

REDESIGNING THE ORGANIZATION OF THE JAKARTA CITY GOVERNMENT: ADAPTATION AND INNOVATION TOWARDS A SUSTAINABLE CITY

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ABSTRACT

The challenges faced by the Provincial Government of DKI Jakarta in dealing with its change in status as the special capital region have triggered the need for a comprehensive evaluation of the existing spatial and governance systems. Discussions between the Acting Governor of DKI Jakarta and the Minister of National Development Planning indicate the importance of collaboration between central and regional government institutions in ensuring effective adaptation. In the context of relocating the national capital to East Kalimantan, Jakarta is confronted with the challenge of restructuring its government organization to manage environmental challenges, enhance the quality of public services, and ensure development sustainability. The primary focus of the Jakarta Government is on economic development and recovery, which requires restructuring the government organization to enhance the quality of public services and adapt to digital transformation. Redesigning the government organization is essential to ensure smooth transition and sustainable development in the future. Gap analysis shows that Jakarta faces several issues in organizational structure, workflow processes, human resources, and information technology. Therefore, the importance of research on redesigning the government organization of Jakarta City becomes relevant in addressing these challenges and providing valuable input to the local government. This research utilizes a qualitative approach with a case study method, collecting data from various sources, including literature reviews and official documents such as laws and regulations, as well as Jakarta City Government performance reports. It is hoped that the findings of this research will provide a comprehensive overview of the changes in the government organization in Jakarta City and offer valuable insights to the local government in their efforts to improve performance and effectiveness, as well as ensure development sustainability in the future.

KEYWORDS

Redesign of Government Organizations, Adaptation and Innovation, Sustainable City



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INTRODUCTION

The Provincial Government of DKI Jakarta is currently facing a significant challenge in adapting to its new status as a special capital region. Expanding the perspective of spatial planning and governance systems is crucial to ensuring the smoothness of this transition. Discussions between the Acting Governor of DKI Jakarta and the Minister of National Development Planning highlight the need to accelerate economic growth and establish Jakarta as a dynamic growth center, even though it is no longer the capital. Additionally, the designation of East Kalimantan as the new capital of Indonesia raises concerns about the fate of activities in Jakarta after this transition. There is a need for comprehensive planning to ensure that Jakarta remains a center for economic activities and national development. This underscores the importance of renewal in spatial planning, governance, and authority in line with Jakarta's new status.

For the Provincial Government of DKI Jakarta, this change in status presents an opportunity to conduct a comprehensive evaluation of existing spatial planning and governance systems. Proactive measures in revising master plans, optimizing existing authorities, and strengthening Jakarta's position as a national economic growth center will be key to successfully addressing this change in status.

The importance of thorough planning and synergy between central and regional government agencies is recognized as the key to successful development plan implementation. During the discussions, President Joko Widodo emphasized the importance of rapid adaptation, cross-sector collaboration, and the use of advanced technology in facing economic and health challenges. The development of green and blue economies was also emphasized as an integral part of the development plan, with a focus on renewable energy transformation and development equity. In the context of economic recovery, the need for inclusive and sustainable planning is paramount, with an emphasis on inclusive economic growth to promote development equality and economic justice, especially for SMEs.

Jakarta will undergo a transformation into the capital of East Kalimantan, necessitating redesign to manage new progress and administration. Jakarta's high population density and limited area pose environmental and health challenges that need to be addressed through redesigning to improve governance quality. With a high population, Jakarta needs redesigning to enhance public services and alleviate shortcomings. Jakarta has the potential to become a developed nation but requires redesigning to develop technology and education in the region. Improved human resource quality must be accompanied by job availability. The 2024 APBD accommodates upstream to downstream employment affairs in Jakarta. The DKI Jakarta Provincial Government allocates Rp 6.97 trillion for traffic congestion handling programs or policies.

Table 1. Jakarta's Population Data

Regency/City	Population by City/Regency in DKI Jakarta Province (People)		
	2020	2021	2022
Kep Seribu	27749	28240	28925

South Jakarta	2226812	2233855	2244623
East Jakarta	3037139	3056300	3083883
Central Jakarta	1056896	1066460	1079995
West Jakarta	2434511	2440073	2448975
North Jakarta	1778981	1784753	1793550
DKI Jakarta	10562088	10609681	10679951

Source: 2020: SP2020 Results; 2021-2022: Interim Population Projections 2020-2023 (mid-year/June)

Analysis of Jakarta's population data highlights several important aspects that need to be considered in the government organization redesign process. The data shows that Jakarta's population continues to increase from 2020 to 2022, with uneven growth in various regions. The increasing population has direct implications for the need for public services such as education, health, and infrastructure. Additionally, uneven population growth requires special attention to equalize development and public services across Jakarta while considering its high population density.

