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Strategies of Diskominfo SP to Obtain Support to Create Website Based Online System for Kelurahan

Arso Danardono[1], Andre Rahmanto[2], and Sri Hastjarjo[2]

[1]Student of Communication Science Post Graduate Program Faculty of Social and Political Sciences Universitas Sebelas Maret Jalan Ir. Sutami no. 36A, Kentingan, Surakarta, Central Java, Indonesia
[2]Lecturer of Communication Science Post Graduate Program Faculty of Social and Political Sciences Universitas Sebelas Maret Jalan Ir. Sutami no. 36A, Kentingan, Surakarta, Central Java, Indonesia

Corresponding Author:
Arso Danardono
arsodanardono@student
.uns.ac.id

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Abstract

In order to improve public service in village (kelurahan), the Local Government of Surakarta create innovation called website based online system (WBOS). The system is intended to facilitate interaction between village government and its citizens utilizing *Information Communication Technology* (ICT). It is created by the Department of Communications Information Statistics and Coding Service (Dinas Komunikasi Informatika Statistik dan Persandian/Diskominfo SP) and can be used to disseminate government information and publish the village's potentials. In an effort to create the website, Diskominfo SP need to obtain support from kelurahan. This research is aimed at identifying encountered obstacles and strategies used to overcome it. The structuration theory of Anthony Giddens is employed to analyze the phenomenon and the Three Processes Model is used to elaborate the activities conducted by Diskominfo SP. The data is obtained by interviews and documentation study. The interviews are conducted with Diskominfo SP, web administrators, and local youth organization (Karang Taruna Kelurahan). The results show that the encountered obstacles are; limited number of personnels available in the village, limited number of personnels in the villages who master in computer science, the village's personnels' high work volume, and the limited opportunities to create innovation in villages. Meanwhile, the strategies used are making a simple web design, appointing web administrators from village official, local youth organization and SMEs community, conducting special training for web administrators, and inviting local communities to participate in enriching web content and web development.

Keywords: Strategies, Online System, Website, Diskominfo SP, Surakarta

1. Introduction

1.1. Background

In the era of democracy and regional autonomy in Indonesia, local governments hold a significant role in the life of their citizens. Local governments provide various kinds

of services in order to improve performance and fulfill citizens' needs. These services include administrative services, local potentials, and community activities.

The development of information and technology gives several impacts to everyday life. People nowadays use internet to interact with others, do economic activities, study, or even to mobilize within an area by using online transportation. This situation creates opportunities for local governments to further improve their performance. The internet can help local governments become more sensitive, active, and even more responsive to their citizens (Mosse and Whitley, 2009).

The Local Government of Surakarta (Pemerintah Kota Surakarta) views this phenomenon as an opportunity, as well as a challenge, to be more active in interacting with citizens. Surakarta is a small city with an area of only about 44 square kilometers, yet it consists of 5 sub districts (kecamatan) and 51 villages (kelurahan). Each village has their own specific characteristics and potential. All of those profiles cannot be displayed on the official municipal government website, www.surakarta.go.id, so the government has to develop a program that can facilitate each village to publish their potential.

The local government then develops a program called website based online system (WBOS). This program is aimed at providing communication and information media not only for the citizens but also for village administrators (pegawai kelurahan) in each village. The citizens are able to share their unique or specific events, such as community activities in commemorating independence day or local art performances. They can also display the famous local culinary places, local homestays, or other information which is light but interesting. Meanwhile, village administrators can display the village's profile, services, upcoming events, and official information from the municipal administration. By developing a website, local government can increase their chance to notify, educate, and interact with the citizens in a brand new way (Byars, 2009).

The website based online system is an innovation developed by the Department of Communication, Informatics, Statistical and Coding Service (Diskominfo SP). This program, well known as the village website (website kelurahan), uses the fiber optic network that has been installed in all the village administrator offices (kantor kelurahan). By doing this, the Diskominfo SP has the double opportunity to optimize its information technology infrastructures as well as establishing interaction with citizens in more specific area.

Since it is a completely new program, Diskominfo SP has encountered a number of obstacles as it implements it. The department now needs to find ways to overcome the problems. This study intends to explore and describe the obstacles encountered

by Diskominfo SP in implementing the WBOS program as well as the strategies carried out by the organization to overcome them.

