pilot Program of OGP in the selection process followed by 69 Country of 4 Continent, there was America, Africa, Europe, and Asia with more than 40 Local Government as the member. However, only 15 Local Government passed the selection, either Bojonegoro Local Government. More details can be seen in the following picture.



Figure: 1. OGP Regional Government Pilot  
(Source: Diskominfo Bojonegoro, 2016)

Figure 1 was explained that 15 Local Government passed the OGP of Subnational Government Pilot Program selection. In the American continent, there was successfully Local Government that was Buenos Aires-Argentina, Ontario-Canada, Austin-United States of America, La Libertad-Peru, Jalisco-Mexico, Sao Paulo-Brazil. The successful selection Local Government in Africa there was KigomaUjiji-Tanzania, Sekondi-Takorandi (Ghana), ElgeyoMarkwet-

Kenya. In Europe, there was Paris-France, Madrid-Spain, Scotland-United Kingdom. Asia was put three representatives, Tbilisi-Georgia, Seoul-South Korea, Bojonegoro-Indonesia.

This regency, located in East Java Province, was the only one representative of the OGP Subnational Government Pilot Program and successfully chosen because of the public information disclosure was solid and completed, also highly public participation. Two other Local Government has also participated in the program, there was DKI Jakarta and Banda Aceh, however, both of them were declared cannot be passed the selection. Bojonegoro Local Government performs two ways to realize the open Government, conventionally (public dialogue, print media, and complaint box) and in a modern way, Information and Communication Technology utilize among Short Message Service (SMS), Radio, Aspiration Service and Community Online Complaint, Monitoring System, Planting and Harvesting Information System Right (SIMTAPAT), and Website.

According to President of Republic Indonesia, Joko Widodo, ICT utilization in the Government sector or e-Government would give the wide opportunity for the community to interact with Public Institutions in an electronic way unobstructed of the time and distance, otherwise to Public Institutions would be simple communication to the community. And with virtual communication media channels then consultation and communication would be done quickly. Other benefits are better public service, empowering community in information access, effective and efficient activity, less corruption. Vice President of Republic Indonesia in 2014-2019, Yusuf Kalla, added a presence of e-Government was conclusive evidence of bureaucratic reform which aims to improve public service quality. The next unimportant goal to less cheating practices in bureaucracy, for example, is a bribe, illegal levies, even corruption, collusion, nepotism. Therefore, Bojonegoro Local Government committed to using ICT in Open Government Implementation.

Success in Open Government Implementation in Regency Sector, encourage the Bojonegoro Local Government to promote in Village Government sector. This step is right assessed because there is still much distransparent Village Government. Development of Society Institute Report of Indonesia mention only 1 transparent category in the Village Government of Bojonegoro Regency in 2016. Meanwhile, in 2017, 3 Village Governments headed open and 10 Village Governments enter the category less open. The research was conducted of IDFoS Indonesia for 42 Village Governments in Bojonegoro Regency. The high number of closed Village Government visible in website ownership is still low. In 2016, Village Government that has a website only 105 of 430 villages. While Village Government that has no website among 365.

Bojonegoro Regency Government has done various ways to encourage the open Government in the village, as added in Local Action Planning (RAD) 2016-2017, that is strengthening village government accountability. And also the desired target was (1) the training of two cadres of homelessness in fostering family welfare to input data of every village, (2) entire village perform input progress to homelessness data application, (3) strengthening the community capacity in planning, implementation, and evaluation in 30 villages, (4) PPID

formation assistance in 30 villages, and (5) the transparency of village revenue and expenditure budget (APBDes), Responsibility report through billboard, village treasure through billboard and website village. Other efforts are organized OGP Festival in 2016. This is one of real form implementation of Bojonegoro Regency instruction number 2 in 2016 about Open Government Partnership (OGP) Implementation, otherwise, to accelerate the realization of Open Government in village sector, also published Regional Regulation number 2 in 2017 about Transparency Public Information, and Regent Regulation number 10 in 2017 about Village Information Management. The purpose and objectives of the regulation are organized village media information and information village governance procedure to supported village government implementation, and also as guidelines for information governance in the village.