The implications of this data call for adjustments in organizational structures and governance to manage population growth and address city challenges. Appropriate government organization redesign should consider establishing more streamlined and adaptive organizational structures, improving the quality of government human resources, utilizing information and communication technology to enhance public services, and strengthening collaboration among sectors and stakeholders. Through appropriate redesign steps, it is hoped that the Jakarta City Government can be more effective in addressing significant population growth and achieving sustainable development.



Source: Regional Development Planning Agency

The DKI Jakarta Provincial Government has allocated Rp 2.89 trillion to tackle potential floods in the Jakarta area. The DKI Jakarta Provincial Government is committed to empowering and developing the business sector in the province, also promoting economic growth in Jakarta, and bringing benefits to the wider community. Government Performance Report (LKIP) shows that redesigning is needed to reduce deficiencies in government agency management. The DKI Jakarta Provincial Government needs redesigning to reduce deficiencies in government management.

With government organization redesign in Jakarta, effective and efficient changes can be made to improve governance quality, assist residents, and reduce challenges faced.

The relocation of the national capital to East Kalimantan is a strategic decision that affects various social, economic, and cultural aspects, especially in that region. This initiative aims to reduce development disparities between regions in Indonesia and design a new capital in line with the nation's identity. However, this relocation also poses several challenges, such as integrating the local community with migrants, environmental impacts, and adjusting government structures. Therefore, studies on the redesign of Jakarta's governance are relevant to understand how the government adapts to this significant change, including increasing the capacity of public services and organizing effective organizational structures to support sustainable development in the future.

The Jakarta City Government is currently faced with significant challenges that require careful attention and adaptation. One of the main challenges is the process of relocating the national capital to East Kalimantan, which triggers the need for Jakarta's government restructuring to accommodate this major change and manage new progress and governance. Additionally, in the context of Jakarta's development planning, adjustments and restructuring are needed through the National Development Planning Forum to prepare the 2022 Government Work Plan, which emphasizes economic recovery and structural reforms.

Other challenges include education and skills, where Jakarta has the potential to become a developed nation with high levels of education and skills. However, to optimize this potential, government organizational restructuring is needed to develop technology and education in the region. Meanwhile, governance system issues also become a significant focus, considering Jakarta's limited area and high population density, which impact environmental and health issues. Restructuring is needed to manage these issues and improve overall governance quality.

Furthermore, Jakarta also faces challenges in public services, especially given the high population. Government organizational restructuring is needed to enhance public services and address shortcomings in this area. Additionally, in the era of technology and innovation, Indonesia has great potential in the green economy and blue economy sectors. Government organizational restructuring in Jakarta needs to consider energy transformation towards new and renewable energy and the development of technology and innovation in the region.

Considering these challenges, expanding the role and capabilities of Jakarta's government organization is essential. This includes not only adapting to changes

but also increasing effectiveness, accountability, and public participation in decision-making processes. Therefore, research on the restructuring of Jakarta's government organization is important as it can provide deeper insights into how the organization can address challenges and provide valuable input for the Jakarta City Government to improve its performance and effectiveness.

RESEARCH METHOD

The research method used in this study is a qualitative approach with a case study method. The qualitative approach was chosen because this research aims to deeply understand efforts to redesign the government organization of Jakarta City. Research data were obtained from several sources, including literature reviews covering books, scientific journals, and online articles discussing related topics, as well as official documents such as legislation and performance reports from the Jakarta City Government. The data analysis techniques used include descriptive analysis to understand the structure and workflow of government organizations, and gap analysis to identify gaps between the current and desired conditions. It is expected that the results of this research can provide a comprehensive overview of the redesign of the Jakarta City government organization and provide valuable input for the local government in their efforts.

