



The Challenges of Information Systems-Based Public Service Management in the New Normal Era

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Abstract

This research aims to analyze the management of public services based on information systems in the New Normal era in Karimun Regency after a year of running and its inhibiting factors. This research uses qualitative methods with data collection techniques in the form of in-depth interviews and observations. The object of the study is UPT-PPD Samsat Karimun Karimun Karimun Regency and the taxpayer community. The results showed that public service management based on E-Samsat information systems has not shown significant benefits, both for increased motor vehicle tax revenue and for ease of administration. The main factor of inhibition found is that E-Samsat is not a fully full online system, still lack socialization of E-Samsat to the community, and the habit of using formal or informal intermediary services that are still more popular with the public. As a recommendation, for the achievement of the goal of innovation of better E-Samsat information system, the Regional Revenue Agency cooperates with SAMSAT and the Relevant Police to improve E-Samsat into a fully online system, especially in the procedure of payment of motor vehicle taxes, further promote the socialization of E-Samsat to the community, and increase positive disposition among E-Samsat service officers to support success in the challenges of public service management. sis information systems in the New Normal era.

Keywords: *Public Service; Management; New Normal*

Introduction

The current Covid-19 pandemic is demanding a change in the bureaucracy of public services. Bureaucratic changes occur in two dimensions, namely organizational dimension and work system. In the dimension of the organization, there has been a change from the original done in the normal way, required to switch to the new normal bureaucratic model. While changes in the work system are presented two options, namely work from home (WFH) and continue to work in the office by paying attention and running the health protocols that have been determined (Taufik & Warsono, 2000). One of the major impacts of the Covid-19 pandemic for the people of Indonesia in the field of public services. Indonesia needs to use vertical and horizontal integration models by providing one-stop service networks that require the transformation of public services from the old public administration paradigm to new public services. In addition, it also requires harmony between government agencies, so that no friction and conflict has an impact on the decline in the quality of service to the community (Lumbanraja, 2020).

The quality of service to the community must be maintained. The government is required to continue to provide the best service even though on the other hand must carry out health protocol appeals for mutual safety, both providers and service recipients by implementing social distancing and physical distancing. This condition encourages the Government of Indonesia to issue the latest policy regarding new normal or new lifestyle. This policy is contained in the Decree of the Minister of Home Affairs (Kepmendagri) No. 440-830 of 2020 on Guidelines for the New Normal Order for Local Government (Regional Government) and State Civil Apparatus (ASN) within the Ministry of Home Affairs (Kemdagri). The Government's response related to these conditions is also contained in the Circular Letter of the Minister of State Apparatus Utilization and Bureaucratic Reform (PANRB) No. 58/2020 on the Working System of ASN Employees in the New Normal Order. In this circular, it affirms the adjustment of work patterns so that an adaptive work culture and integrity can be realized.

Every citizen and resident is entitled to public services for basic needs that are the obligations of the Republic of Indonesia (Winarna, Aknuranda & Saputra, 2018). The implementation of public services is part of the state government that is the responsibility of the government. The government must provide the best service to the community (Putri, 2016). Actually, in the current digital era, WFH will not be an obstacle in productivity, especially in the organizers and/or implementers of public services. This is because of the support of technological sophistication and can be seen with the number of media that have electronic-based meeting features (teleconference) and so on.

There is already innovation of technology-based government activities which are then called e-government. In terms, e-government comes from the English, namely Electronic Government which means the use of information technology by the government to provide information and services for its citizens, business affairs, and other matters related to government. According to experts, e-government is the use of digital technology to transform government activities aimed at improving the effectiveness, efficiency, and delivery of services (Forman, 2005). So the goal is to increase effectiveness and efficiency, transparency, comfort, and accessibility in public services. The product can be called electronic-based service (e-service), such as E-Samsat, Mobile Samsat Bus, Samsat Drive-Thru and so on. So that even though WFH is a public service can still run optimally.

In providing public services, these public service organizers can use the development of information systems that in the end must be able to create good governance and clean governance. Law No.25 of 2009 on Public Service in Article 1 Paragraph 9 explains that Information Systems is a series of activities that include the storage and management of information and the mechanism of conveying information from the organizer to the community and vice versa in oral, Latin writing, writing in Braille letters, image language, and/or local language, and presented manually or electronically.

This means that the development of information systems is very helpful for the realization of e-government, which according to Presidential Instruction No. 3 of 2003 on National Policies and Strategies, the namely electronic-based government in improving the quality of public services effectively and efficiently. Website-based information systems also help control activities within an organization in achieving its goals (Melinda, Borman, & Susanto, 2017).