Research that has been carried out on local government websites are more focused on evaluating the management of the websites (Cumbie and Kar, 2014), or how websites or other new media are used to interact with citizens (Martin et al., 2015; Basset et al, 2018). There is not yet research carried out from the point of view of a local government trying to get support from fellow agencies and local communities to develop a website. Therefore, this point of view becomes the novelty in this research.

1.2. Department of communication, informatics, statistical and coding service (Diskominfo SP)

The Diskominfo SP is one of the Local Government of Surakarta's Local Service Organization (Organisasi Perangkat Daerah/OPD). It was established in 2017 by the local government based on the Local Regulation number 10 of 2016 (Perda No. 10 Tahun 2016). The communication and informatics service was formerly joined to the the transporation agency under the name of Surakarta Transportation, Communication and Informatics Agency (Dishubkominfo). The local government also added two other functions which are the statistical and coding functions. Thus, the organization now not only covers communication and informatics services, but also statistical and coding services.

According to the Local Regulation number 10 of 2016, one of the basic tasks and functions (tugas pokok dan fungsi/tupoksi) of the organization is to facilitate the presence of information and communication technology (ICT) in the local public services. In other words, the organization is responsible in unifying government information deliveries and services with the "online technologies". Moreover, the organization is also responsible for adapting to the new era of direct communication with citizens. By applying ICT to public services and communication, the government can improve the digital transfer of government information and services in order to establish better public administration (Byars, 2009).

1.3. Website based online system

As mentioned before, WBOS is an innovation developed by Diskominfo SP in order to facilitate villages by providing "online" information and communication media for village officials and citizens where they can publish their potential. This website enables village administrators to inform citizens about various kinds of information, including

local administration services, upcoming events, and the village's profile. It can also display information about each village's potential such as culinary places, the profiles of local small and medium enterprieses (SMEs/UMKM), and galleries of the village's administration activites.

The village website is quite simple in design but rich in content. The administrators can display words, photos, and videos in a simple and user friendly format. Anyone who can operate basic computer systems will be capable of managing the website. One can simply log in to the dashboard admin, enter the username and password and then uploading the intended content. There are three chosen administrators to manage the web; the village administrator, local youth organization (Karang Taruna Kelurahan) and one of the representatives of local SMEs. The content of the web is managed by them under the supervision of the Diskominfo SP.

As a pilot project, the WBOS is implemented in 9 villages in Surakarta. Those villages are Jebres, Keprabon, Danukusuman, Semanggi, Penumping, Tipes, Kedung Lumbu, Pucangsawit, and Kauman. The villages are chosen based on the recommendation given by the Sub District Governments (Kecamatan). Diskominfo SP then collect data from those villages by distributing questionnaires. The questionanaires contain various kinds of questions such as the existance of internet network, active local youth organization, unique potential, and human resources. The data is very useful for Diskominfo SP in understanding and analyzing the situation in each village.

The collected data from the villages served as the basic data for further coordination. Based on the quesionnaires, all villages are connected with internet network and its infrastructure is in good condition. For the most part, they do not have official village websites. The village of Kedung Lumbu is the only one that has an official website, but one that is not yet maximally utilized.

The availability of village administrators who have the ability to operate computer, at least a basic one, is also an important consideration. The sustainability of adapting information technology not only depends on the infrastructure in place, but also on the availability of human resources (DeSanctis and Poole, 1994). In other words, one of the factors which influences the success of the implementation of ICT is the presence of "brainwares" in addition to hardwares and softwares. Therefore, Diskominfo SP and village administrators needs specific human resources to manage the website.

1.4. Structuration theory

In coordinating with villages, Diskominfo SP used various methods and instruments. It includes communicating both formally and informally with the villages, local youth organization, and local SMEs. There are also a lot of meetings conducted among them. The interaction between Diskominfo SP, vilages, local youth organization, and local SMEs is viewed as one group with different duties and functions attempting to solve a problem to reach a unified goal. In other words, they form a group that is trying to seek a solution to achieve the same decision, which is implementing the village website.

According to Littlejohn and Foss (2011), the group members' efforts to seek a joint solution is called group decision making. From a structurational perspective, these efforts are actually about creating and recreating the group's structure in order to obtain members' agreement (Littlejohn and Foss, 2009; Poole et al., 1985). Therefore, the phenomenon will be analyzed using Structuration Theory.

