Research Article

Analysis of the Role of Stakeholders in the Development of e-Goverment (Study on West Seram Regency)

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Abstract.
This research aims to analyze the role and involvement of stakeholders in e-government development in the West Seram Regency. This research aims to find out the stakeholders involved and participate in the e-government development process, as well as their interests, influences, and interactions intertwined among the stakeholders. This research has been done under the descriptive qualitative method. Field observation methods, limited interviews conducted with some related governmental departments, and documentation to support research data have been used in data collection. Stakeholders that have been identified were then classified based on the level of interest and influence, which will then be seen through the interactions between stakeholders.

Keywords: e-government, stakeholder role analysis program development

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1. Introduction

The presence of e-government in Indonesia is a transformation that uses the concept of digitalization that focuses on improving practices and management. E-government helps the transformation carried out by the government to improve and maximize the performance of the public sector. In addition, e-government is able to contribute to improving the efficiency and effectiveness of public services. Related to the benefits of e-government that can contribute to the performance of the public sector, a policy is needed in the form of a strategy in its development in Indonesia. Thus, it is deemed necessary to issue Indonesia's presidential instruction number 3 of 2003 related to national policies and strategies for e-government development.

Based on the RPD (regional development plan) for 2023-2026 related to the development of e-government in West Seram Regency, which refers to the process of simplifying bureaucracy through the implementation of e-government. In addition, the

West Seram Regency government realizes that the implementation of e-government is very important, as a result the West Seram Regency government includes e-government in regional development priorities known as increasing innovation in governance. The operational concept of e-government implementation in West Seram Regency is the utilization of e-government-based local government innovations in governance activities or services to the community. With the following specifications; 1. Supporting programs for regency or city government affairs, 2. Informatics application program, 3. Public information and communication program. The involvement of each party has a different influence, this is based on how much interest they have in the development of the e-government project.

The following are some of the projects that have been developed by the West Seram Regency government to maximize e-government in its governance, namely: 1. SIPD, 2. SIMDA WEB, 3. Local tax statistics, 4. E-BPHD, 5. SIMPADA, 6. SIMPEG, 7. LPSE, 8. E-SAKIP, 9. DATA BANK, 10. PPID, 11. LAPOR SP4N, 12. SiRUP (General Procurement Plan information system). Some of these e-government projects are the commitment of the government of Seram Bagian Barat Regency to maximize and develop e-government so that it will be more effective. improve the efficiency and effectiveness of public services in Seram Bagian Barat Regency Stakeholders can be defined as parties who are able to influence and be influenced by various decisions and policies taken (Freeman, 1984). In addition, stakeholders are a practical, effective, and responsible way to manage activities ethically.

At the stage of e-government development in Seram Bagian Barat Regency, all stake-holders involved contribute to improve the development of e-government projects. It is undeniable that in the process of developing e-government in West Seram Regency, it is still constrained by various technical issues as well as the interests and influence of the involvement of various stakeholders. As a result, to see and know how the involvement of these stakeholders, it is important to conduct research related to stakeholder analysis in the context of e-government development in West Seram, Maluku Province.

2. Methods

This research utilizes qualitative procedures, a qualitative approach is used to solve a complex and detailed interpretation of the questions taken by the researcher. The procedure of integrating information is carried out through combining (triangulation), describing information inductively/qualitatively, and the output of a qualitative approach tends to be in-depth and comprehensive where information and events around it can

be explained in accordance with the problem under study. [1] As a result, this research is carried out according to descriptive procedures so that it is known to analyze the role of stakeholders in the development of E-Government in West Seram Regency, Maluku Province. The location of this research is in West Seram District, Maluku Province. The research location was selected by the researcher purposively. The selection of the research location was based on the development of e-government carried out by the West Seram Regency government since the issuance of INPRES No. 3 Year 2003.