Karimun Regency Government imposed Large-Scale Social Restrictions (PSBB) only one round, then the Karimun Regency government began to implement a transition period to the new normal or adaptation of a new order of life. This transition is not an easy time to live. Because the Karimun Regency Government has to go the extra mile to meet the facilities and infrastructure related to health protocols. Both in government offices and public facilities. Some of the fences are being pruned and allocated (reallocation and refocusing) for the handling of this pandemic. In addition, the Karimun Regency Government also has to deal with the mindset of the community that is still ignorant of health protocols. Whereas this transition period is the most important thing is the public's understanding of the essence that in the new normal this is the application of health protocols with more strict and discipline. But in fact,

people's mindset is different from what is expected. People in general still assume that the new normal is all normal as usual.

This condition is a challenge for the Karimun Regency Government, especially when people who need administrative services, public service and public services come to the office/office/agency in the Karimun Regency Government. Karimun Regency Government must still provide excellent service but not rule out health protocols while also being able to educate the community and change the wrong mindset. This research was conducted at the Joint Office of Samsat Tanjung Balai Karimun back to normal. However, such as wearing masks and physical distancing, officers do not serve people who do not wear masks.

Karimun Regency community is in the process of public service in paying vehicle taxes paying motor tax. Taxpayers and motorcycle plate managers must come back to the Samsat Office by asking their plates, whether it is finished yet. So from these problems, a website-based public service information system is created. The website-based public service information system is made so that the public can easily make motor tax payments and submissions to replace the required motor plate just by filling in on the website and do not need to come to the Samsat Office.

The expected result of E-Samsat is a significant impact on increasing motor vehicle tax revenues and increasing the ease of administration of motor vehicle tax payments so that E-Samsat can be used as a role model for other areas that have not implemented. However, if it is found that the application of E-Samsat has not had a significant impact on motor vehicle tax revenue and ease of administration to pay motor vehicle taxes, it is necessary to conduct more in-depth research on the causative factors. Based on the background exposure, then the problem that will be examined is 1. What is the challenge of information system-based public service management (E-Samsat) in Karimun Regency? and 2. What are the challenges of inhibiting information system-based public service management (E-Samsat) in the Karimun Regency? The purpose of this study is to analyze and describe both problems. Thus, this research can contribute to the development of science related to the implementation of e-government in the field of taxation, especially in this case is local taxes.

Literature Study

Public Service Management

Public service management can be interpreted as a process of applying science and art to draw up a plan, implement a plan to coordinate and complete service activities to achieve service goals (Ratminto2005). Service management according to Mukarrom & Laksana (2015: 80) is the process of applying science and art to draw up a plan in implementing the plan, coordinating, and completing service activities to achieve the purpose of service. While according to Santosa public service is the provision of services, either by the government, private parties on behalf of the government, or private parties to the public (Rohman & Hardianto (2019: 104). Law of the Republic of Indonesia Number 25 of 2009 on Public Services, affirms that public services are activities or series of activities to meet service needs following the laws and regulations for every citizen and resident of goods, services, and/or administrative services provided by public service providers.

The Ministry of Health has issued The Minister of Health Decree Number HK.01.07/MENKES/328/2020 on Guidance on Prevention and Control of Covid-19 in Office and Industrial Workplaces in Support of Business Continuity in Pandemic Situations. Thus, the new normal will be immediately enforced with certain requirements. New normal is a change in behaviour to keep carrying out normal activities through scenarios to accelerate the handling of Covid-19 from health and socio-economic aspects so that the public is allowed to return to activities by following health protocols before the vaccine is found. The implementation of the new normal depends largely on the readiness of the public sector of each Ministry / Institution, the level of public discipline and the public response to the

way of working and how to socialize in the new normal era. WHO has set several criteria to be able to implement the new normal, namely that transmission does not increase and how ready to adapt the health system to respond to Covid-19 services.

In this new normal era, public services should not be saggy, the covid-19 pandemic should not hinder and be the reason for limitations in public services. Changes must be responded to quickly and accurately through the Response-Plan-Do-Check-Act (RPDCA) cycle. This process includes responding, planning, working, checking, a follow-up which means solving problems used in quality control, starting with responding to changes, re-identifying goals and processes, identifying improvement opportunities, finding and selecting problem-solving then implementing plans, checking and evaluating processes and outcomes against targets followed by following up on results and standardizing changes.

For public service, this service standard is contained in the Standard Operating Procedure (SOP) based on regulations issued by each Ministry / Institution. Meanwhile, during the Covid-19 period, there is no relaxation of SOPs related to administration, which used to be a settlement period of 3 days fixed 3 days as well as so on. The adjustments made are related to the task to the field because it must comply with health protocols such as temperature screening, the necessity to wear masks, distance restrictions and others that have been issued by the Ministry of Health.