Previously explain that only one successful transparency village government. Village Government that was meant is the Pejambon village government. The village located in Sumberrejosub-district dare to announce openly government activity in the public area through every media, for the example website. To emphasize that website is a strategic and prioritize program of realizing the open government, then published Pejambon Village regulation number 7 in 2016 about Information and Documentation village management guidelines. Inpres regulation number 3 in 2003 about e-Government policy explained that create a website is the first step of e-Government implementation.

E-Government implementation in Pejambon village has received recognition in the regency sector, which is the 1st winner of the OGP Festival in 2016. Another achievement is twice won 1st place in the website category in the information and documentation management official (PPID) awards in 2017-2018 at East Java Province. In the national sector other, 1st winner of the Transparent and Informative village category in 2018. Besides the website, Pejambon Village Government also uses and develops many applications, for example, Budgeting Village System (SISKEUDES), Social Welfare Next Generation System (SIKS-NG), Homelessness Data (Dawis), village Information System (SID).

Pejambon Village Government was a success in the e-Government sector to realizing open government because it accepts full support from the village staff, especially the chief of the village. Otherwise, competent human resources and collaborating with various parts also determine that success. According to Altameem, Zairi, and Alshawi (2006), the success of e-Government implementation factors is governing factors, technical factors, and organizational factors. Indrajit (2006) mentioned 3 elements that can make e-Government implementation success, what was support, capacity, and value. Based on an explanation, this research desire to know what factors can support e-Government implementation success in the open government of Pejambon village, then the results of this research can be replicated by other village governments.

## **A. LITERATURE REVIEW**

### **a. Open Government**

Since 1950, the term of open government began to be discussed especially in political science. Open government was using to carry the stronger political

side concerning the political disclosure of government information. The main comprehension of open government concept is information transparency. This phrase first appeared and was debated directly to the ratification of the Information freedom constitution. While countries that considered potential to create this constitution is country with Democracy system.

Since the middle of the 20th century, the open government provide an information public based on demand and guarantee the constitutional right of community information. According to Evans and Campos (2013), the open government in this era should be moved to information to increase participating and community understanding about complexity and policy consideration. Meanwhile, on the other hand, that was Lee and Kwak, transparency and community participation have required for wide collaboration in the open government. Then Harrison, Pardo, and Cook (2012) added the open government is not only for government obligation to provide information access, document, and service process to the community. However, conceptually related to transparency demand in political government and collaborative relationship that characterized contemporary technological innovation.

ICT utilization was required in open government to show a substantial relation with ICT utilization. Meanwhile, to facilitate the dissemination of information, transparency can prevent corruption. Even if this thing is well implemented, the government would give service to achieve social goals. All of that perform to realize the open government in a new era.

According to Dipoparmono (2017), open government in a new era begin to existed while Barack Obama signs a memorandum about Transparency and open government in White House in January 2009. Through this memorandum, Obama strengthens the democratic system to perform the open government. In this case, Obama's government is very considered enough to promote open government concept with prioritizing 4 principles, transparency, accountability, participation, and innovation with information technology basic.

#### **b. E-Government**

Forman (2005) explained that e-Government is digital technology utilization to transform government activity, which aims to increase effectiveness, efficiency, and service delivery. Hoffman (2012) was defined e-Government as the instrument that supports information exchange is required between a customer (community) and government based on information technology for more detail. Holle (2011) added that the basic concept of e-Government is to provide service through electronic (e-Service), for example, internet, cell phone network, and computer also multimedia. Another definition that is not much different enough than Holmes and Indrajit (2006) is "e-Government is the use of information technology, in particular, the internet, to deliver public service in a much more convenient, customer-oriented, cost-effective, and altogether different and better way".

For more detail Indrajit (2006) explained in detail about the benefit of e-Government implementation, that is (1) fixed to government service quality to their stakeholder (citizen, business sector, and industry) especially in effectivity and efficiency performance in the entire country life, (2) improve transparency,

control, and government perform accountability in Good Corporate Governance concept implementation, (3) reduce significantly cost administration total, relation, and the interaction issued by the government and the stakeholder for the daily activity interest, (4) provide an opportunity to the government for the new sources of income

through the interaction with interest parties, (5) create an environment for community that quick and precise to answer in many problems faced in line with various global changes and existing trends, (6) empower the community and another party as the government's partners in the process of various policy decision making with democratic and equally.

