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E-Readiness on Application E-Government in Establishing Smart Governance at Bandung City Communication and Information Services Agency

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Abstract: *Implementation of e-government requires readiness in various factors, from finances and employee competency in the ability to use technology to the availability of infrastructure to support the implementation of e-government. This readiness is an essential factor in determining the success of e-government. Implementation readiness is an important factor in e-government, referred to as e-readiness. The purpose of this research is to find out and analyze strategy assessment (strategy), technology (technology), organization (Organization), human resources (people), as well as environmental assessments (environment) carried out by the Bandung City Diskominfo in implementing E-Government to create Smart Governance. The research theory used in this research is the E-Readiness readiness theory using the STOPE framework model (Strategy, Technology, Organization, People, Environment), which includes a technology readiness scale based on a systematic model developed by (Al Osaimi et al., 2006). The method used in this research uses a descriptive method with a qualitative approach. Research data collection is based on observation, interviews, and documentation. The results of this research show that the Bandung City Diskominfo has an Overall STOPE Grade of 2.33 on a scale of 4, which indicates that the level of readiness of this institution is at level 2 or the "average" category according to the assessment scale developed by Al-osaimi in 2006. It can be concluded that the implementation of e-government in 1) strategy assessment still lacks coordination between employees; 2) assessment of device technology is inadequate; 3) assessment organization still not adapted; 4) assessment people not all human resources understand e-government; 5) assessment environment still not everyone understands the concept e-government.*

Keywords: *E-readiness; E-government; STOPE framework.*

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Introduction

E-Government will be an important part of the government's efforts to increase the efficiency of the bureaucracy. Many benefits can be obtained through online networking and an integrated framework in implementing E-Government (Saifuddin, 2020). With modern information systems and the technology of e-government, it is hoped that they can meet the information needs of government management, improve administrative processes, and ensure the quality of public accountability (Nurdin, 2018).

Implementation of E-Government in Indonesia can be seen from the value of the Electronic-Based Government System Index (SPBE), which is starting to become an indicator of the achievement of E-Government since the publication of Presidential Decree Number 95 of 2018 concerning Electronic-Based Government Systems (SPBE). SPBE has various predicates for each index value criterion achieved, as shown in the table below:

Table 1. SPBE Assessment Predicate

No	Index Value Interval	Predicate
1	4,2 – 5,0	Satisfying
2	3,5 - < 4,2	Very good
3	2,6 - < 3,5	Good
4	1,8 - < 2,6	Enough
5	< 1,8	Not enough

Source: PANRB

Bandung City Government, the aim is to transform into a smart city (*smart city*) in the digital era. to increase the efficiency of public services, improve the quality of life of the community, this transformation is the application of information and communication technology (ICT) through concepts of *e-government*. The rapid development of media and technology has made Bandung a city with High growth requires more sophisticated urban systems. Collaboration with universities includes, among other things, helping to develop smart cities with a success rate of 70% (Sholeh at al., 2018). This research will focus on implementation *smart governance* which aims to improve the effectiveness of Bandung City government governance*. Smart governance* as a medium to make it happen *good governance* has become one of the most important elements in urban management, namely government bodies or agencies that are developed based on information technology functions so that they can be accessed by stakeholders effectively and efficiently. *Smart governance* handles all aspects of data information related to cities, including society, infrastructure, networks, resources, regulations, economy and environment.

Implementation *E-government* supports one element of the concept of a *smart city*, which demands openness and easy access to government data by the public. The city of Bandung uses this approach, namely by implementing information and communication technology in daily life, which has an impact on improving services and public convenience. According to Boyd (2015), *e-government* is the dominant subject in *smart governance*, which consists of the private sector, business world, and society. Therefore, Cohen prioritizes government over other components to facilitate the realization of better urban

management.

Method

The approach used in this research is a qualitative approach with descriptive methods. Qualitative research is a research approach based on the philosophy of postpositivism, which can be used for objective natural research using researchers as key instruments (Sugiyono, 2021). Based on this, it is possible that the data obtained by the author is a key instrument to provide an overview of the report that has been researched. In this way, this report can be proven in the form of quotations from interview data as an illustration of the preparation of the report.

Researchers choose the descriptive research method to explain the phenomenon or situation in detail, which is suitable for situations where knowledge about the phenomenon is still limited or incomplete. The descriptive method also allows the researcher to provide a comprehensive explanation of the phenomenon being studied. to gather information in depth from participants or other data sources, so as to understand the situation being investigated.

Interview Study

Interviews were conducted directly with parties involved in the implementation of *E-Government* in *Smart Governance* at Diskominfo Bandung City. The interview technique in this research is a structured interview technique. According to Esterberg in Sugiyono (2021:304), an interview is a meeting of two people to exchange information and ideas through questions and answers so that meaning can be contributed to a particular topic. The interview process in this research aims to obtain valid data regarding what factors influence the level of readiness in the implementation process of *E-Government* in Bandung City, and this interview is aimed at finding out the readiness of the Bandung City Diskominfo in implementing E-Government from a framework perspective *(RATES)*.

This research used a purposive sampling method. According to Sugiyono (2021), purposive sampling is a method used in taking samples that have gone through certain considerations according to the desired criteria. In the purposive sampling method, the consideration in question is that the person selected is considered to know the most about what will be discussed next or who is considered to be in authority.

Table 2. Research Informants

No	Department	Information
1	Head of ICT Evaluation Section, Diskominfo, Bandung City	*Key Informant*
2	Head of Application Management Section	*Key Informant*
3	Sub Coordinator for ICT Planning and Resource Analysis	*Secondary Informant*
4	Sub Coordinator for Systems and Network Management.	*Secondary Informant*

Source: Processed by researchers (2024)

Seen in Table 2, there are 4 research informants as explained in Engkus & Syamsir (2021). The key informant is the head of the Bandung City

Diskominfo ICT Evaluation Section, who understands and knows the policy and conceptual levels; the main informant is the head of the Bandung City Diskominfo Application Management Section, who knows operational technicalities; and the supporting informants are the sub-coordinator for technology analysis and communication for the public and the sub-coordinator for application management as an implementer in the field for the community.