Utilization of Technology (Application)

Innovation must be done in limitations, especially the innovation of this application will greatly help services in this New Normal era. The advantages of building applications for services are more efficient and time effective, providing better service to stakeholders, and making it easier for unit leaders to monitor public services. To start application development must be preceded by an analysis of the problem of what needs exist in stakeholders, how this application will be run, which parties will be involved in the implementation, the resources used, the output to be achieved and the main obstacles that will be faced and how to overcome it.

Public Service

The public service paradigm is developing with a focus on customer-driven management, this is in line with the development of state implementation to realize excellent and quality service. The definition of public service according to Hidayaningrat quoted by Suwondo (2001: 29) describes public services as activities carried out to provide services and convenience for the community to uphold the conditions of efficiency, effectiveness, and savings.

The principles of public service are used as an effort to improve quality in the provision of services in the public sector including in this case as the basis of the development of e- government. These principles are the principles of accessibility, continuity, technicality, profitability, and accountability.

E-SAMSAT Karimun

E-Samsat Karimun is one of the innovations of the Samsat Karimun Development Team in providing motor vehicle tax payment services, and the endorsement of annual STNK by payment through Bank Channels such as ATM, Internet Banking and Mobile Banking that have cooperated throughout Indonesia.

The existence of E-Samsat provides convenience for taxpayers. The benefits that can be felt by the community by using E-Samsat technology are simple, fast, quality, safe, and efficient. The existence of E-Sarnsat service provides taxpayers with many choices of motor vehicle tax payment services. WP gets convenience because it can make PKB payments through ATMs, bank tellers, mobile banking or internet banking. The dimensions used to measure E-Samsat's online information system are

organizational strategy, service quality, and service facilities with information technology (Chairunnisa, 2018).

Research Methods

The authors of this study use a qualitative approach because problems relate to humans that are fundamentally dependent on observers. According to Moleong (2011:6). By approaching case studies at UPT-PPD Samsat Karimun Karimun Karimun Regency, researchers want to find out how the implementation of service management in the covid-19 pandemic. To get the data needed, researchers collect data through interviews and data collection through documents. Researchers conduct interviews with several informants without using an interview guide, so that the interviews conducted are free.

With this free interview, researchers can get as much information and data as possible because the research conducted is still new. In addition to conducting interviews, researchers also synchronize with documents in Bapenda such as photos, reports, graphics, and news sources in online media. After obtaining data through interviews with several informants and synchronizing with existing documents, researchers conducted continuously interactive data analysis.

Results and Discussions

The results of this study include a series of activities and innovations aimed at increasing the ease of paying taxes for taxpayers to encourage compliance in taxation that can ultimately increase tax revenues. The presence of E-Samsat in Indonesia including in Riau Islands Province, one of them in Karimun Regency is also welcomed positively because it is under the times, especially era 4.0 as conveyed by the Head of Regional Revenue Agency in Karimun Regency.

"I first really appreciate the presence of E-Samsat. For whatever reason, it's clear the first major concept is how we direct all our existing resources from conventional to technology. This means that if I speak on the side of public services, especially I speak in the field of samsat, conventional to digital this should be facing forward. E-Samsat's thinking was initiated by the central government, in this case, there is the Police Headquarters, the Ministry of Home Affairs, public services, there from the village. Well, after being declared made in the project nationally including Karimun Regency". (In-Depth Interview with Mr. Raja Efidiensyah, S.E, Kasi Determination of Samsat Karimun Regency, October 12, 2021).

The presence of E-Samsat in Karimun Regency also received a fairly good reception from taxpayers, *"wherewith the E-Samsat makes it easier for people who want to pay motor vehicle taxes, but there needs to be deep socialization again in the area of the community who do not know."* (In-depth interview with Mr Sanuar, one of the people of Karimun Regency, October 13, 2021).

After several years, E-Samsat has not shown a significant impact, both for the increase in motor vehicle tax revenues and for the ease of taxpayer administration. This is reinforced by the lack of E-Samsat users who have just reached 0.9% of the total motor vehicle taxpayer. But this is still understandable because it is still in the stage of refinement of various things.

"Besides, what I said earlier, the transformation of the conventional world to the digital world. I see positive, but this is like a newborn baby, there must be improvements. We are just born in the way, but it is meaningless in the sense that we will see that E-Samsat is a fatal program, no. If it's fatal, it means we have to be conventional again. That's what I see, so again obstacles are there but don't make anything that will be stuck. There must be refinement, the law is refined continuously, the Ministerial Regulation is refined continuously, our Ministry of Education has changed many times will be perfected, not in the sense of failing to be immediately closed, it used to be Dikti now what is its refinement. That's how it is, I

think so." In-Depth Interview with Mr. Raja Ediansyah, Kasi Determination of E-Samsat Karimun Regency, October 12, 2021).