Table 2 Gap Analysis of Jakarta City Government Organization Redesign

Aspects	Current Condition	Desired Conditions	Data Sources
Organizational Structure	<ul style="list-style-type: none"> - Complex bureaucracy - Lack of adaptability to change 	<ul style="list-style-type: none"> - Slim and flexible organizational structure - Ability to adapt quickly to changes 	<ul style="list-style-type: none"> - Regional Government Performance Report (LKPD) of Jakarta City: - Scientific Journal: Redesigning Government Organizations for Better Performance:
Work Processes	<ul style="list-style-type: none"> - Manual and inefficient - Lack of transparency and accountability 	<ul style="list-style-type: none"> - Digitization of work processes - Increased transparency and accountability 	<ul style="list-style-type: none"> - Results Evaluation Report of Jakarta City Government System: - Scientific Journal: E-Government and Public Service Delivery: A Case Study of Jakarta: https://www.inderscience.com/info/inarticle.php?artid=87801
Human Resources	<ul style="list-style-type: none"> - Lack of competence - Lack of motivation 	<ul style="list-style-type: none"> - Competent and motivated human resources - High workforce productivity 	<ul style="list-style-type: none"> - Jakarta City Personnel Agency (BKD): - Scientific Journal: Human Resource Management in Government Organizations: Challenges and Opportunities:
Technology and Information	<ul style="list-style-type: none"> - Underutilized 	<ul style="list-style-type: none"> - Optimal utilization of technology and information 	<ul style="list-style-type: none"> - Jakarta City Department of Communication, Informatics, and Statistics (Dis-kominfotik):

	- Inadequate infrastructure	- Adequate infra-structure	- Scientific Journal: The Role of Information Technology in Government Organizations:
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RESULT AND DISCUSSION

Government Organization Redesign

To effectively redesign government organizations, a comprehensive approach that considers various aspects of governance, organizational structure, and policy implementation is crucial. Transparency and Accountability emerge as the first point emphasizing the implementation of more open and accountable governance reforms within government organizations. This may include enhancing mechanisms for public participation, feedback, and oversight to ensure that decision-making processes are open and responsive to public needs.

Institutional Identity and Loyalty is the second step that underscores the need to address institutional identity and loyalty to align with ongoing changes in governance structure. Encouraging key officials to shift towards more effective governance practices and ensuring alignment with organizational goals and objectives.

The third step, Overcoming Resistance to Reform, highlights the importance of recognizing and addressing resistance in implementing bureaucratic reforms. Develop strategies to address resistance by involving stakeholders, adapting reform proposals based on feedback, and fostering a culture that embraces change and innovation.

The fourth point, Partnerships and Collaborations, emphasizes the importance of building partnerships with external stakeholders to improve services and address complex social challenges. Collaborative efforts can leverage diverse expertise and resources to effectively achieve common goals.

Restructuring and Efficiency, which is the fifth point, emphasizes the need to consider organizational restructuring to improve efficiency and responsiveness to changing needs. This may involve streamlining processes, redefining roles and responsibilities, and adopting innovative practices to enhance service delivery and optimize resource utilization.

The sixth step, Governance Strategy, highlights the importance of developing governance strategies that promote collaboration among organizational networks to achieve long-term goals. Embracing multi-stakeholder approaches that leverage collective efforts towards institutional reform and sustainable development.

Finally, Adapting to Changing Environments underscores the need for flexibility and adaptability in facing evolving political, economic, and social landscapes. Continuously assessing and refining governance practices to ensure alignment with emerging trends and challenges.

This research examines the challenges faced by the Jakarta Provincial Government in adapting to its changing status as a special capital region. Discussions between the Acting Governor of Jakarta and the Minister of National Development

Planning highlight the need to accelerate economic growth and make Jakarta a dynamic growth center, despite no longer being the capital. The decision to relocate the national capital to East Kalimantan presents several challenges for Jakarta, including the restructuring of government organizations. Therefore, changes in governance and public services are needed to address these challenges.

The primary focus of the Jakarta government is on economic development and recovery, which requires restructuring government organizations and improving the quality of public services and adapting to digital transformation. Gap analysis shows that Jakarta is currently facing complex issues.

The change in Jakarta's status as a special capital region presents several significant challenges. This underscores the need for comprehensive adaptation and evaluation of existing spatial and governance systems. Discussions between the Acting Governor of Jakarta and the Minister of National Development Planning emphasize the importance of careful planning and synergy between central and regional government institutions.

Challenges also arise from the relocation of the national capital to East Kalimantan, which requires restructuring of government organizations to address significant environmental and health issues due to high population density and small land area in Jakarta. Therefore, changes in governance and public services are needed to address these challenges and ensure smooth development in the future.