### **c. E-Government Success Factors**

Altameem, Zairi, and Alshawi (2006) revealed that successful e-Government implementation influenced by 3 factors, that is (1) governing factors, including vision, strategy, top management support, leadership, citizen-centric, and funding, (2) technical factors, including information technology (IT) infrastructure, information technology (IT) standard, national information infrastructure (NII), collaboration, security, relative advantages, and citizen relationship management, and (3) organizational factors, including policy and legal issues, quality, reward system, implementation, training, organization structure, technical staff, change management, business process re-engineering, organizational culture, and awareness. The same thing is delivered Al Kaabi (2010) that factors can make e-Government implementation success, that is (1) governing factors, including leadership, vision, and strategy, (2) technical factors, including information technology (IT) standard, and (3) organizational factors, including share information, business process re-engineering, marketing, and awareness, identify the requirement, process mapping, and capacity building. Meanwhile, according to Soh Bung Yu in Lee's (2009) Law and Regulation, (3) Organization Structure, (4) Business process, (5) Information Technology. Then, Indrajit (2006) mentioned 3 elements that can make e-Government implementation, what support, capacity, and value. The elaboration of three elements, as follows:

1. Support is support from leaders to improve e-Government. The form of leadership support in e-Government implementation, for example, e-Government framework agreement to reach the vision and mission. With the e-Government framework agreement, then the resistance level can small. Therefore, commitment and leadership support has an important role in e-Government implementation.
2. Capacities are the government's ability to realize e-Government "vision" can be real. As the ability of government that must be owned in connection with this element, that is: (a) the availability of financial resources to perform e-Government in the various initiative, (b) the availability of adequate ICT infrastructure, (c) the availability of human resource which competent.
3. Value is significantly benefited which felt by the community or other parties in the e-Government implementation. It means e-Government that was provided must be suitable for community needs, for example, it is an information system, website, and application provision.

In this study, the theory used to elaborate on these various opinions. However, the delivered opinion of Altameem, Zairi, and Alshawi (2006), and Al Kaabi (2010) used as the main reference. Then the way to find out the factors that can make e-Government implementation success in this research is classified into 3 factors, what is governing factors, technical factors, and organizational factors. The detailed explanation of each these factors, as follows:

1. Governing factors
2. Vision

Vision is foresight to determine the direction of the government's destination to be able to work consistently and continue to exist, anticipative, innovative, and productive. Then vision becomes something challenging in future conditions about mind and image that wants to be realized of government institute.

1. Leadership

E-Government implementation success needs to leader support and commitment. According to Prananto and McKemish (2007) added that intended support and commitment is from executive and legislative leadership. With solid support from the leadership then resistance can be avoided.

2. Funding

According to Soh Bung Yu in Lee's book (2009), Indrajit (2006), Altameem, Zairi, dan Alshawi (2006), Funding is one important factor to support e-Government implementation success. If a budget is available in the organization then the various actors will be easily carried out to succeed in the implementation of e-Government.

1. Organizational Factors
2. Policy

Wilson in Wahab's book (2014) explained that policy is various government actions, purpose, and argument about some problem and the steps was taken (either fails that was taken) to implement, and explanations given by the government about what the things happen (or nothing happen). According to Altameem, Zairi, Alshawi 2006) and Kazmi (2010) for a good e-Government implementation, policy, or regulation was required. The same thing is explained in Soh Bung Yu in Lee's book (2009) that policy or law regulation is required for ICT development in an organization. Indrajit (2006) is explained that clear rules existed, then a conducive environment would be created to improve e-Government.

1. Human Resources

According to Indrajit (2006), Altameem, Zairi, and Alshawi (2006), the availability of competent human resources in the field of information technology can affect-Government implementation success. Kazmi (2010) explained that to increase human resources competency can be performed to provide training or certification in the field of information technology.