Results And Discussion

Assessment *Strategy* Diskominfo Bandung City in Implementing *E-Government* to Create *Smart Governance*

Data obtained from interviews have been analyzed using *tools* Nvivo version 14. The results of this analysis will be described for each *domain* that is *Strategy, Technology, Organization, People* and *Environment.*

Domain 1: Strategy

Strategy namely, this domain summarizes the factors that influence the development and use of information and communication technology. In *Strategy* This includes ICT leadership and future planning, along with the results of the assessment discussion.

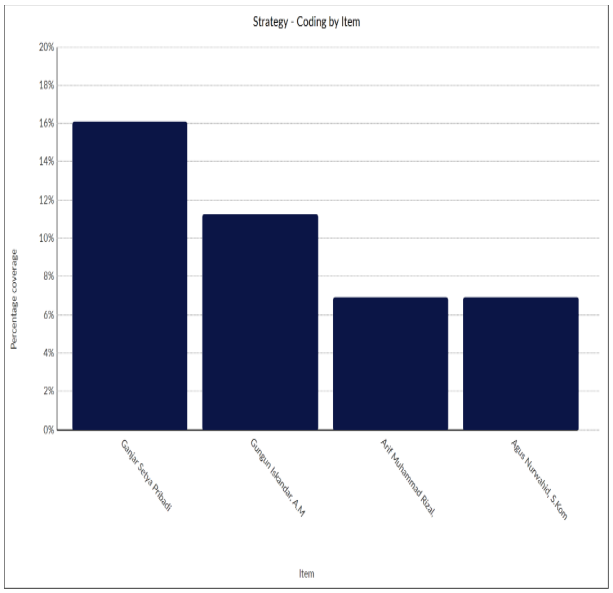

Figure 1. Percentage of Domain Strategy
Source: NVivo 14

Researcher Data Processing (2024) Based on the diagram above, the "Strategy" domain has a referral percentage of 16%. The results of data analysis for this domain are as follows: a) On *sub-domain* ICT Leadership received around 15 references from a total of 35 references.

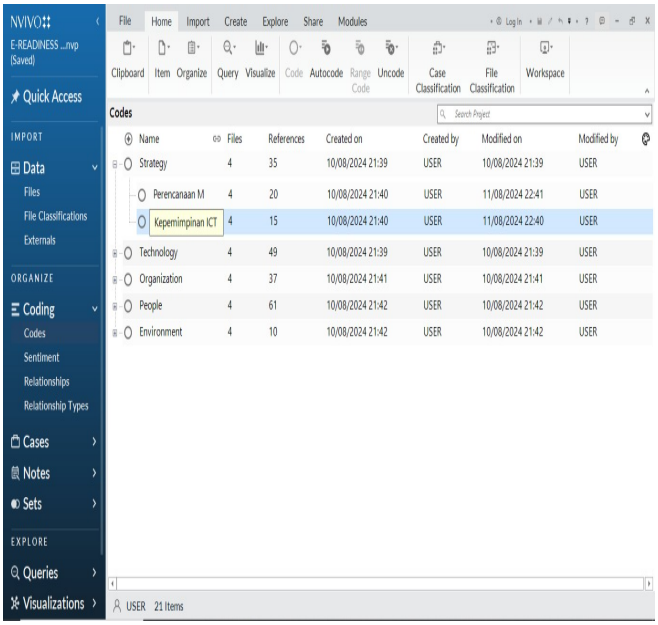

Figure 2. ICT Leadership Sub-Domains
Source**:** NVivo Researcher Data Processing 14 (2024)

From the 15 references obtained, ICT leadership at the Bandung City Diskominfo has a positive impact on the implementation of smart governance. In order to develop a strategy for implementing ICT at the Bandung City Diskominfo, the role of leadership is crucial. Through interviews with various officials at Diskominfo, it was revealed that leadership involvement in preparing the ICT master plan and strategic direction from regional leaders were the main factors in supporting smart governance initiatives. In addition, even though there are guidelines from the center, regional heads are given space to innovate according to geographical characteristics and local communities, indicating that local innovation is also key in the successful implementation of ICT strategies.

Mr. Ganjar Setya Pribadi, S.E. emphasized that direction from leadership is very important in implementing innovation and ICT programs. Leadership that provides clear direction in the development and implementation of ICT programs is a key factor in the successful implementation of ICT strategies at Diskominfo.

Mr. Ganjar Setya Pribadi, S.E., states:

"Of course there is, especially in implementing any innovation; the programs must also have direction from the leadership."

A similar question was also asked of Mr. Gungun Iskandar, A.Md., who stated, "Actually, from the head, for example, plans, especially regarding smart cities, already have regulations from the center. It has to be this way; it has to be that way. As a regional head, what is the only way to follow? Maybe things will be different in terms of innovation, and each region will be different, right? like this also depends on our biography. What type of society we have, the locations are definitely different. It cannot be the same between city governments. Regency governments may

be different, especially in terms of innovation; for example, if the plan comes from the center, perhaps the architecture may be the same."

Mr. Gungun Iskandar, A.Md., underlines that the ICT and smart city strategy has been regulated by the center. Although there are general guidelines that must be followed, regional heads have the freedom to innovate according to geographical conditions and characteristics of local communities. This shows that although there are structures and guidelines that must be adhered to, local innovation is an important differentiating factor in the implementation of ICT strategies.

A similar question was also asked of Mr. Arif Muhammad Rizal, S.Si, with the answer: *"There definitely is, especially since we received direct direction from the center, Mr. Mayor*." Mr. Arif Muhammad Rizal, S.Si., stated that the direction from the leadership, including mayors, is very influential in ICT implementation strategies. This shows that there is a direct link between central-level policies and local implementation, ensuring that the ICT strategy at Diskominfo is in accordance with the directions given by regional leaders.