Structuration theory is developed by Anthony Giddens who believes that an action is a variety of social systems that are produced and reproduced by a human actor (Littlejohn and Foss, 2011). If someone interact with others, he contructs structures which are rules and norms. These social rules and norms occur in cultural, social, organizational, and even in group or interrelational communication (Littlejohn and Foss, 2011). Therefore, it can be concluded that structure can change. It depends on the actors' creativity, role, and knowledge.

When a person communicates with another within a group, he produces new roles. These roles structure themselves, becoming medium for the later activity (Poole et al., 1985). Meanwhile, the rest of the group interprets the communicator's role, and develops an understanding of the position. As the communicator reproduces his action, his roles becomes the group's norm or value and understood by the other members.

1.5. Three processes model

As the group consists of members of organizations that are differed in duties, functions, and structures, the Three Processes Model is used to classify the process. This model is proposed by Joan M. Roberts who states that in a collaborative group, members will move through three processes namely (1) trust-building, (2) governance, and (3) coordination. She argues that this model is a tool to help communicators build just enough structure for the needs of the group system (Roberts, 2004).

The trust building process consists of steps to building relationships among the people participating in the group (Roberts, 2004). Roberts also calls this a 'getting-to-know-you' process. This involves the group sharing common knowledge, visions, and asumptions that will make cooperation easier. This process can be achieved through active interaction or communication processes by its members in the form of meetings or discussions. In essence, it is a process for blending between group members as an initial assessment to work together as a team (Roberts, 2004). Building trust has a significant effect to the group's participation and partnership. Without trust, it becomes difficult for a group to formulate a decision or accomplish tasks.

Since the group consists of a lot of members from different organizations, it is significant to develop processes that guarantee effective decision making. This process is called the governance process. Governance processes consist of three elements; they are organizational structures, decision-making processes, and communication strategies (Roberts, 2004). This process includes involving the members of the group in making decision and securing their commitment to implement the decision.

Meanwhile, the coordination processes deal with activities which are significant for the members to produce the structure of the group. They are also important to make sure that the group keeps performing and fulfilling its vision and strategic plan (Roberts, 2004). Group structure is essential to ensure that the group works together to acheive the goal. Without structure it can become difficult for the group to implement their decision.

The Three Processes Model consists of several activities that lead the group to work towards enacting their decision. Trust-building processes consist of several activities such as building relationships, trust, a similar vision and goals between group members. These processes are important to generate a passion to work together. The governance processes include activities for facilitating information sharing, decision making and strategic planning. These activities can be applied in the form of regular meetings. Meanwhile, the coordination processes include content such as planning, scheduling, allocating, instructing, and monitoring. The Figure 1 below will make it easier to understand the model.

1.6. Methodology

This research was a qualitative study using a descriptive format. This method was chosen since the research attempted to explore a certain problem or issue which has emerged in society. According to Creswell (2007), qualitative study is conducted when
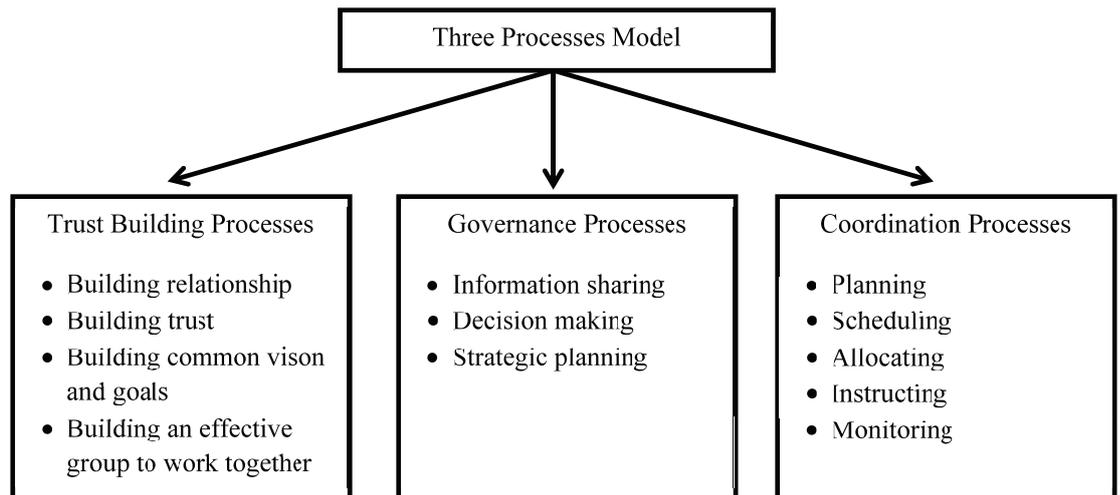
Figure 1: (Adapted from Roberts, 2004).

the researcher needs to explore a certain problem or issue. Furthermore, this research is aimed at understanding in detail the obstacles encountered by Diskominfo SP and the strategies carried out by the deparment to cope with them. This study can also be conducted by a researcher in order to portray the detailed understanding of the issue. (Creswell, 2007).