In facing these challenges, the Jakarta government must prioritize thorough planning and effective synergy between central and regional government institutions. Additionally, changes in governance and public services are needed to address emerging environmental and health issues due to the relocation of the national capital. With a holistic and integrated approach, Jakarta can successfully address these challenges and continue its development well into the future.

Next, the Development Focus and the Need for Government Organization Redesign are Economic development and recovery are the primary focus for the Jakarta Provincial Government. In this context, the redesign of government organizations is essential to improve governance quality, assist the population, and mitigate challenges faced. Changes in governance systems and public services are needed to ensure smooth transition and sustainable development in the future.

In facing these challenges, Jakarta must pay attention to several key aspects. One of them is technology, human resources, and infrastructure. Additionally, the restructuring of Jakarta's government organizations must also consider these aspects. Optimal use of information technology, improvement of human resource competence, and infrastructure improvement are key to enhancing the effectiveness and efficiency of public services.

In line with this, gap analysis shows that Jakarta is currently facing several issues in organizational structure, work processes, human resources, and information technology. The desired conditions include a slimmer and more flexible

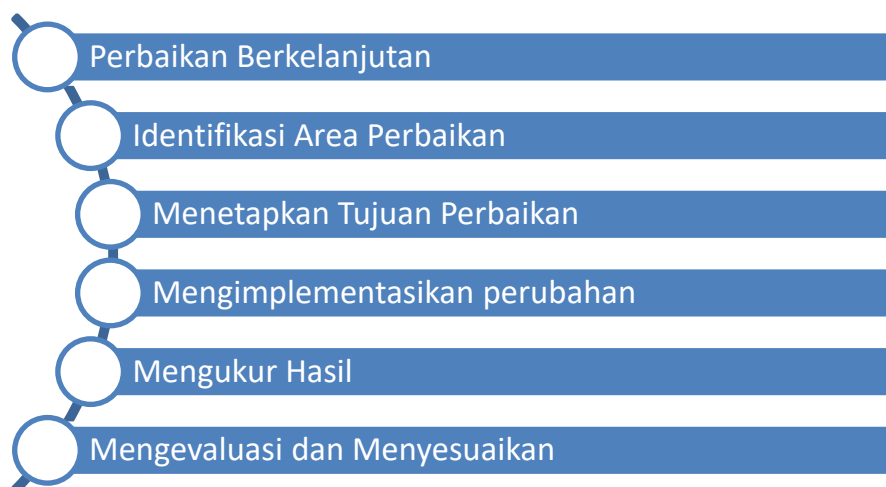
organizational structure, digitized and transparent work processes, competent and motivated human resources, and optimal use of information technology.

Therefore, research on the redesign of Jakarta's government organizations is relevant in the context of addressing the challenges faced by the city. Thus, considering major changes such as the relocation of the national capital and new development focuses, this research is expected to provide valuable guidance for the Jakarta government to effectively address these challenges and ensure that sustainable and inclusive development can be achieved for the benefit of all citizens.

In order to address the complex challenges faced by the Jakarta Provincial Government, a targeted and holistic approach is needed to ensure smooth transition and sustainable development in the future. Discussions among stakeholders, including the Acting Governor of Jakarta and the Minister of National Development Planning, have highlighted the importance of changes in governance systems and public services. Redesigning government organizations is essential to adapt to Jakarta's changing status as a special capital region and to address challenges arising from the relocation of the national capital to East Kalimantan. The importance of synergy between central and regional government institutions is also emphasized in efforts to achieve rapid and dynamic economic growth.

Furthermore, the strategy for redesigning Jakarta's government organizations must consider several key aspects, including technology, human resources, and infrastructure. Digital transformation and the improvement of human resource quality are key to enhancing the effectiveness and efficiency of public services. Gap analysis shows that Jakarta is currently facing several issues that need to be addressed through careful and planned restructuring. Therefore, research on the redesign of Jakarta's government organizations is highly relevant in providing guidance for local governments to effectively address these challenges and ensure that sustainable development can be achieved in the future.