Mr. Agus Nurwahid, S.Kom, emphasized the active contribution of each service leader in preparing the ICT master plan, especially in the context of smart governance. Diskominfo acts as a liaison between community needs and existing obstacles, with a focus on communication and informatics. This involvement includes management of open data, services, and infrastructure that supports the implementation of smart governance. This statement emphasizes that leadership at Diskominfo plays an important role in supporting smart governance initiatives through consistent routines. This is proven by the results of the interview quote as follows:

"There is, because every service leader must have a contribution in the preparation, especially in the master plan; apart from that, it is positioned as a bridge between the needs of the community and the obstacles that exist in Bandung City, one of which is smart governance. From Diskominfo, it is more specific to communications and informatics. I relate it, for example, to data needs, for example, open data from the government and needed for visits to applications, services, and infrastructure, including coverage at Diskominfo. Some routines definitely support smart governance.

The statement from the interview results above shows that each department leader plays an active role in preparing the master plan and acts as a liaison between community needs and the obstacles faced in the city. Diskominfo, in particular, has an important role in communication and informatics, including open data management, services, and infrastructure that support smart governance. The routines carried out show consistent support for smart governance initiatives, indicating that ICT leadership at Diskominfo generally contributes positively to achieving these goals.

ICT, while paying attention to the needs and obstacles that exist in the city of Bandung. The above statement is based on observations made by the Department of Communication and Information department leadership actively contributing to the preparation of the ICT master plan and acting as a bridge between community needs and the obstacles faced in the city. Diskominfo focuses on communications, informatics, open data management, as well as developing services and infrastructure

that support smart governance. Source triangulation results based on interviews with several informants regarding the domain *strategy* Overall, Diskominfo has a structured plan and a strong commitment to developing ICT in the future, but further innovation is still needed to achieve a more comprehensive and wide-reaching application. Through consistent routines, support for this initiative continues to be strengthened, showing that ICT leadership at Diskominfo has a positive impact in achieving smart governance goals. Although this plan is progressing well, innovation in ICT infrastructure is still limited, with the main focus on simplifying processes and meeting specific needs such as CCTV network monitoring. Wider implementation of innovation still faces technical and operational challenges, so more attention is needed to overcome these obstacles in the future.

The results of this research are the same as research conducted by Irene & Zulva (2018). In the strategy domain, assessment includes two main aspects, namely future plans and leadership. In terms of plans, as many as 90% of students and 88% of educators expressed a willingness to spend money to support e-learning, showing high enthusiasm to be involved in digital-based learning. In addition, 88 percent of students and 91 percent of educators want to be actively involved in e-learning, indicating strong support from the learning community. From a leadership perspective, 77 percent of students and 88 percent of educators agree that computers have been provided adequately to support e-learning. Overall, the results of this assessment show that 84 percent of students and 88 percent of educators consider the e-learning strategy implemented to be quite good, with strong support in terms of involvement and provision of technological infrastructure.

Domain 2: Technology

Technology Domain that includes aspects related to the actual conditions of problems or issues related to information technology. In*Technology* here includes ICT infrastructure, ICT services and ICT *support.* Following are the results of the discussion assessment.

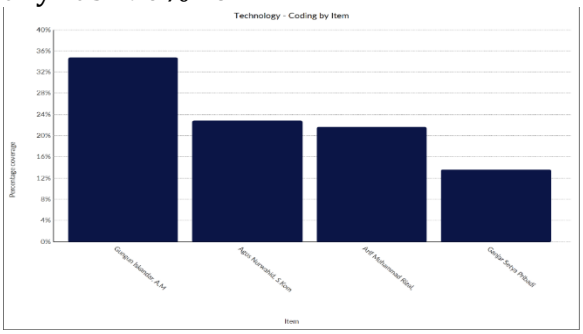

Figure 3. Percentage of Domains *Technology*
Source**:** NVivo Researcher Data Processing 14, 2024

Based on the diagram above, the "Technology" domain has a referral percentage of 35%. The results of data analysis for this domain are as follows: a) On *sub-domain* ICT infrastructure, received around 14 references out of a total of 49 references Pak Gungun Iskandar's interview highlights aspects of budget efficiency and the relevance of existing technology. And emphasizes the

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need to update technology only when necessary and beneficial and in accordance with budget efficiency. Pak Gungun Iskandar also described the project's aims to facilitate processes such as CCTV monitoring, which still requires sufficient innovation to support city government at large:

"In terms of infrastructure, this is actually an effort to find innovation or technology that is needed, for example. Technology update required. We'll definitely follow that. For example, like now, there is sterling for what we need to buy, not to the extent that, for example, we really need the technology, then we will try to implement it in the government. If the current technology is sufficient, I don't think it's necessary because it's more about us trying to achieve budget efficiency. If the current one can still be used or is still relevant to existing technology, then keep using what is available."

Meanwhile, Mr. Agus Nurwahid, S.Kom, explained that routine evaluations are carried out to optimize existing services, emphasizing efforts on services and policies in general. Apart from that, it also mentions the adoption of new technologies such as ChatGPT, which indicates progressive efforts in improving artificial technology in the city of Bandung:

"So the plan definitely exists. So every year we carry out evaluations, even quarterly. Later, we will use each of these evaluations as material for recommendations on what we should do after the evaluation. Then, for next year, we will make plans for the next action, whether from last year's or this year's evaluation, so all of the evaluations will be material for planning next year."

Mr. Arif Muhammad Rizal, S.Si, added that Diskominfo was quite advanced in providing the necessary ICT infrastructure, and the existing equipment was functioning well. This shows efforts to improve service quality through the adoption of the latest technology:

"So we have started to compete, not competing but adopting something like ChatGPT, but that's where the focus is; what we are asking is what is available in Bandung city government services. To build TAI, the infrastructure must be quite sophisticated. Well, coincidentally, there is one at PDN. So, we in the city of Bandung are the only ones, or the first, to propose special infrastructure for ChatGPT technology, namely artificial technology. yes, that's because the specs are different, it's like it's more sophisticated, that's how it is. So, we've encouraged people to go there, we've tried it. So, we've started using it, and we're going to the dipest end here. So, it has started to be used."