Using the E-Samsat system is also not arbitrary, seven main conditions must be followed so that the payment process can run properly. If the problematic vehicle cannot be taken care of online but must be completed manually, the E-Samsat service only accommodates annual tax payment services. If there are problems with the vehicle such as tax arrears for more than one year and there is a fine then it cannot be processed. All the completeness of the documents as well as two proofs of late tax payments were paid, as well as Jasa Raharja donations.

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1. Taxpayers with vehicle ownership data that corresponds to the data in Samsat Server and Customer Data at the Bank. (NIK in KTP = NIK in Samsat)
2. The vehicle is not in the status of police block/block ownership data (buying and selling).
3. Taxpayers have an account number and ATM BANK facilities whose identity is the same as the identity of the owner of the vehicle to be paid taxes.
4. Applies to annual vehicle tax payments and annual STNK endorsements.
5. Vehicles that do not have arrears of 1 year or more.
6. Does not apply to vehicle tax payments that coincide with 5-year STNK replacement.
7. The tax period that can be paid is 60 days before the maturity period.

After conducting in-depth interviews and observations, researchers found three main factors that cause still less impact on the use of E-Samsat in Karimun Regency, namely: First, E- Samsat is not a fully full online system. E-Samsat is not yet a fully full online system because in practice after the taxpayer transfers the motor vehicle tax bill, the taxpayer is required to return to the Samsat Office to get STNK approval. This causes taxpayers to feel there is no significant difference between conventional samsat and E-Samsat because it is finally mandatory to return to the Samsat Office to obtain STNK approval. Second, there is still less effective socialization of E- Samsat to the community. Socialization about e-Samsat is done directly, also through social media, radio, information media in Samsat's office. However, in practice, it has not been so effective in increasing the number of e-Samsat users in the Karimun Regency. On the one hand, socialization activities carried out by the Karimun District Revenue Agency should be appreciated because it is sufficient to run under the standards of operational service. The strategy of the Karimun District Revenue Agency in conducting various forms of e-SAMSAT socialization to the community is as follows: *"I rasion UPT SAMSAT Karimun regency consists of 12 subdistricts. Each district I love the target and including the target, action at SAMSAT. The target of socialization I give, so he socializes to RT, RW, then to campus, to the world of government, to the private world, tighten socialization, I ask for reports there are reports, socialization reports are there. Don't want me to say "yes, yes" where is the evidence? How many people participate in socialization, what are the results? Then there's the target as well... How many times each month do you use the e-Samsat app?"* (In-Depth Interview with Mr. Raja Ediansyah, Kasi Determination of E-Samsat Karimun Regency, October 12, 2021).

Of the several taxpayers interviewed, some already knew about E-Samsat but had not used it because they realized that the taxpayer had to return to the Samsat Office for STNK approval. This is also under the results of observations at the Samsat Office where a special counter has been provided for motor vehicle taxpayers who use E-Samsat.

Third, the habit of using formal or informal intermediary services that are still more popular with taxpayers. This third factor is related to the culture that exists in the community of Karimun Regency, where the people of Karimun Regency realize the importance of sharing sustenance with others (whether it is brothers, neighbours, and the general public) by providing jobs to help manage their PKB payments, as the following taxpayer statement: "hmmm... Never like this, the people who exist, there are families or service bureaus let the job that" (Interview with motor vehicle taxpayers, October 12, 2021). In addition, some taxpayers interviewed also felt very helped by this intermediary service because they had a very high busy schedule and did not have enough time to complete their PKB tax obligations to the SAMSAT Office.

Conclusion

The results showed that after several years, E-Samsat has not shown significant benefits, both for the increase in motor vehicle tax revenues and for the ease of administration received by taxpayers. The main factors found are (1) E-Samsat has not been fully applied with the full online system, (2) the lack of socialization of E-Samsat to the community, and (3) the habit of using formal or informal intermediary services that are still preferred by taxpayers.

Thus, the results of this study contribute to the development of science in the field of public services in general and tax policy in particular, namely that e-government public service management requires the totality of the full online system in its application so that the cost of implementation can be reduced both from the government and the community side. In addition, the socialization and cultural adjustment of the community must also be considered so that the program can run well.

As a recommendation, for the achievement of E-Samsat's innovation goals, the government (in this case the Regional Revenue Agency in collaboration with SAMSAT and the relevant Police) should (1) improve E-Samsat into a fully online system, especially in the procedure of payment of motor vehicle taxes, (2) further promote the socialization of E-Samsat to the community, and (3) improve the positive disposition among E-Samsat service personnel to support the success of service management.

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