2. Collaboration

Government organizations usually closed and all decisions are made on their own. Therefore, collaboration with other parties was required for e-Government success (Altameem, Zairi, dan Alshawi, 2006). According to

Prananto and McKemish (2007) collaboration is one important factor to support e-Government implementation success, because organizations are demanded data integration, transparency, and information sharing. Without a good collaboration in each institution, department, and sub-division, will cause data inconsistencies in the system.

### 3. Technical factors

#### 1. Information technology (IT) infrastructure

To achieve e-Government implementation success required to adequate ICT infrastructure “Indrajit (2006)”, according to Kazmi (2010), in general, ICT infrastructure includes server, hardware, software, and connectivity.

#### 2. Information technology (IT) standards

Soh Bung Yu in Lee’s book (2009) explained that information technology has a quick changing character. Then to decide the technology to be used must regard to community needs aspect. Indrajit (2006) added that e-Government developed must contain value and according to provision, then benefits can be felt by the community.

## **B. METHODS**

### **a. Research Approach**

This research is the descriptive type that means to show the detail description and very accurate, find a new data that conflict with old data, creating a series of categories or classifying types, explained series of the step, documentation process or cause and effect mechanism, report background or situation context (Neuman, 2015). While the used approach is qualitative. According to Creswell (2009), qualitative research is to explore and understand how the individual or team interprets social or human problems. The research process scoops the question and procedure that appears, usual data collected. Inductive data analysis to build themes from specific themes to general themes.

This research was conducted in Pejambon village with the consideration that Pejambon village is one of the villages in Bojonegoro regency that success in implementing e-Government to realize open government, then village located in Sumberrejo Sub-District obtain various achievement, even regency, province, or national sector. Meanwhile, the research focus is to find out e-Government success factors of open government in Pejambon village.

### **b. Technique for Determining Informants**

The technique for determining informants in this research is used to technique purposive sampling or judgmental sampling which is a type of sample that useful for a special situation. This type usually in the use of exploration research or field research. This sampling using a professional assessment in case, or choose a case with a specific purpose in mind (Neuman, 2015). It means, that technique for determining informants first considered not randomized, then determining informants are determined accordingly with relevant criteria and the problem of research. The informant of this research is Pejambon village officials.

### **c. Data Collection Technique**

The data collection technique in qualitative research is classified becomes two main categories, the hat is field research (including observation, interview,



documentation) and comparative historical research (Neuman, 2015). While this research use field research technique. Further explanation is as follows:

#### 1. Observation

In qualitative research, observation is one of the important tools to collect data. Observation means to pay attention to phenomena in the field through the sense of researcher, often with a device and record to the scientific purpose (Angrosino, 2007). According to Creswell (2015) observation classified becomes four types, that is a perfect participant, participant as an observer, non-participant, and perfect observer. While in this research choose observation with non-participant type. It means, the Researcher becomes an outsider of the researched team, witnesses and makes field notes from a distance. Researchers can record data without directly involved with participant activity.

#### 2. Interview

Estenberg (2002) defined interview as a meeting of two persons to exchange information and idea through questions and responses, resulting in communication and joint construction of meaning about a particular topic. For more, Creswell (2017) added through interviews the researcher can perform interviews face to face with participants or interview by phone. This type of interview certainly needs open questions.

#### 3. Documentation

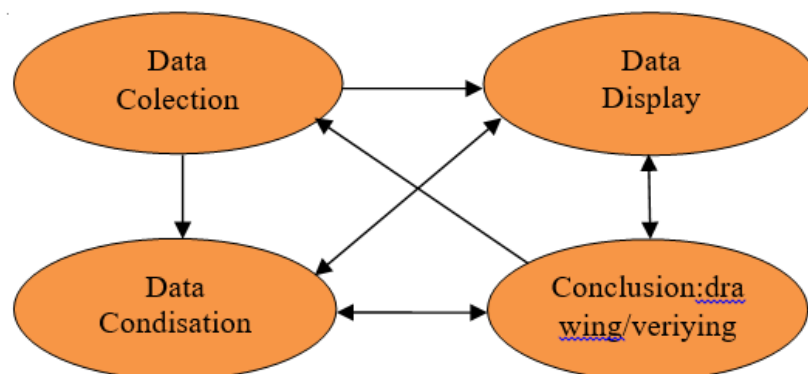
Creswell (2017) explained during the research process, the researcher is also collecting documents related to the focus of research. This document can be public (for example, newspaper, paper, office report) thought private documents as well as the private document (for example, diary, letter, e-mail). Study documents are complementary to observation and interview technique utilization in qualitative research.