Meanwhile, Mr. Ganjar Setya Pribadi, in line with Mr. Agus Nurwahid, emphasized the importance of regular evaluation as a basis for future planning. This evaluation serves as a recommendation for further action in fulfilling basic ICT infrastructure. Overall, this data triangulation shows that the Bandung City Diskominfo has a comprehensive strategy in planning and implementing ICT infrastructure while still paying attention to the efficiency and relevance of the technology used: *"So every year we carry out evaluations, even quarterly. Later, we will use each of these evaluations as material for recommendations on what we should do. After the evaluation, for next year, we will make plans for the next action, which will be from last year's or this year's evaluation; we will become material for all evaluations and material for planning next year."*

Observation results show that the Bandung City Diskominfo has regular

evaluations that serve as a basis for future planning and the adoption of new technology, such as ChatGPT, showing commitment to improving service quality. Even though existing technology is adequate, innovation and updates are carried out with careful consideration to ensure benefits and efficiency.

Meanwhile Mr. Agus Nurwahid explained that Diskominfo has implemented several digital services with data integration and communication between applications as the main focus, especially in non-centralized services such as licensing:

"Actually, digital services are actually quite good, but in the city of Bandung there are several things where the services are not centralized. Not everything is handled by Diskominfo. For example, licensing, yes, that's the Licensing Department. They handle their own services. So, what is the interaction between Biskominfo and the Licensing Service? We collaborate with data integration. We don't have to handle services from licensing; just remember data integration between APIs if the term is from that technology. So we can develop communication between applications there, so not everything is handled by the instrument.

A similar question was also asked of Mr. Arif Muhammad Rizal, S.Si, adding that these services include open data facilities that can be accessed by students and the public, although there are reduced facilities in several parks:

"There are many; we were in open data, in data, in the data field; we have open data. If you need any data, you can find open data there, in open data. Usually they publish data, if it is not in open data, usually to PPID. If you need more information, usually go to PPID. Even though the facilities are now somewhat reduced in the parks, in the past there were a lot of them in the parks, but we still have a bit of a reduction depending on the portion budget, usually. Also, for our new Sipaku area, we also have a lot of support, in fact, OPD requests that we help make the application and then manage it, please each one of you."

Meanwhile, Mr. Ganjar Setya underlined that there were obstacles in service performance, both technical and policy, even though infrastructure such as CCTV points and OPD applications had been developed.

"There are definitely obstacles. There are two things, technical in nature, sometimes policy in nature. If policy is outside our realm, we help with coordination. If it's a technical matter, of course we have a technical team; of course we prepare personnel who are for maintenance, like that."

Overall, observations show that the Bandung City Diskominfo is facing challenges in terms of human resource readiness, technological efficiency, and service integration. Diskominfo remains committed to improving service performance and optimizing the use of technology through regular evaluation and adaptation to needs.

Basically it's analytical, yes, basically it has high specs, we try it with the minimum existing capabilities, whether it can work or not, we also try it before or later planning to, for example, buy, plus we try it first with the existing capabilities, usually that's the case, if oh, this is no longer the case we can do this, then we can try by upgrading the technology and then we will immediately propose it next year, it doesn't necessarily have to be there, usually we try first to use the existing one, if it's already stuck, we can't propose it to the leadership, that this can't be forced, it has to be with new

technology, usually Let's try first with what we have, whether it works or not."

This is similar to Mr. Agus Nurwahid admitting that cyber attacks, such as malware, are commonplace and require special handling from the relevant team, both for applications and infrastructure:

"Yes, that's normal; for ICT, it's the internet, right? The internet definitely has a lot of attacks. It definitely exists in almost everyone, depending on the activity of the malware. We can't predict the activity of it. It depends on things like malware and cyberattacks. we are always there, but we have a special team to handle it all. So for example, in relation to applications, we are waiting for the application team to handle that. "Later, if someone attacks the infrastructure, there will be another infrastructure team like that."

Mr. Arif Muhammad Rizal, S.Si., added that ICT devices are adequate and function well, but application failures occur quite often due to dynamic conditions: "I think quite often in this sense the dynamic conditions become obstacles, or these challenges are commonplace and quite frequent."

Meanwhile, Mr. Ganjar Setya Pribadi, S.E., is highlighting that there are still many devices that need to be improved, and ICT failures are common, but improvements are always being sought:

"It's often, I don't know how often." Because those who are more detailed memorize the infrastructure part, but there are always improvements."

Overall, it is observed that even though Diskominfo has adequate equipment and infrastructure, they continue to face challenges in terms of security and technological innovation, with failures and obstacles that are routinely overcome through improvements and management of existing resources.

Domain *technology* demonstrates a strong commitment to regular evaluation and adoption of new technologies to improve services and policies. Regular evaluations, both annual and quarterly, are used to plan technology updates according to budget needs and efficiency. Although existing technology is adequate, updates are carried out carefully to ensure benefit and relevance. Key challenges include human resource readiness and technological efficiency, which influence the implementation of new technologies. In addition, even though ICT equipment and infrastructure are adequate, Diskominfo faces security problems such as malware attacks and frequent application failures. A dedicated team to handle security issues and technical fixes. also seeks to optimize service management and integration with a focus on communication between applications and data management. Overall, have a comprehensive strategy in planning and implementing ICT infrastructure while still paying attention to the efficiency, relevance, and security of technology.

The results of this research are in line with the results of research conducted by Pramono et al. (2021). In this technology domain, the subdomains assessed are ICT basic infrastructure, ICT support, ICT provisioning, and ICT e-service infrastructure. Even though the majority of sub-districts are in Semarang City, showing good readiness in ICT infrastructure and services, Gajahmungkur sub-district reported problems with ICT support, such as poor wifi/LAN network quality. This problem needs to be corrected immediately to ensure effective e-government services. Additionally, it is important to regularly

inspect, update, and upgrade hardware and software systems to address reliability and security challenges. It was also found that several systems, such as the Gerai Kopimi MSME recording application, experienced problems that required improvement to improve service performance.