3. Results and Discussion

3.1. Identification of Stakeholders

This research shows the involvement of the Regent, Regional Secretary and several OPDs that play a role in the development of e-government. These OPDs consist of BAPEDA (Regional Planning Agency), Government, Community and Village Empowerment, BPKSDM (Human Resources Development Staffing Agency), KOMINFO (Communication and Information), and Disdukcapil (Population and Civil Registration Office). In addition, there is involvement from Telkomsel, Telkomsel is one of the parties that has a role and interest in the development of e-government in Seram Bagian Barat Regency, because Telkomsel has the capacity to provide telecommunications networks in Seram Bagian Regency, so the Regency government feels the need to involve Telkomsel with a cooperation agreement scheme made in the MoU letter. In addition to Telkomsel, there is the involvement of Telkom and universities in efforts to develop e-government in West Seram Regency, the University is tasked with making academic papers as well as providing education and training and seminars on scientific studies that are directly related to e-government.

The University is included as a secondary stakeholder, because the West Seram Regency government and the University are working partners that are intertwined with a temporary MoU scheme, especially in the interests of training and writing academic papers in the e-government program. The division and mapping of stakeholders must be done so that each stakeholder involved in the development of e-government in Seram Part Regency can be classified according to the influence and importance given. The identification of stakeholders categorized as key stakeholders is the Regent of West Seram Regency, Regional Secretary of West Seram Regency and Bappeda (Regional Planning Agency) of West Seram Regency and Kominfo of West Seram Regency.

Based on the identification results regarding the involvement of stakeholders in the development of e-government in Seram Bagian Barat Regency, it can be grouped into four parts: Government, Community, State-Owned Enterprises (BUMN), and Universities (PTN).

TABLE 1: Grouping of Stakeholders.

No	Government	Community	State-Owned Enterprise (BUMN)	PTN
1	Regent	Customary Leaders	Telkomsel	Gadjah Mada University
2	Regional Secretary of West Seram Regency	Community Leader	Telkom	Pattimura University
3	Bappeda	Religious Leaders		
4	Government	NGO		
5	Community and Village Empowerment Office	Community Organization		
6	Human Resources Development Staffing Agency			
7	Population and Civil Registration Office			
8	Village governments within West Seram District			

Source: Processed by the author, 2023.

3.2. Stakeholders Classification

Max Weber is universally acknowledged as the authoritative source of modern bureaucracy by all writers. The primary goal of bureaucracy was to administer the state through offices. Bureaucracy, in this context, refers to an organization where administrative work is performed through specialization and division into many occupations, with the determination of substantive ties among them. When Weber developed his theory of bureaucracy, pure bureaucracy, it served as a model for effective administration in large administrative organizations such as the government apparatus.

Stakeholder classification must be done to determine the importance of each stakeholder in the development of e-government in Seram Bagian Barat Regency. In addition, stakeholder classification is intended to see the influence of each stakeholder in the development of e-government in West Seram Regency. There are four categories in the classification of stakeholders, namely, key players, context setters, subjects and crowd, this is in accordance with the theory [2] which formulates the Power-Interest Matrix so

that every interest and influence given by each stakeholder involved, can be classified according to influence and importance. Can be seen from the following table:

TABLE 2: *Analysis of Power-Interest Matrix*.

-Pemerintah Desa Lingkup Kab. SBB - Masyarakat -Tokoh Pemuda **Subject**	-Bupati Kab.SBB -Sekretaris Daerah Kab. SBB -Bappeda -Kominfo **Key Players** -Dinas Pemerintahan -Dinas Pemberdayaan Masyrakat dan Desa -Dinas BKPSDM -Dinas Kependudukan dan Pencatatan Sipil
empty **Crowd**	-Telkomsel -Telkom -University **Context-Setters**

Source: Processed by the author, 2023.

The table above is analyzed based on 3 indicators outlined by Crosby, [3] when an actor's interest should be considered:

1) If the actor (individual or group) has a goal to weaken and destroy the development project or other activities.

2) If the actor (individual or group) provides support in the form of benefits or strengthens the development project or other activities.

3) If a group has a great influence to influence the direction and objectives of project development and other activities.