Figure 1. Model Continuous Improvement Cycle Redesain Organisasi Pemerintahan Jakarta



Analysis of Efforts in Redesigning the Government Organization of Jakarta

Redesigning The Organization Of The Jakarta City Government: Adaptation And Innovation Towards A Sustainable City

In the effort to redesign the government organization of Jakarta, the first step is to enhance transparency and accountability in governance. Governance reforms prioritizing public participation, feedback mechanisms, and strong oversight need to be implemented to make decision-making processes more open and responsive to the needs of the public. An independent oversight body involving civil society and academics can be formed to monitor the performance of the Jakarta government. The development of digital platforms allowing the public to provide feedback and suggestions directly is also necessary. Furthermore, periodic publication of information related to budget, projects, and government performance through websites and social media can enhance transparency.

Second, identifying and addressing resistance to reform from within the government organization. Socialization and open dialogue with all levels of government employees are necessary to explain the objectives and benefits of organizational redesign. Employee involvement in the design and implementation process of redesign can build ownership and support. Training and mentoring for employees are also important to prepare them for change.

Third, partnerships and collaborations with external stakeholders, such as non-profit organizations, the private sector, and academia, are crucial efforts in redesigning the government organization of Jakarta. The formation of cross-sectoral working groups involving representatives from various stakeholders can support the design and oversight of the redesign process. Active participation of the private sector in providing public services through Public-Private Partnership schemes should also be encouraged. Partnerships with higher education institutions can support research, training, and human resource development in the redesign process.

Restructuring the government organization of Jakarta is also necessary to improve efficiency and responsiveness to changing societal needs. Mapping and analysis of business processes can be conducted to identify areas that can be streamlined or automated. Restructuring the organizational structure to be slimmer and more flexible by eliminating redundancy and excessive bureaucracy is also crucial. Adoption of modern management principles, such as lean management and continuous improvement, can enhance efficiency and service quality. Lean Management is a systematic approach aimed at improving organization efficiency, quality, and responsiveness by eliminating waste and focusing on value-added activities for customers. Implementation starts with identifying customer value and identifying and eliminating waste in processes. Then, Lean principles such as Just In Time (JIT), Continuous Improvement, and Respect for People are applied along with the use of Lean tools and techniques such as Value Stream Mapping, 5S, Kaizen, and Poka-Yoke. Employee training and development are also key to creating a responsive and innovative work culture. Continuous performance measurement is necessary to evaluate the effectiveness of implementation, and a continuous improvement cycle must be carried out to ensure the sustainability of organizational performance improvement. Meanwhile, continuous improvement is a fundamental concept in

organizational management involving ongoing efforts to improve processes, products, or services gradually. It is a systematic approach aimed at optimizing efficiency, quality, and customer satisfaction over time. Continuous improvement is often associated with methodologies such as Lean Management and Kaizen, which emphasize the importance of small, gradual changes and employee involvement in driving improvement.

Continuous improvement involves identifying areas for improvement, setting goals for improvement, implementing changes, measuring results, and then repeating the cycle to refine the process. This requires a learning culture, adaptability, and innovation within the organization to foster a mindset of growth and continuous development.

According to Garcia's study (2017), digital transformation is a crucial aspect in redesigning government organizations. In this case, in Jakarta. The development of an integrated e-government platform to provide public services online and facilitate interaction between the public and the government needs to be pursued. Improvement of information technology infrastructure, such as internet networks, data centers, and cybersecurity, is also required to support digital transformation. Training and capacity development for government employees in adopting and effectively utilizing digital technology cannot be ignored.

Lastly, human resource development is key to the success of redesigning the government organization of Jakarta. Mapping employee competencies and identifying skill gaps that need to be addressed through training and development programs are necessary. Implementation of a fair and transparent performance management system, with adequate rewards and incentives for high-performing employees, is also crucial as concluded in Wilson's study (2020). Promoting an organizational culture that encourages innovation, continuous learning, and openness to change is an important supporting factor in human resource development.

CONCLUSION

The importance of adaptation and innovation in facing the change in Jakarta's status as a special capital region and the relocation of the national capital to East Kalimantan becomes very clear. Redesigning the Jakarta government organization is a strategic step that must be taken to ensure the continuity of development and effective public services. The challenges faced, whether in governance, public services, or infrastructure, require a comprehensive and integrated approach.

Furthermore, the implementation of technology, improvement of human resources quality, and adaptation to digital transformation are key to achieving sustainable development goals. Therefore, research on redesigning the Jakarta government organization is not only relevant but also urgent to provide the right guidance in addressing these complex challenges. Through proper adaptation and sustainable innovation, Jakarta can become a dynamic and sustainable new capital, providing maximum benefits for its citizens and inspiring positive development throughout Indonesia.

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