Domain 3: Organization

Organization, i.e., a domain that combines factors related to the actual situation of regulatory and management issues. Information and Communication Technology (ICT) is a very important domain. In organization This includes basic ICT regulations, ICT cooperation and ICT management, along with an assessment of the discussion.

a) On sub-domain ICT Collaboration, we received around 16 references out of a total of 37 references.

Mr. Agus Nurwahid revealed that Diskominfo routinely collaborates with various parties, including local startups, other district governments, and international institutions. A specific example is a collaboration with Korea that provided a grant of almost 2M for security applications:

"There is a connection between regular cooperation and startups in the city of Bandung. We continue to collaborate, and we also collaborate with other district governments. For example, in other cities, there are good ones; for example, abroad, there is also a connection with security. We have collaborated with Korea. They gave a grant of almost 2 million for an application that looks like this, a special application to cover security in Bandung city services. "We always have our own cooperation."

Mr. Gungun Iskandar noted that collaboration with external parties is very necessary due to limited internal resources, such as collaborating with internet providers to manage infrastructure.

"There will definitely be cooperation because we also have limited resources to manage, and indeed we cannot collaborate with other parties who are competent in their fields." For example, in the internet sector, we can't do it; at most, we only manage the internet; at most, we go to the provider; we can collaborate a lot in several other fields."

"We have collaborations with outsiders, but through competitions, such as tone data. So first, we data tone with Vietnam and Australia, so if we win, we will go to that country to study innovation in that country. Yesterday I got an offer from Kotra, one of the Korean businesses that supports Korean companies to enter Indonesia. One of them is a hacker development start-up in Korea called Stelien. Well, they did pretesting, so our app was hacked, and they were told what the weaknesses were and what license they gave to make sure it was safe. That's one form of collaboration."

Overall, from observations, Diskominfo is active in establishing various collaborations, both with domestic and international parties, to increase ICT capacity and security, with a focus on innovation, application development, and infrastructure management.

From the 6 references obtained, it was concluded that statements regarding the ICT Basic Regulations tended to be negative. The basic ICT regulations at Diskominfo Bandung City show several similar views and several differences in terms of implementation and existing shortcomings.

In the interview session, Mr. Agus Nurwahid stated that the existing regulations and guidelines were

appropriate, but there were weaknesses in the policies that made service implementation less than optimal due to the absence of policies that supported:

Overall observations: Although there is agreement that the basic ICT regulations in Diskominfo are appropriate and implemented, there is consensus regarding the need to update or add policies to overcome existing weaknesses in their implementation.

In the interview, Mr. Agus Nurwahid explained that the costs for using and maintaining ICT at Diskominfo vary and are adjusted to the budget proposed and approved in stages. Budgets are not always appropriate expectations, and if there are changes to the budget, services and coverage will also be adjusted gradually.

"If costs are adjusted, maybe we'll look at that too. No, the head of the department cannot impose my budget, for example, in the Communications and Information Service. If it is proposed, it will be done in stages through the council, and then it will be proposed, or in the studio, by the mayor, because it doesn't always meet expectations. So we're back again. as long as the master plan is there, even if the budget goes down or go up, we'll fight for it there."

A similar question was asked of Mr. Rizal, stating that the costs for using and maintaining ICT were sufficient but had to be adjusted to the proposed innovations and existing programs. The budget does not always match needs, so it must be adjusted.

"For your own costs, that's enough; come back according to the proposed innovation or existing program."

Furthermore, Mr. Ganjar Setya Pribadi stated that the costs for ICT use and maintenance change every year according to existing innovations. Budgets are adjusted to suit existing needs and changes:

"To be sure, it changes every year to adapt existing innovations."

All interviewees agreed that the costs for using and maintaining ICT at the Bandung City Diskominfo must be adjusted to the existing budget, which often changes based on innovations and emerging needs. The budget is not always adequate as expected, and adjustments are made to meet existing needs. The results of this research are in line with the results of research conducted by Ramadlan & Fardani (2020). Organization domain 3.12 (78%) This explains that at the sub domain level, especially in regulatory processes, education, information infrastructure, information system services and support ICT in digital-based socio-economic tourism villages is not yet optimal. The principle of the digital village concept with a tourist village in Sukalaksana Village is already working well, but necessary adjustments are made to each other to create integration in attractions, amenities, accessibility, as well as ancillaries to create a digital-based tourist village. One form of development in attractions is by creating a flow of tourist attractions with the support of a digital village concept where tourism activities produce tourism products and the results can be marketed online via e-commerce.

Domain 4: People

People, namely a domain that combines factors related to the actual situation of regulatory and management issues. Information and Communication Technology (ICT) is a very important domain. This includes awareness of ICT, ICT training, and management of ICT abilities/skills. Below are the results of the discussion assessment.

Mr. Ganjar Setya Pribadi stated that the use of ICT is very useful and makes work easier. However, seeing the progress achieved as mediocre only makes the job easier and more helpful:

"For me personally, it is very beneficial; it makes my work easier." Meanwhile, Mr. Agus Nurwahid considers that the use of ICT has had many positive impacts, such as speeding up processes and making it easier to access government services without having to come to the office and experiencing significant progress in work efficiency: "Yes, if there is a plus or minus, we only feel that I personally feel more of a positive impact." Because we usually process everything for a long time, it can be done more quickly, and distance-free access is made easier. Those who just need to access government services also don't need to come to the office anymore."

Based on observations, employees at Diskominfo have a positive understanding of the use of ICT. They realize its benefits in speeding up processes and making work easier. There is awareness of the positive impact of ICT, although some employees feel the impact depends on the individual.