1. Key-players

Stakeholders who are categorised as key players in e-government development efforts in West Seram Regency. In this research, stakeholders categorized as Key-players are:

A) Regent of West Seram Regency

B) Regional Secretary of West Seram Regency

C) Bappeda of West Seram Regency

D) Kominfo of West Seram Regency

E) Government Office

F) Community and Village Empowerment Office

G) BKPSDM Office (Human Resources Development Personnel Agency)

H) Population and Civil Registration Office (Disdukcapil)

2. Context-setters

Stakeholders categorized as Context-setters in e-government program development activities in Seram Bagian Barat Regency are those who have a great influence but have a small interest. In the development of e-government in Seram Regency, the stakeholders that fall into this category are:

A) Telkomsel

B) Telkom

C) University

3. Subject

Subjects are stakeholders with a high interest in a policy, but these stakeholders have low influence. Those who fall into this category have low influence compared to stakeholders who fall into the key players category, although both have high interests, the difference lies in the ability to influence policies or efforts to develop e-government programs in Seram Bagian Barat Regency. The stakeholders are as follows:

A) Village Government of West Seram District Scope

B) Community

4. Crowd

Crowd is a stakeholder with low importance and low influence. In the process of developing e-government in Seram Bagian Barat Regency, there are no stakeholders categorized as crowd.

3.3. Stakeholders Involvement

In the COVID-19 era, the performance of an institution in administering an agency depends on various criteria. In addition to being agile and adaptive, leaders also need to comprehend the circumstance and have the courage to make strategic decisions while keeping accountability. Success can also be achieved if the organization learns, interacts, and coordinates with other organizations or groups (18). The condition of the bureaucracy, which is accustomed to acting in a formalistic manner and adhering to procedural rules, hinders its ability to assist the general population. Community-required response action is slowed down by suboptimal coordination among public officials. Therefore, a new method of objectively analyzing Indonesia's bureaucracy needs to be needed. There is a need for a citizen- and community-centered bureaucracy to prioritize mission, service, and outcomes.

Analysis of stakeholder involvement in West Seram Regency in e-government development efforts, shows that the involvement of each stakeholder is not temporary but their involvement is permanent, meaning that both stakeholders who fall into the Context-setters and Subjects categories both have influence and importance with different levels but are components of stakeholders who must be involved in the development of e-government in Seram Regency.

The initiation of e-government development was triggered by the need for financial system management, staffing, and the creation of applications used to support local government activities. The development of e-government in West Seram Regency has been going well, but according to the Secretary of West Seram Regency, the e-government development process has obstacles and weaknesses that affect the activities of using e-government. Barriers and weaknesses in the development and use of e-government in West Seram Regency are classic problems that often occur in other 3T areas, these problems include inadequate internet network availability and unstable electricity (often at unexpected times) resulting in several systems experiencing problems, of course this greatly affects the performance and function of the e-government program itself. In addition to the above problems, the availability of human resources (HR) also affects the process of developing e-government programs in West Seram Regency, as a result the involvement of stakeholders who have competence in the field of technology and knowledge is needed in the planning, implementation, and evaluation process of e-government development programs in West Seram Regency.

Moving from the initial initiation of e-government implementation to the development stage, the involvement of stakeholders certainly plays a big role in it. Based on the data obtained from the research location, stakeholder involvement is a response to the fundamental needs in the public sector which has now been transformed with technological sophistication (e-government). The involvement of stakeholders will certainly affect the direction and level of success of e-government development. According to the explanation of the Regional Secretary of West Seram Regency, each stakeholder involved will play their role in accordance with their duties and functions as components involved in the development of e-government, he also explained that the West Seram Regency government cannot work and walk alone in developing e-government programs, as a result the West Seram Regency government requires assistance and contributions from various parties with appropriate competency classifications, in order to optimize and improve innovation in e-government development in West Seram Regency.

The contribution and involvement of stakeholders who fall into the Subjects category are accommodated through the submission of problems and needs, in the forum "Musrenbang at the village level", "Public consultation forum", "Musrenbang at the sub-district level", and "Musrenbang Regional Government Work Plan Development Plan" (Musrenbang RKPD) at the West Seram Regency level.

In addition to these forums, the involvement of stakeholders categorized as Subject can be accommodated through the SP4N-LAPOR application. This application provides access to village governments and communities to voice their problems and demands.