#### **d. Data Validity Check Techniques**

Data Validity Check Techniques in this research is using a data triangulation technique. Triangulation is one of the best ways to obtain accurately and trusted data results. Because when collecting data, real construction differences exist in some context of study could be minimalized, even removed. Another benefit is the researcher could re-check findings and compare to various resources, theory, and method. In this research, data triangulation performed to compare the observed results with interview results data. This comparison is performed with observing results about conditions or incidents that happen in the field with interview results answer from an informant. And then, compare the data from the written document with interview results. Researchers compare the information was obtained through interviews with supporting documents. The last step is comparing data interview results from various informants. Information was obtained from an informant that has been determined would be compared with another informant who has a common topic.

#### **e. Data analyze technique**

The data analysis technique used in this research is referred to as the data analysis technique developed by Miles, Huberman, and Saldana (2014), which is an interactive model. Data analysis technique to stage in this research can be seen as follows:



**Figure 2. Interactive Model**  
(Source: Miles, Huberman & Saldana, 2014)

### 1. Data Reduction

The first stage that needs to researcher performed is data reduction. Data reduction is a process to choose, focus, simplify, abstract, and change the "raw" data obtained during the field. Data from the field then reduced to provide the description more specific and simplify the researcher to collect data. Under certain conditions, data reduction can also be used to search for additional data. The amount of data will be more numerous, complex, and complicated if the researchers are long in the field. Therefore, data reduction required for data would not be overlap and complicate further analysis.

### 2. Data Display

The second stage data analysis activity in this research is data presentation. Data presentation is an organized collection of information that possible to taking action and conclusion. Therefore, reduction data is organized, arranged in a relationship pattern then easy to understand. Data presented in this research in narrative text, chart, relate between categories, flow chart format.

### 3. Conclusion drawing or verification

The next stage in data analysis is drawing conclusions and data verification performed based on findings. In this stage, the initial conclusion was obtained still temporarily, if new evidence is found and strong enough to support the data collection stage then the conclusion could be change. Otherwise, if the conclusion that expressed in the first stage was supported with strong or consistent evidence with condition that the researcher found back to the field then the conclusion was obtained is a credible conclusion. This process of obtaining evidence is referred to as data verification.

## C. EXPLANATION

### a. Governing Factors

#### 1. Vision

The Pejambon Village Government has a vision "realize and service closer the community closer to the welfare and prestige Pejambon". If we described the meaning of that vision is, the government exists to serve the community better. The way to realize, either way of the Pejambon village government performed with ICT service utilization. Service-based with ICT could be provided through

the internet, cell phone network, and computer also multimedia. For example, public service information that has completely provided on the website, then the community does not need to visit the village office to receive the required service information. Another service information that was provided through the website, Identity Card published (KTP), Family Cardmaking (KK), Deed making (akta), Expectancy Family Program (PKH), Healthy Guarantee Regional (Jamkesda). With digital technology utilization, a lot of which is obtained among activity transformation, increase the effectiveness, efficiency, and delivery of service information becomes easier (Forman, 2005).

For more detail, ICT utilization in government encourages the creation of a community environment that can answer various problems been faced right and quickly as the global change (Indrajit, 2006). For example, promotion and business product sales that were performed by the joint venture group “Sarana Mandiri Sejahtera” that was not only conventionally performed but also with ICT utilization, one example is a website. A business product that was sold among Batik, Jenogoroan, hand painting, ribbon embroidery, convention service, pouch, and batik bag. Step performed by this joint venture group signifying an anticipative and innovative attitude (LAN, 2003). Because in this digital age, people must be able to adapt to changing times if they don't want to be left behind.