ICT training at Diskominfo Bandung City shows that training is carried out in a variety of ways, with different focuses and methods to meet the specific needs of employees. Furthermore, Mr. Gungun Iskandar explained that ICT training is carried out both offline (once or twice a year) and online through coordination groups. Technical training includes coding, application security, and social media management. More security training focuses on preventing and dealing with attacks:

"Obviously there must be training; usually if it's offline once or twice a year, the rest is that we have a group that coordinates via online to solve problems," in addition to helping employees understand the training material: "Like a workshop or technical training or socialization to a minimum, it must be there. There is. Even if we don't socialize, at least there's a video tutorial, there's a manual book, that's the minimum mission, maybe that should be there for us. Oh, how to do that, it's definitely there." All interviewees confirmed that there was ICT training at Diskominfo, but with variations in the type and form of training. Training covers various aspects, including technical, soft skills, security, and social media management. Similar to observations made during training by the Bandung City Communication and Information Department.

Mr. Ganjar Setya Pribadi also mentioned that the use of ICT-based skills among employees is sufficient, but their knowledge and abilities are still lacking, especially considering the age diversity in the workplace. There is no official measurement to assess the overall level of ICT skills.

"It's enough, but it's still not enough for me, considering that we consist of various age groups. just to be sure, no one has ever measured it."

Furthermore, Mr. Agus Nurwahid revealed that the use of employees with ICT-based skills is sufficient, but the level of knowledge and abilities of employees, especially those who are older, is still lacking. Older employees often face difficulties adapting to new technology.

"It's still not enough; it's usually difficult for older employees."

All interviewees agreed that the use of employees with ICT-based skills was sufficient, but there were some jobs that were still done manually or required increased skills.

d) On sub-domain ICT Ability &

Skills Management, 4 references were received out of a total of 61 references.

Mr. Agus Nurwadi considers that the utilization of employees with ICT-based skills is sufficient. This shows that although there is utilization of ICT skills, there may be room for improvement. Mr. Arif Muhammad Rizal assessed that the utilization of employees with ICT skills was sufficient but noted that utilization

ICT skills among employees are quite good but still need to be improved. This shows recognition of current achievements but also indicates that there is still potential for improvement.

Mr. Ganjar Setya Pribadi also feels that the use of ICT-based skills among employees is sufficient. This shows the positive outlook that the employee has on making good use of ICT skills. All interviewees agreed that the use of ICT skills among employees was adequate to sufficient. However, there are different views regarding its level of adequacy and effectiveness.

The results of source triangulation are based on interviews with several informants regarding the domain people; the conclusion shows that awareness of ICT in Diskominfo Bandung City faces challenges, especially in digital literacy and adapting to new technology. Although many employees are aware of the benefits of ICT in speeding up work and facilitating access to services, there are differences in perceived impact depending on the individual. ICT training at Diskominfo is carried out in various ways with a focus on technical aspects and soft skills. Employees receive training through a variety of methods such as workshops, technical guidance, and tutorials, with a focus on specific areas such as security, coding, and infrastructure. This training was considered positive, although there is still room for improvement. Regarding ICT qualifications, it was concluded that employee qualifications in the ICT field were adequate, but there was a need for skills improvement, especially for employees who were older and less familiar with new technologies. Even though employees' ICT skills are quite good, there are some jobs that are considered more effective if done manually. Meanwhile, regarding ICT skills management, although employees have utilized ICT skills quite well, there are variations in their effectiveness and level of adequacy. Several interviewees suggested further improvements in ICT capability management to ensure optimal utilization.

The results of this research are in line with the results of research conducted by Pangestu (2019) on the domain of people. This program carries out further outreach and guidance to SAID users to ensure that using SAID is not limited by factors such as educational background or requires having a job in a certain field to be able to use SAID. This can be done by utilizing existing online media as a means of socialization and information for SAID users. Apart from that, training that focuses on the basics of using technology and infrastructure is very necessary to ensure users have the knowledge and ability to use the infrastructure that supports using SAID.

Domain 5: Environment

Environment The domain that includes factors related to non-ICT basic conditions that influence challenges in the IT field today is an important domain in understanding information technology. In Environment includes infrastructure and knowledge, along with an assessment of the results of the discussion.

a) On sub-domain infrastructure, received around 2 references from a total

of 2 references. Pak Arif Muhammad Rizal said that security issues have recently become an important concern, especially because cyberattacks are becoming more frequent. He also noted that the budget and human resource skills for security are still lacking, indicating challenges in security management in e-government:

"I think first of all, maybe the security issue, maybe only recently I think it has become an issue; if it is an issue, I think yes, but maybe from my perspective, it's only recently that people have been talking about security issues, especially in government, in the private sector; maybe it's been a long time, awareness in the security sector In fact, I think it's only now, maybe because of an attack that went viral, so it's become an issue like that; maybe therefore many things are anticipated. Nah, one of the challenges is the budgeting problem, one of the obstacles that has not been anticipated, maybe our budget income is still small to allocate the budget and security, I think that is one of the problems, after all, security is a fairly expensive resource, currently it has to be allocated more besides "The problem of costs, the problem of skills, human resources, we also continue to upgrade because it's only recently that the issue of security has been considered important, which I think has not been anticipated so far, because of the costs of human resource capabilities which were not a concern yesterday and are now starting."

Pak Ganjar Setya Pribadi admitted that the security system at Diskominfo was still far from adequate and that cybersecurity in Indonesia as a whole was still lacking. This reflects the recognition of security deficiencies that need to be addressed:

"There definitely is, yes; from the Communication and Information Department itself, there is still a long way to go for security. And in Indonesia, cybersecurity is still lacking. I don't know how often it happens. Because those who have more details memorize the security part."

Mr. Gungun Iskandar also said the same thing, reporting that security is a higher priority today, with the implementation of security standards such as ISO 27001. This shows efforts to improve security, although previously they may have been less focused.

"For us, the security implementation is carried out continuously. yes, most recently we have carried out an ISO 27001 audit, thank God, it has been completed, we have passed the shortcomings, we will follow it, we will pursue it, security is indeed an issue now, because in the past five years it was still under development. "Not focused on security is not not focused but that's the number, right? Now, thank God, we have implemented devices that are specifically for security, in terms of security management, we have also implemented them based on ISO standards."