Thus this application can function as an access to voice the needs of the community, and the SP4N-LAPOR application can be a facilitator and liaison for the community in influencing every government policy, especially in e-government development efforts, because the government guarantees that it will respond to every complaint and demand submitted by the community in accordance with existing mechanisms. This means that the West Seram Regency government does not close the space for every stakeholder who has an interest in the development process, especially in efforts to develop e-government programs in West Seram Regency. Thus, the West Seram Regency government can work optimally in improving and developing the e-government program because of the contribution and involvement of every stakeholder with an interest in it.

3.4. Stakeholders Interests

The highest interest in the development of e-government in Seram Bagian Barat Regency lies with the key stakeholders. The government's interest is to present, implement, and develop e-government programs which (development programs) are a necessity for innovation and transformation in the public sector. The "high" interest of the government is a responsibility as a party that carries out government functions at the regional level, so this attitude is reflected in the government's commitment to develop e-government programs contained in the 2023-2026 RPD.

The research data shows another side that also colors the dynamics of e-government development in Seram Bagian Barat Regency. Based on data obtained from the research location, the local government's interest in innovating and transforming in the public sector in the form of developing e-government programs has not been in accordance with the needs of the community, as a result the use of several applications for certain fields cannot be applied and accessed by the community due to the conditions and realities of a community that is not fully prepared with various e-government applications made by the government. In addition, the conditions and reality of a low digital literacy index are also the cause of why e-government development applications do not answer situations and problems in society.

The research data also shows the ego of each OPD leader where they want a good image, and this image can only be achieved through the innovations they make. In addition, the originator of the application in e-government development sometimes does not focus on implementing the sustainability of the application that has been created. This situation is also influenced by the rotation of leaders in these DPOs so that the e-government development program that has been initiated and created by

the previous head of service will be abandoned, so indeed the ego of each leader in the relevant DPOs is very high. In addition, the new head of service also wants a good image in his leadership era, so the new head of service will try to make innovations in the form of new applications and then leave the old applications (the legacy of the previous head of service).

As a result, the dynamics of the interests of key stakeholders in West Seram Regency have two points of view, the first point of view tends to be normative where the government intends to implement INPRES No. 3 of 2003 concerning National Policy and Strategy for E-Government Development and conduct e-government development based on regional needs and the interests of each OPD to bring innovation and transformation in West Seram Regency. The second perspective is very contrary to the normative aspect, where the government's interest in developing e-government is driven by the ego of each OPD and the ego of the leaders.

The interests of the village government and the community in West Seram Regency are to get easy access to various application features, both applications and websites as well as administrative services online to facilitate the community in fulfilling administrative needs so that they can save and reduce their travel costs. Supporting stakeholders such as Telkomsel, Telkom, and Universities have no interest in the e-government development program in West Seram Regency.

3.5. Influence of Stakeholders

Stakeholders with the highest influence in the process of e-government development in West Seram Regency lies with key stakeholders. Key stakeholders play a very important role, especially to influence the direction and policy of e-government program development in West Seram District. The Regent is the top leader in West Seram Regency so that the influence exerted by the Regent is very high, even the Regent can intervene in the e-government development process according to his wishes. In addition to the Secretary, several key DPOs such as Bappeda and Kominfo also have high influence. The influence they provide is usually through decision-making in determining which programs should be developed first or prioritizing priority programs that must be implemented in the government system in Seram Bagian Barat Regency.

In addition, several OPDs that participate in the e-government development process in West Seram Regency and are classified as Key-players also have an influence on the activities and dynamics of e-government development. The influence exerted by several related DPOs, can be through recommendations and needs of DPOs so that

these DPOs seek to influence the direction and policies of e-government development so that their interests can be accommodated in it.

The influence exerted from the village government and the community is not great, because they are included as stakeholders with the classification of Subjects, but the influence of these stakeholders is to provide input and demand points according to their needs to the government in several related forums (Musrenbang, etc.). In addition, the right and authority to regulate, manage, and implement e-government development programs are fully vested in the government of Seram Bagian Barat Regency.