The location of the reasearch is in the Local Government of Surakarta, more specifically in Diskominfo SP, and in 4 Kelurahan (villages) that became the pilot project of the WBOS. They are Kauman, Jebres, Keprabon and Kedung Lumbu. Those villages were chosen based on their activity in enriching their website content.

Document study was used as the first step to collect data. Those documents were the Local Regulation number 10 of 2016, Mayor Regulation number 27-C of 2016, and document report on WOBS. These documents became the basic data for the researcher to step further in collecting data.

The other method used to obtain data was interview. The interview was conducted with the government officials in Diskominfo SP, web administrators in villages, and represantatives of local youth organization. First, internal members of the Diskominfo SP were interviewed. They were the Head of the Informatics Division (Kepala Bidang Informatika), Head of the Application Section (Kepala Seksi Aplikasi) and one of the staff of the Informatics Division. Second, the village web administrators which consist of local youth organization and village officials were interviewed. The interviews were recorded and then transcribed. The collected data was analyzed, interpreted and clustered based on the research problems. The results then were displayed in the context of their usefulness for this study.

2. Result and Discussion

2.1. Result 1

The result findings show that Diskominfo SP used informal and formal methods in building relationships with villages. As stated earlier, before appointing villages to join the WBOS program Diskominfo SP asked for recommendations from the Sub District Government. The recomendation was then followed up with the quesionnaires aimed at studying the real conditions in the villages. After capturing the real condition, the next step by the department was get in touch with the villages. The Head of Informatics Division made contact with each Head of Village Government (Lurah) by phone. He elaborated the benefits of owning an official village website. Furthermore, he also explained that the WBOS will give a lot of advantages to the villages.

> ... the technique used by the Head of Informatics Division is quite interesting, actually. He does not invite those villages to have a meeting with us, just like most of other agencies do. What he does, at first, is to get in touch with the Head of Village Government by phone, one by one. He shares information about the benefits and advantages gained by the village if they want to join the project. He also convinces the villages that they need the website to provide better services to the citizens... (Jufans A. Ilmiarso, Informatics Division Staff, personal communication, September 13, 2018).

He not only built relationships with villages by phone, but also coming to each village that has been recommended as the program's pilot project. These activities were intended to capture the real condition of each village. Besides this, it can be used to share the common vision surrounding the needs for them to have official websites.

> ... we not only use communication tools to get in touch with them. We come to them too. I convey ideas that the government have to facilitate the progress of its citizens. The government should not only give its citizens materials; we also need to facilitate them. This program, WBOS, is the manifestation of the facility. It facilitates villages to develop their potential, to publish their potential. By doing so, we hope that this program will contribute to the public welfare... (Jackson. A. Napitupulu, Head of Informatics Division, personal communication, September 13, 2018).

These activities were classified as part of the Trust Building Processes. The activities were intended to develop relationships, trust, and shared common goals toward the

program. Trust is the principal factor in group participation. If there is no trust within the group, there won't be any decisions to make. If the group do not make a decision, so there will not be any jobs to do.

A number of organizational researchers, especially from sociological and psycological perspectives, have studied how to develop groups more effectively. They came to the conclusion that group members do not have to like each other, but they have to be able to trust each other (Robert, 2004). This means that group members have to be able to trust each other in order to make the group more effective. The group's members need to provide a specific time and place to understand each other well. It is substantial to eliminate the feeling of distrust and anxiety among them (Roberts, 2004).