Mr. Agus Nuwardi revealed that the e-government security system at Diskominfo is still lacking, especially because cyberattacks often occur. This indicates an urgent need for improvements in security systems:

"It's still not enough, considering that cyberattacks still occur frequently."

All sources agreed that the security system e-government Diskominfo still has shortcomings and that improvements in the security system are very necessary. Despite efforts to improve the situation, both through the implementation of international standards and an increased focus on security, challenges remain and require further attention to significant differences in English language skills among employees:

"It's the same here; there are people who can speak English, but there are also people who can't speak English."

Mr. Ganjar Setya Pribadi stated that basic English language skills were sufficient, but employees had not yet reached fluency level. This is in line with the view that the basics of English have been mastered but have not yet reached a high level of proficiency:

"For the basics, it's enough, but for fluency, it's still not enough." Mr. Agus Nurwadi stated that the employee's level of English knowledge was sufficient for the basics. This indicates that the employee may have enough English skills for basic needs but no more than that:

"If it's just the basics, that's enough."

All interviewees agreed that employees' knowledge of English was generally limited to a basic level, with variations in ability among individuals. Although the basics of English are adequate, there is a lack of more advanced English skills or fluency required in everyday work contexts.

The results of triangulation of interview data sources also reveal diverse understandings of the "Smart City" concept in the "Knowledge" sub-domain. All four respondents felt that knowledge about smart cities was still limited among individuals who were not directly involved in tasks or functions related to the concept. This is proven by the following interview quote:

"I don't think so, not all of them, first of all, because of tasks and functions. I mean, not everyone is directly related to smart cities. Maybe the understanding will not be the same as people who are directly related to the concept and policy. I don't think everyone understands it exactly. I think it's like that."

This reflects the observation that there is a difference in understanding, where those who are directly involved or have responsibility for Smart City policies have a deeper and more specific understanding. On the other hand, for those who do not have direct involvement, the SmartCity concept may sound abstract and not yet fully understood. This shows that even though the Smart City concept has been implemented, overall knowledge and understanding of this concept still need to be improved, especially among employees or community members who do not deal directly with the policy or its implementation. Thus, there needs to be more intensive education and outreach efforts to ensure all stakeholders have the same understanding of the Smart City concept and their role in its implementation.

The results of this research are in line with the results of research conducted by Cahyani (2019) on the domain environment. There is a need to increase training activities evenly across all levels of society (different educational, cultural, and economic backgrounds) and an understanding of the positive impacts of using the WAR application and the legal framework that applies to the underlying WAR application is built. After explaining the results of the data interpretation above, the researcher then developed a concept map of the STOPE framework used by researchers measuring e-readiness in the implementation of e-government in realizing smart governance in the city of Bandung.

Measurement results *Overall STOPE'S Grade*

Value Measurement Results *Measure* (*M*)

In this discussion, the results of the analysis and interpretation of the data that have been described in the previous sub-chapter will then be measured using

the mathematical model STOPE with 3 stages, namely value measurement *measure* (M), measurement of weight value (w), and measurement *overall* RATES *Grade.*

Before measurements are taken, all interview results that answer each question will be carried out, *scaling* use *five grades considered for the evaluation of e-readiness factors*, namely with a scale of 0 *(none)*, 1 *(poor),* 2 *(average),* 3 *(good),* and 4 *(excellent)*. This scale was adopted from research by Al-Osaimi (2006) and Pandangai (2019), all domains, sub-domains, and indicators used by researchers, along with a scale that has been determined based on the data analysis process carried out.

1. Measurement (M) Domain Strategy
   Domain *Strategy* consists of 2 sub-domains, namely *"*ICT Leadership*"* *and Future* Planning." The following are the scale measurement results *Measure* (M) on the domain *Strategy* presented in the form of a *clustered column chart* in the image below.
2. Measurement (M) Domain Technology
   Domain *Technology* consists of 3 sub-domains, which include "ICT Infrastructure," *"*ICT Services*",* and *"ICT Support"*. The following are the results of scale measurements *Measure* (M) on the domain *Technology* presented in the form of a *clustered column chart* in the image below:
3. Measurement (M) Domain Organization
   Domain *Organization* consists of 3 subdomains, namely *"*ICT Policy Rules*,"* *"*ICT Cooperation*,"* and *"*ICT Management*."* The following are the scale measurement results *Measure* (M) on the domain *Organization* presented in the form of a *clustered column chart.*
4. Measurement (M) Domain People
   Domain *People* consists of 4 sub-domains, which include *"*Awareness of ICT*,"* *"*ICT Training*,"* *"*ICT Qualification*,"* and *"*Management of ICT Capabilities and Skills*."* The following are the scale measurement results: *Measure* (M) on the domain *People* presented in the form of a *clustered column chart*
5. Measurement (M) Domain Environment
   The *domain environment* consists of 2 sub-domains: *"Infrastructure"* and *"Knowledge*." The following are the results of scale measurements: *Measure* (M) on the domain *Environment* presented in the form of a *clustered column chart.*

Table 3. Details of Measure (M) Values in All Domains

Mark Measure (M) on Domains and Sub-Domains			
Domain	**Sub-Domain**	***Measure* (M) Sub Domain**	***Measure* (M) Domain**
Strategy	ICT Leadership	3	3
	Future Planning	3	

Technology	ICT Infrastructure	2	1,5
	ICT Services	2	
	ICT Support	1	
	ICT Policy Rules	2	
Organization	ICT cooperation	3	2,3
	ICT Management	2	
People	Awareness of ICT	2	2,25
	ICT Training	3	
	ICT Qualification	2	
	Management of ICT Capabilities and Skills	2	
Environment	Knowledge	3	3
	Infrastructure	3	

Source: Processed by Researchers (2024)

1. Weight Value Measurement Results (W)

At this stage, the results of the analysis and interpretation of the data described in point 4.9 will be measured by the weight value (w) based on the reference value obtained when processing the interview data using NVivo. Before measurements are taken, the image below shows the total number of references in each domain and subdomain:

2. Weight Measurement (w) Domain Strategy
   a. The weight value in the Strategy domain is 0.19 or 19%.
   b. The ICT Leadership sub-domain has a weight (w) of 57.14%.
   c. The Future Planning sub-domain has a weight (w) of 42.86%.