Otherwise, with ICT utilization, the Pejambon village government could increase the economic and social community. This was proved by increasing community income after the construction of educational tourism at the end of 2019. This tourism was built using a grant amounting to 1.5 Billion from World Bank which is streamed through village ministry, development of disadvantaged areas, and Transmigration. Pejambon village receives that grant funds because of its success to transparency in financial organizing. Transparency budgeting is performed in two ways, based on ICT (website) and publication in the banner, bulletin board, and the others. In education tourism construction, the Pejambon village government was using local performance, with the purpose to increase community social-economic. Otherwise, create various new job vacancies around educational tourism. It means, Pejambon village government could be work productive and consistently (LAN, 2003). In 2020, the number of visitors on educational tours reaches 5,000 people.

## **2. Leadership**

According to Indrajit (2006), acceptance (political will) from Leader has an important role in e-Government implementation success. Head of Pejambon village, Abd, Rokhman, since inauguration in 2012, commit to implement transparency government with various methods, especially based on ICT. Rochman claim to start Rokhman claimed to start requires patience and perseverance, because change the mindset from traditional become modern prioritize ICT in every activity requires extra effort. First, the Head of Pejambon village performed is provided understanding to village officials that ICT is obligatory because the demands of the community will always change with the times.

Second, after village officials have awareness about ICT importance, the next step is socialization to the community which related to various service

innovations based on ICT. Socialization is packaged in 2 models, which is the village discussion forum (*Forum Rembug Desa*) and “jandombarengkepaladesa”. The village discussion forum is media interactive between Pejambon village government with the community to inform each other and also become community surveillance media for village government policy. This activity is held two times a month, that is on date 1 and 15. This Village discussion forum (*Forum Rembug Desa*) is initiated by the Family Welfare Program Team (PKK). Then, “jandombarengkepaladesa” is media innovation face to face or dialogue in which the organizer is a village cultural institution. The event that is held once in 40 days with modern packaged as the television show, which aims to the community are not easily bored and entertained when conveying their aspirations.

### **3. Funding**

To develop e-Government requires high funds. The Pejambon village government in every year is always allocating funds to develop e-government. In 2018, funds allocation provided to the information system village development amount Rp. 20,000,000; organizing and communication network/installation making and local village information covers subscription wifi Rp. 600,000 and rent hosting Rp. 1,750,000 and then in 2019, information system village development covers the operation of community information group (KIM) amount Rp. 1,663,000 rent hosting Rp. 1,600,000 subscription wifi Rp. 4,800,000. Looking at the allocation of funds provided, the Pejambon village government has realized that funds play an important role in supporting the successful implementation of e-government (Soh Bung Yu in Lee's book (2009)), Indrajit (2006), Altameem, Zairi, and Alshawi (2006). However, the available funds do not yet accommodate the procurement and repair of ICT devices, computers, laptops, and others.

#### **b. Organizational Factors**

##### **1. Policy**

Pejambon village government in e-Government implementation to realize the open government based on the rules in force, for the example Inpres number 3 in 2003 about e-Government policy, Constitution number 14 in 2008 about public information transparency, Constitution number 6 in 2014 about the village, Local Regulation (Perda) number 2 in 2017 about public information transparency, Regent regulation number 10 in 2017 about village information governance. Based on various regulations, encourage the Pejambon village government to published Pejambon village regulation number 7 in 2016 about Guidelines for Managing Village Information and Documentation.

With this policy or regulations, facilitate Pejambon village government in e-Government implementation (Altameem, Zairi, & Alshawi, 2006; Kazmi, 2010). Then the village government could determine scale priority for ICT development in the organization (Soh Bung Yu in Lee's book, 2009). Otherwise, this policy, makes the government more transparent, which in end would create a conducive environment (Indrajit, 2006). This can be seen from coordination and great collaboration between village officials in daily activity. The conducive environment also can be seen from the high community participation in Pejambon village development and there is no demonstration in the community.

Transparency of public information based on ICT has become one of the important environmental factors that are conducive to the village of Pejambon.

## **2. Human resources**

According to Indrajit (2006), Altameem, Zairi, dan Alshawi (2006) competent human resource availability in the information technology field is a very influential e-Government success. Pejambon village government has competent human resources, which can be seen from the level of education of village officials. Village officials' education is high school and higher education. In terms of age, the village official Pejambon is of productive age.