One of the informants said that he, at first, felt a little pessimistic about this program. He later explained that the Village Govenment has limited staffs. The data collected through the quesionnaires showed that the villages' government's staff ranged from 8 to 11 personnels. At most, only 2 or 3 staffs had mastered basic computer skills. The village government must carry out its functions with very limited staff. The tasks are not only routine tasks such as internal and public service administrations, but the government must also involve in some coordination with the Local Municipal as well as interact with its citizens. In other words, the government staffs' job volume was already high. That is why the informant noted his concern about this program. The informant then added that the conditions made them reluctant to do new tasks. They tend to avoid new tasks since they already had a lot of routine tasks. Therefore, the informant believed the village government lacked innovation.

Yet, this obstacles did not stop the Head of the Informatics Division implementing the program. On the contrary, he was very enthusiastic in doing it. The informal methods used to build relationships are considered an unusual way to get in touch with other government agencies. However, it is considered to be the most essential part of the process. In a collaboration, a group requires not only formal communication but also informal communication in order to build participation and form new ideas (Kramer et al., 2017).

2.2. Result 2

The next stage was forming an effective team. The members of the team were the government employees who serve in Diskominfo SP. The team consists of three group tasks (kelompok kerja/pokja), namely (1) general administration, (2) technical, and (3) application. The general administration group was responsible for the correspondence

activities and making meeting minutes. The technical group had the duty of configuring the websites and hosting services. Meanwhile, the application group was responsible for designing the websites, facilitating publication activities, and website management training.

The effective team was formed after analyzing the human resources in internal Diskominfo and in the villages (kelurahan). This was done to find out the availability of human resources in both Diskominfo SP and the villages. As the availability of human resources in villages was very limited and their work volum already high, the effective team wass formed consisting of Diskominfo SP's staff. The main reason is that the department has 5 people who excel in advanced computer skills. If the effective team was formed by collaborative members, it would be inappropriate to be applied to this program. The effective team, especially the technical and applications work groups, must be filled by specific human resources who excel in advanced computer skill. Therefore, the formation of the effective team was decided to be carried out by the internal members of Diskominfo SP.

The formation of the effective team which consists of only internal members of Diskominfo SP was different from the model proposed by Roberts. She states that an effective team formation consists of collaborative group members (Roberts, 2004) and classifies as part of the trust building processes. However, in this situation, the best solution was to form the effective team consisiting of the Diskominfo SP staff. An effective team is foundational in carrying out programs or tasks. An effective team will ensure the goal of the program are reached through implementing the planned strategy. If indeed the involvement of human resources from external organizations is not possible, then it is necessary to decide not to do so. This decision is solely made to ensure that the effective team can carry out its duties properly. Therefore, the formation of the effective team is not classified into the trust building process but in the governance process.

2.3. Result 3

After the effective team was formed, the next task to be accomplished is designing the website. The web design is related to the web content. Therefore, the first step was to obtain information from the villages surrounding what kinds of information that they would like to display on the website. The application group tasks, then visited all the villages and hel discussions with them. From the discusion, it can be concluded that the villages wanted to display the information about each villages' potential. Besides this, they also wanted to display the villages' profiles and activities or events. The

potential included the existence of SMEs which can help drive local economic growth. Therefore, the department then held a meeting with the OPD that had the main fuction to develop SMEs, which are the Department of Cooperative, Micro, Small and Medium Enterprises (Dinas Koperasi dan UMKM), Department of Trade (Dinas Perdagangan), and Department of Manpower and Industries (Dinas Tenaga Kerja dan Perindustrian).

The application group's task then held a meeting with those departments, the pilot project villages, and also the representatives of local youth organizations and SMEs. This activity was aimed at sharing information about the web design and content. Those meeting discussed the menus that were going to be displayed in the website. All participants of the meeting were asked to contribute towards the decision. Furthermore, the meeting also discussed what kinds of tactics were to be employed to overcome the obstacles encountered.

Information gained from document analysis shows that there was a little concern surrounding the limited staff in the village government. Moreover, their daily volume of tasks was already high. They were afraid they could not manage the website well. The application group's task then, was to propose strategies to deal with the problems. First, the website would have a simple design. This means that the website could be managed by a person with limited skill in computer science. Next, the local youth organization and SMEs representatives could help the village officials to manage the website, acting as a helpful addition to administer the website.

The participants then agreed with the ideas. The three administrators could then collaborate to display more information and enrich the content of the website. Moreover, Diskominfo SP would provide specific training for them. This was intended to improve the quality of the village staff, local youth organizations, and SMEs. In term of web content, the participants generally agreed, but there were several suggestions submitted to the team. They thiought that the website should display the village budget, web visitor menu, and menu for direct interaction with the citizens.