Moving on from the influence of stakeholders classified as Key-players and Subjects in the development of e-government in Seram Bagian Barat Regency, the highest influence after Key-players is stakeholders categorized as Context-setters. Although stakeholders classified as Context-setters do not have a high importance, they have a very large influence in e-government development efforts in West Seram Regency. Like Telkomsel and Telkom, for example, these two stakeholders play a role as parties that provide telecommunications networks in West Seram Regency, considering that some areas do not have internet networks or blank-spot. Blank-spot is a term for areas that do not have internet networks so that these areas cannot use telecommunications equipment and access all forms of applications and other features including e-government programs that have been created by the government.

In addition, State Universities (PTN) or Universities have a great influence in determining the level of success and success of e-government development programs in West Seram Regency. Based on the description in the stakeholder involvement subchapter, the West Seram Regency government cannot walk alone in making efforts to develop e-government, this is because the Human Resources (HR) in the West Seram Regency government are still very limited, especially in the level of knowledge and regional independence to formulate and bring innovation and transformation in West Seram Regency.

There are two universities partnered by the West Seram Regency government to help increase the success and success of the e-government program development, the two universities are: Gadjah Mada University, and Pattimura University. Universities involved in the e-government development program in West Seram Regency have an influence in providing education and training for the West Seram Regency government so that the ability to innovate and transform in the public sector can contribute to e-government development efforts where local governments are able to present innovations that are in accordance with the conditions and lives of the people of West Seram Regency. The West Seram Regency Government cooperates with PPKK Fisipol UGM to provide

weighting related to regional development planning that has been prepared by the West Seram Regency government.

The role and influence of the University is not only limited to providing education and training (diklat), but the University is also influential in making academic papers on regional development planning documents. Pattimura University was engaged to create an academic paper on regional development planning documents in West Seram Regency.

3.6. Interaction between Stakeholders

Based on the research results, the interaction process between stakeholders is accommodated through good communication. According to the Sekda, the communication between stakeholders is very helpful for the government as the authority to consider every proposal, recommendation, and interest of each stakeholder involved in the effort to develop e-government in Seram Bagian Barat Regency. In addition, the Secretary also said that with a good and directed communication approach, the innovation and transformation of the e-government development program can improve the welfare of the community and the quality of public services in West Seram Regency.

In addition to the communication aspect that colors the interaction between stakeholders in the effort to develop e-government in West Seram Regency, there is a collaboration aspect that becomes one of the stakeholders' instruments in influencing the direction and policy of e-government program development in West Seram Regency. The research data also shows the existence of stakeholder interactions with cooperative relationship schemes. This interaction is closely intertwined between the government as a key and primary stakeholder with Telkomsel, Telkom, and the University. The cooperative relationship is the main pillar for the development of e-government programs in Seram Bagian Barat Regency. Because the government cannot work alone, it requires participation from Telkomsel, Telkom, and the University for the purposes of providing telecommunications networks and the interests of improving human resources and writing academic papers.

4. Conclusion

The identification of stakeholder involvement in e-government development is further classified into key stakeholders, primary stakeholders, and secondary stakeholders. Key stakeholders consist of: Regent, Regional Secretary, Bappeda, Kominfo. Primary

stakeholders consist of: Government Office, Community and Village Empowerment Office, BKPSDM (Human Resources Development Staffing Agency), Population and Civil Registration Office (Disdukcapil), village governments, and communities in Seram Bagian Barat Regency. Secondary stakeholders consist of: Telkomsel, Telkom, and Universities (Pattimura University and Gadjah Mada University). To implement efforts to develop e-government programs in Seram Bagian Barat Regency, there are interactions that color the dynamics. Stakeholder interactions are established with several approaches, such as: cooperation, communication, collaboration, and coordination. As a result, efforts to develop e-government programs in West Seram Regency can be carried out optimally with the interaction between these stakeholders. Although in the process of developing e-government programs in West Seram Regency, it is still faced with various challenges and obstacles in the form of inadequate infrastructure conditions and the availability of human resources (HR).

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