Each village officials have a responsibility to operate the application as the job description. For example, the website is managed by the Head of Administrative and General Affairs, Siskeudes managed by village treasurer, SIKS-NG managed by Head of Service Section, and SID application managed by the village secretary. According to (Kazmi, 2010) effort that can be made to improve human resource competency is to provide training or certification in the information technology field. Meanwhile, to improve human resource skills in that application manage, the Pejambon village government sent village officials to attend training. However, there are still Pejambon village officials who lack, that was could not install computer, laptop, and other technical yetIf the ICT device is broken, then they need to call a technician or do service to the city. Then it will hamper or even interfere with work.

## **3. Collaboration**

Collaboration with other parties very required for e-Government success (Altameem, Zairi, dan Alshawi, 2006). As for other efforts made by the Pejambon village government to accelerate e-Government implementation in open government, in collaboration with many various parties, Non-Government Organization (NGO), that is Bojonegoro Institute (BI), Sinergantara Bandung, and Bojonegoro Media Center in data and application management. Besides that, to encourage public information transparency realized, Pejambon village Government also synergize with legal Bojonegoro government institution, that is Communication and Information Service, Empowering Village and Community (PMD), State Treasury Service Office (KPPN), Village Community Empowerment Development Program (P3MD), and Family Empowerment and Welfare Driving Team (TP-PKK), also cooperate with academician, University of Gadjah Mada, University of Airlangga, and University of Brawijaya, then collaboration is one of the important factors to support e-Government implementation success because organizations are demanded data integration, openness and information sharing (Prananto&McKemish, 2007)

### **c. Technical Factors**

#### **1. IT infrastructure**

Todaro in Rochim (2019) explains that the level of infrastructure availability in a country is an important and decisive factor for the level of speed and expansion of economic development. Infrastructure is a platform to support activities in a single space.

The availability of infrastructure provides easy access for the public to the resources to increase efficiency and productivity in conducting social and

economic activities. With increasing automatic efficiency indirectly increase economic development within a region.

So it becomes very important the role of infrastructure in economic development.

According to Kazmi (2010), in general, ICT Infrastructure involves a server, hardware, software, and connectivity. The ICT infrastructure of the Pejambon village government to implement open government includes computers, laptops, camcorders, cameras, and connectivity (wifi). In terms of quantity, ICT infrastructure owned by the Pejambon village government was enough, however, the quality needs to be improved. Computer and laptop quality still low, then it could not contain a big data capacity. If not, the connectivity provided also cannot process data and information quickly. Then hinder the process of implementing e-Government. Therefore, adequate ICT infrastructure is needed to reached e-Government implementation success (Indrajit, 2006).

## **2. IT Standards**

Soh Bung Yu in Lee's book (2009) explained that information technology has a quickly changing character. Then in determining the technology to be used must regard to community demands aspect. The e-Government that owned by Pejambon village government is a website, Siskeudes, SIKS-NG. village information system application (SID), and Online Letter Application. With the presence of the website, the Pejambon village government could be easy published various activities and public service information. Through the website, the community can participate in overseeing the performance of the village government. Then, the SID application and Online Letter Application facilitate the community in submitting various types of letters. Well, people no longer need to come to the village hall. This application is very helpful for the village community of Pejambon outside the village. It can be seen that various e-Government that developed has been useful for the community, according to what was said Indrajit (2006) that e-Government which developed must have value and according to provisions, then benefits could be felt the community.

## **E. CONCLUSION**

Generally, e-Government implementation success in the Pejambon village government caused by three main factors, that is governing factors, organizational factors, and technical factors. Governing factors include vision, leadership, funding. From these three factors which require to regard is funding, that funding still not maximal yet to sufficient e-Government development demands. Therefore, the Pejambon village government must provide more attention to funding factors in the future. Then, organizational factor includes policy, human resources, and collaboration. Another indicator that requires getting noticed is human resources because human resources of the Pejambon village government do not have the technical ability, then it requires training, course, or certification which focus on that technical skill. Technical factors include IT infrastructure and IT standards. In this indicator which needs to improve its IT infrastructure in quality thing, because in IT infrastructure quality in Pejambon village government still very low, especially in ICT device specification. If these obstacles are not

immediately handled properly it will hamper the e-Government implementation process in the future, remind that ICT progress quickly changes.