The activities mentioned above can be classified into the governance processes. The processes include information sharing, decision making, and strategic planning. These processes could be achieved through several meetings. As the group was made up of members from diverse institutions, it was essential to share information and build an effective process of decision making. The members share a vision, find problems, propose solution then decide how to implement it. The main point was to involve all members of the group in the decision making. By involving the members to decide, the government wanted to assess the personal commitment of each group members

to implement the decision. "If they are not involved in decision making, they are less likely to commit, personally, to implementing the decisions" (Roberts, 2004, p. 95).

2.4. Result 3

Since the group hd made the decision to implement the program, the department then began the coordination processes. The meeting was held in order to announce that the website has been created and could be used by all village governments in Surakarta. The website employs a simple design and is easy to operate. The website can also be developed according to the needs of each village by coordinating with Diskominfo SP. The website management then became the responsibility of the villages. The villages officials, together with local youth organizations and SMEs, became the web administrators to enrich the content. The department also created manual books to make the administrators feel more comfortable with managing the website.

The next meeting held by the department was to prepare hosting and configuring the internet network. This means that the internet access would be opened for villages to to conduct web testing. The web hosting and configuration was conducted by the technical group task. The web testing then was held the day after. The test was intended to assess the readiness of the website and was conducted by the technical work group and witnessed by web administrators.

As the web was ready for implementation, the application work group then planned to carry out the web training which was essential for web administrators to increase their knowledge to manage the website. The training becomes the moment to share villages' activities, services, as well as potential on their own website. The participants were asked to prepare the materials that were going to be displayed on website.

The last preparation to conduct before the launching of the village website was to hold one more meeting with web administrators. The meeting was intended to check the website lauch's readiness. The group also made a whatsapp group in order to facilitate communication between group members. All information related to the village website could be discussed using this media. Furthermore, it could also be used by administrators to coordinate with Diskominfo SP in term of developing and utilizing the website. Moreover, this can be used by the department to monitor the implementation of the websites.

To make sure that the group's members kept performing and fulfilling its vision and strategic plan, they needed to coordinate. These processes were held by conducting meetings. Through meeting, the members shared information and knowledge, gave

input, participated in discussions and make decisions. Therefore, minute taking was crucial in order to record what people discussed and agreed upon. "Meetings that happen without minutes or notes taken are virtually useless in terms of organization building and moving a process forward" (Roberts, 2004, p. 113). The brief explanation about the whole processes will be presented in Table 1.

Table 1

Three Processes Model		
1.	Trust Building Processes	- Contacting each head of the village by telephone - Visiting each village to analyze the situation, share the common vision and goal - Build and strengthen the relationship between Diskominfo SP, village government, local youth organization, and SMEs
2.	Governance Processes	- Forming an effective team from the internal staff of Diskominfo SP - Share information with related government agencies (Dept. of Cooperative and SMEs, Dept. of Trade, and Dept. of Manpower and Industry) - Making decisions to implement the website - Making a strategic plan to implement the website (simple web design, web management training, and specify the web administrators)
3.	Coordinators Processes	- Planning the web design - Scheduling the web management training - Allocating bandwith and configuring the internet network - Coordinating with web administrators and monitoring the implementation of the websites

The process, starting from the beginning until the implementation of this program, is called structuration. In the Trust Building Process, Diskominfo SP began to create a structure. Structure in this context can be interpreted as values, norms, or rules set by social activities by individuals or institution. This means the structure affects and is influenced by social activities (Littlejohn and Foss, 2011).

The Head of the Informatics Division, at first, called the head of village government one by one. He then continued to visit each pilot project village to inform them about the program. These actions created structure, norms and values, in establishing relationships with other parties. In the social context of the Javanese community, this activity is categorized as asking permission or "kulanuwun" to the village. As if a polite "guest", Diskominfo SP had to ask for permission to get the approval of the "homeowner".

Asking for permission is the norm and value (social structure) adhered by the community. This structure is known as the "unggah-ungguh" by the Javanese community. The effort made by Diskominfo SP to ask for permission is also interpreted as a symbol of equality. Although the organizational structure of Diskominfo SP has a higher level, by willing to "kulanuwun" with the village gives the impression that Diskominfo SP aligns its position with the village government. This also means that both institutions needed

each other. Diskominfo SP needed support so that the village website program can be realized while the village needs the web to develop and interact with its citizens.