3. Weight Measurement (w) Domain Technology figure 4.39 Domain Weight Measurement Scale (w)
   a. The weight value in the Technology domain is 0.27 or 27%.
   b. The ICT Infrastructure sub-domain has a weight (w) of 29%.
   c. The ICT Services sub-domain has a weight (w) of 31%.
   d. Sub-domain *ICT Support* has a weight (w) of 41%.

4. Weight Measurement (w) Domain Organization
   a. The ICT Cooperation sub-domain has a weight (w) of 16.22%.
   b. The ICT Management sub-domain has a weight (w) of 40.54%.
   c. weight value on the domain *People* is 0.33 or 33%
   d. Sub-domain Awareness of ICT has a weight (w) of 49.18%. e. The ICT Training sub-domain has a weight (w) of 31.15%

e. The ICT Qualification sub-domain has a weight (w) of 13.11%.
f. The ICT Capability and Skill Management sub-domain has a weight (w) of 6.56%.

5. Weight Measurement (w) Domain Environment
   a. The weight values on the domain *Environment* are 0.05 or 5%.
   b. The Knowledge sub-domain has a weight (w) of 80%.
   c. The Infrastructure sub-domain has a weight (w) of 20%.

Measurement *Overall STOPE's Grade*

After value *measure* (M) and weight values (w) in all domains and sub-domains are known, the final step is to measure the *overall STOPE's Grade* with the accumulation of results from multiplying the values *measure* (M) domain and weight domain value (w).

Tabel 4. Overall STOPE Grade

Overall STOPE Grade: Implementation e-Government in Creating Smart Governance in Bandung City				
Domain	**Sub-Domain**	**M**	**IN**	**(m X w)**
Strategy	ICT Leadership	3	0,19	0,57
	Future Planning			
Technology	ICT Infrastructure	1,5	0,27	0,41
	ICT Services			
	ICT Support			
Organization	ICT Policy Rules	2,3	0,20	0,46
	ICT cooperation			
	ICT Management			
People	Awareness of ICT	2,25	0,33	0,74
	ICT Training			
	ICT Qualification			
	Management of ICT Capabilities and Skills			
Environment	Knowledge	3	0,05	0,15
	Infrastructure			
OVERALL STOPE GRADE			2,33 / 4	

Source: Data Processing by Researchers (2024)

Conclusion

Based on the results of research and discussion, it can be concluded that:

a. Strategy Assessment (*Strategy*) Bandung City Diskominfo in implementing *E-Government* to create *Smart Governance* Diskominfo Bandung City has an overall domain value of 0.57. Overall, the strategy and planning implemented by Diskominfo show an adaptive and innovative approach, with leadership acting as the main driver in supporting the success of smart governance initiatives in Bandung City, even though it is not yet optimal.
b. Technology Assessment (*Technology*) Bandung City Diskominfo in implementing *E-Government* to create *Smart Governance* Diskominfo Bandung City has an overall domain value of 0.41. Diskominfo Bandung City continues to improve ICT infrastructure and services through regular evaluations and adoption of new technology, such as ChatGPT. Despite progress, challenges such as budget efficiency, technology relevance, and technical obstacles still need to be overcome. Digital services focus on data integration, but often experience technical problems. Cyber -attacks and application failures are also a concern, although improvements and innovations continue to be pursued. Diskominfo remains committed to optimizing services and infrastructure despite facing various obstacles.
c. Organizational Assessment (*Organization*) Bandung City Diskominfo in implementing *E-Government* to create *Smart Governance* Diskominfo Bandung City has an overall domain value of 0.46. Although basic ICT regulations are well implemented, there is agreement that existing policies need to be updated to address weaknesses in service implementation. The existing policies are considered sufficient, but there is still room for additions and improvements to make them more optimal.
d. Human Resources Assessment (*People*) Bandung City Diskominfo in implementing *E-Government* to create *Smart Governance* Diskominfo Bandung City has an overall domain value of 0.74. Diskominfo indicated that they were aware of the positive impacts of this technology, such as speeding up work processes and ease of access to services. However, understanding and acceptance of new technology varied, especially among older employees. Although there is training held periodically to improve ICT skills, there is still a need for improvement further, especially in technical knowledge and the ability to adapt to new technologies.
e. Environmental Assessment (*Environment*) Bandung City Diskominfo in implementing *E Government* to create *Smart Governance* Diskominfo Bandung City has an overall domain value of 0.15; it still needs to be optimized better.
f. Bandung City Diskominfo has *an overall STOPE's grade* as big as 2.33/4, which means that the readiness level of the Bandung City Diskominfo is at level 2 *(average)* according to the scale applied by Al-osaimi (2006).

Suggestion

Based on the explanation of the conclusions above, the suggestions that the researcher gives are as follows:

a. In assessment *strategy,* although strategy and planning

demonstrate an adaptive approach, there is a need to improve effectiveness. Diskominfo should strengthen strategic evaluation and set more specific and measurable targets to achieve optimal smart governance.

b. In evaluation *technology,* a focus on improving budget efficiency and technology relevance is critical. Diskominfo needs to overcome technical problems and cyberattacks by strengthening security systems and prioritizing infrastructure maintenance. The use of the latest technology must be balanced with better risk mitigation strategies.
c. In evaluation *organization,* basic ICT regulations need to be updated to close gaps in service implementation. Diskominfo must assess and adjust policies periodically to ensure relevance and effectiveness in facing existing challenges.
d. In evaluating *people*, improving ICT training should focus on technical knowledge and the ability to adapt to new technologies. Diskominfo needs to implement more focused training programs and provide additional support for older employees to be better prepared to face technological changes.
e. In the evaluation *environment*, the importance of competency in public service aims to ensure that all staff have the necessary competencies in the use of technology. In this way, they can provide quality public services and utilize technology effectively.

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