## REFERENCES

- Al Kaabi, R. (2010). Secure and Failure Factors of e-Government Projects Implementation in Developing Country: A Study on the Implementation of the Kingdom of Bahrain. *World Academy of Science, Engineering and Technology*.
- Altameem, T., Zairi, M., & Alshawi, S. (2006). Critical Success Factors of e-Government: A Proposed Model for e-Government Implementation, *IEEE Conference Publication*, *iee.org*.
- Angrosino, M.V. (2007). *Naturalistic Observation*. CA: Left Coast Press Inc.
- Birkinshaw, P. (1997). Freedom of information. *Parliamentary Affairs*, 50 (1): 164–181.
- Creswell, J. W. (2009). *Research Design: Qualitative, quantitative, and mixed approaches*. Yogyakarta: Pustaka Pelajar.
- Creswell, J. W. (2015). *Qualitative Research & Design Research*. Yogyakarta: Pustaka Pelajar.
- Creswell, J. W. (2017). *Research Design: Qualitative, quantitative, and Mixed Edition 4-translation method approach*. Yogyakarta: Pustaka Pelajar.
- Dawes, S.S., & Helbig, N. (2010). Information Strategies for Open Government: Challenges and Prospects for Deriving Public Value from Government Transparency. *Presented at the 9th International Federation for Information Processing (IFIP) WG 8.5 International Conference (EGOV 2010)*, Lausanne, Switzerland, 29 August–2 September.
- Desa. (2017). SID Application Correspondence Prima service solutions to the community. Retrieved 21th Juny, 2019, from <https://pejambon-bjn.desa.id/aplikasi-sid-surat-menyurat-solusi-layanan-prima-kepada-masyarakat/>.
- Dipopramono, A. (2017). *Transparency and public Information disputes (Complete guide to Understanding Open Government and Transparency of Public Information, as well as Public Information Dispute Practices)*. Jakarta Selatan: Renebook.
- Esterberg, K.G. (2002). *Qualitative Methods Ins Social Research*. New York: Mc Graw Hill.
- Evans, A.M., & Campos, A. (2013). Open Government Initiatives: Challenges of Citizen Participation. *Journal of Policy Analysis and Management*, 32 (1), 172–203.
- Forman, M. (2005). Using IT to Transform the Effectiveness and Efficiency of Government. *Journal E-Government and Information Technology*, Pg. 27.
- Harrison, T.M., Guerrero, S., Burke, G.B., Cook, M., Cresswell, A., Helbig, N., & Pardo, T.A. (2012). Open Government and E-government: Democratic Challenges from a Public Value Perspective. *Information Polity*, 17, 83–97.
- Harrison, T.M., Pardo, T.A., & Cook, M. (2012). Creating Open Government Ecosystems: A Research and Development Agenda. *Future Internet*, 4, 900–928.

- Hofmann, S. M. R. (2012). Identifying Factors of E-Government Acceptance-A Literature Review. *Thirty Third International Conference on Information Systems*, (pp. 1-19). Orlando.
- Holle. (2011). Public Service through Electronic Government: Efforts to Minimize the Practice of Maladministration in Improving Public Service. *Jurnal SASI*, Vol.17 No.3.
- Hood, C., &Heald, D. (2006). *Transparency: The Key to Better Governance?*. Oxford, England: Oxford University Press.
- Ika/Yok. (2017). Transparency has not Reached the Village. Retrieved 25th August 2019, from <https://www.idfos.or.id/keterbukaan-belum-sampai-ke-desa/>.
- Indrajit, R. E. (2006). *Electronic Government (Development Strategy and Development of Public Service System Based on Digital Technology)*. Yogyakarta: ANDI.
- Iya/Mcb. (2018). The Ministry of Villages and PDTT set Pejambon to be a Nationally Informative Village. Retrieved 24th August 2019, from <https://www.kanalbojonegoro.com/kemendes-pdtt-tetapka-pejambon-jadi-desaterinformatif-tingkat-nasional/>.
- Kazmi, S. (2010). Factors Influencing e-Governance Implementation: Issues and Challenges in Pakistan.*IEEE Conference Publications*. Ieee.org.