The Head of the Informatics Division said that he intentionally did it all, contacted the Lurah by telephone and then came to villages one at a time, to "kulanuwun" (request permission) while establishing a better relationship with them. He added that one of the purposes of implementing this program was to build a sense of togetherness and encourage them to progress. According to him, to convey a concept of thought must be done by building a good relationship. If the relationship is well established, anyone will accept our thoughts well (Jackson A. Napitupulu, personal communication, September 13, 2018).

The next process is the Governance Process. This process shows the group's activities in order to obtain group coherence. Group coherence is very important to make a final decision about certain tasks or issues. Activities carried out by group members to achieve the coherence structure their social system. (Littlejohn and Foss, 2011).

The formation of this structure is obtained through interaction between the group members. Group members recognize problems, find solutions, then resolve problems through communication. The task that must be completed allows group members to make decisions. This task is a modality used for group decision-making processes (Littlejohn and Foss, 2009). Group members were faced with a task that required them to implement the village website. They identified problems which could hinder the completion of the task. They seeked solutions to these problems together. They also planned the strategies that would be used to overcome these problems.

The last processes were the Coordination Processes. In this process, the roles of each group member were formed. Diskominfo SP took the role of coordinator and facilitator. Village government (pemerintah kelurahan), local youth organization and representatives of SMEs become web administrators. Furthermore, village government also had another role as a facilitator for the citizens when the village website had already been implemented. The village government was responsible for disseminating information to the public about this website.

The most interesting finding is the method employed by villages to inform citizens about the website. After the website was officially launched, it became the responsibility of villages. This meant that the villages were not only responsible for the web's content but also for inviting citizens to participate in developing the website. The villages needed to find the best way to obtain the citizens' attention.

The method employed by villages to attract citizens' attention was largely the same as the methods used by Diskominfo SP but in a different context. First, the village officials

came to the community group (RW) meetings. They joined the meeting to inform them that the village had launched an official website and they were welcomed to participate to enrich its content. The village officials also joined the meeting held by the local youth organization, SMEs communities and even the family welfare development organization (PKK).

The villages also hold socialization to inform the community that the village had an official website. Citizens were welcomed to enrich the web content. They could display activities, culinary places, local events, cultural events or festivals on the website. They could display this information in form of photos, videos, or soft news. The materials could be collected to the web administrators and would be uploaded after obtaining approval from the village official. The citizens could also make suggestions regarding web content and web development.

> ... we are not only holding socialization. We come and join the citizens meetings. Let's say the community group meetings, local youth meeting, and family welfare development meetings. We inform them and invite them to participate in developing the website. (Katiman Najib, personal communication, September 17, 2018).

One of the informants said that citizens responded well to the website. The local cultural event committes in the villages asked web administrators to display their events. The citizens also wanted the website to display the famous local culinary places. Meanwhile, the SMEs communities also made requests to the administrators to display all the local SMEs on the websites. By doing so, they wanted to attract more tourists to come and spend their money to their products.

Presently the village website has been running for one year. Some villages keep trying to develop it. However, there are also villages that have stagnated. This is because the village officials who were appointed as the website administrators were transferred to another agencies or OPD. The village government also did not officially appoint the replacement since the availability of the personnel was very limite.

3. Conclusion

Based on the description from the previous chapter, it can be concluded that in implementing WBOS program there are several constraints, namely (1) limited number of personnels available in the village, (2) limited number of personnels in the villages who

master in computer science, (3) the village's personnels high work volume, and (4) the opportunities to create innovation is very limited in villages.

To overcome these obstacles Diskominfo SP implements some strategies; (1) making a simple web design so that it could be operated by people with limited computer science skills, (2) appointing 1 personnel from village official accompanied by 1 representative personnel from local youth organization and 1 representative personnel from local SMEs to become web administrators, (3) conducting special training for web administrators, and (4) inviting local communities to participate in enriching web content and web development.

The findings of this study suggests to leaders or decision makers in local government agencies to understand better about stages or processes in implementing collaborative programs. By understanding the stages or processes, agency leaders will be able to create structures and roles that will be helpful in implementing collaborative programs. Moreover, agency leaders will be able to identify encountered problems and implement appropriate strategies to overcome them. Last but not least, the main objectives of the programs will be achieved properly.

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