



POPULATION-BASED E-GOVERNMENT DEVELOPMENT STRATEGY IN BALANGAN DISTRICT

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Abstract

E-Government is believed to be one of the effective ways to achieve Good Governance, thus triggering the OPD in Balangan Regency to develop web-based applications with a view to implementing e-Government. Actually the development of e-Government is not easy and many fail because they do not understand the concept of e-Government and other factors. The main purpose of this research is to formulate strategies that can be carried out by the Balangan Regency Government in developing e-Government based on population data. The research method used is descriptive method with a qualitative approach through data collection techniques in the form of interviews, observations and documentation related to secondary data to support this research. SWOT analysis is used in formulating an e-Government development strategy based on population data, where the object is OPD in Balangan Regency. Through a SWOT analysis, internal and external factors can be identified that produce five strength factors, five weakness factors, five opportunity factors, and five threat factors. After comparing each factor, nine alternative strategies were formulated in the development of population data-based e-Government in Balangan Regency, namely: (1) Encouraging the commitment of Regional Leaders and Regional Apparatuses to ensure the sustainability of the population-based e-Government program, (2) Utilizing information technology optimally to build e-Government applications that are integrated by utilizing population databases, (3) Conduct thorough socialization of the concept of e-Government based on population data to stakeholders, (3) Increase the number of employees and improve the quality of employees who handle e-government Government in each OPD, (4) Improving application and network infrastructure through selective use of budget, (5) Involving expert consultants in the development of e-Government based on population data, (6) Building an e-Government system based on population data that is reliable but easy to use, (7) Do socialization about access to e-Government services, (8) Selecting programs that are not yet urgent and optimizing the budget, and (9) Increasing the participation of the business world in financing the development of e-Government based on population data.

Keywords: Population database, e-Government, Strategy.

INTRODUCTION

The world community today is entering the era of the information society which is marked by the exchange of various information quickly and easily both locally and globally (Warsita, 2018; Asmawi, 2018; Barkatullah, 2019). In recent years, the Asia and Pacific region has become a superlative region when it comes to Information and Communication Technology (ICT) (Djelantik, 2015; Kotler, 2017; Rodin, 2021). The rapid development of ICT is marked by digitalization in various fields and sectors of life which makes the world like without boundaries of space and time (Ansori, 2016; Hapsari & Pamungkas, 2019; Haqqi & Wijayati, 2019). The inability to adapt to these technological advances will lead to a digital divide (Kadiman, 2014; Bastian et al., 2018; Irwanto & Irwansyah, 2020), namely isolation from global developments because they are unable to utilize information (Tyas et al., 2015; Silalahi et al., 2015; Kresna, 2019).

The use of ICT in government in Indonesia began around the 2000s (Mubarak, 2015; Permana & Mahameruaji, 2019; Syamsuar & Reflianto, 2019). This was marked by the Presidential Instruction Number 6 of 2001 concerning the Development and Utilization of Telematics in Indonesia. Two years later, Presidential Instruction No. 3 of 2003 was issued on e-Government Development Policies and Strategies. In Presidential Instruction Number 3 of 2003, the President mandates every Governor and Regent/Mayor to take the necessary concrete steps in accordance with their respective duties, functions and authorities for the implementation of national e-Government development. Presidential Instruction No. 3 of 2003 explains that the development of e-Government is an effort to develop government administration based on (using) electronics in order to improve the quality of public services effectively and efficiently. The development of e-Government is a method for structuring management systems and work processes in the government environment by optimizing the use of information technology.

Law No. 23 of 2014 concerning Regional Government, helped spur the development of e-Government at the regional level. The regional autonomy that is enforced makes a fundamental change in the life of the nation and state (bureaucratic reform), where the regions are given very broad authority and opportunities to implement programs and activities that are in accordance with regional needs (Simanjuntak, 2015; Wijayanti, 2016; Armansyah, 2016). . The orientation of local government administration has shifted from dependence on the central government to the ability of the local government itself to develop the region (Nasution, 2014; Muqoyyidin, 2016; Samsia, 2021).

Presidential Regulation Number 95 of 2018 Electronic-Based Government System (SPBE) was issued as a sign of the government's seriousness in implementing e-government (Yuhefizar et al., 2019). The presidential regulation was issued on the basis of realizing clean, effective, transparent, and accountable governance as well as quality and reliable public services. The implementation of e-government is based on the following principles: (1) effectiveness, (2) cohesiveness, (3) sustainability, (4) efficiency, (5) accountability, (6) interoperability, and (7) security.

The Government of Indonesia through the Ministry of Home Affairs is currently implementing an electronic ID card program based on the Population Identification Number (NIK) as part of the implementation of Law Number 23 of 2006 concerning Population Administration, which has subsequently been changed to Law Number 24 of 2013. In order to support the effectiveness and efficiency of the program, the government developed a Population Administration Information System (SIAK). The development of SIAK has been started in 2003. SIAK is used to provide population registration and civil registration services at the

Regency/Municipal Population and Civil Registration Service which is directly connected to the data center at the Directorate General of Population Administration via VPN dial.

Resident biodata that has been given a unique Population Identification Number (NIK) as a result of the SIAK process is the only population biodata that is agreed upon as the most accurate data. Population biodata on SIAK is dynamic except for NIK. Every time residents will do data updates. The data that is always updated include; education completed, marital status, and employment status.

Data for each resident stored in the population database has complete and up-to-date information. The database has many benefits. As in Law Number 24 of 2013 Article 58 that population data is used for public services; development Planning; budget allocation; democratic development; and law enforcement and crime prevention.

The development of e-government in Balangan Regency in the form of public information system services is still focused on sectoral services and is developed based on the specifications and interests of each agency. On the other hand, the development of a new public service paradigm leads to a service model that is integrated, integrated, and synergized between agencies so as to produce efficiency, effectiveness, and consistency of development. A public information system that only focuses on sectoral services has limited benefits. The benefits obtained are limited to only changing from manual to paperless.

Public information systems have more benefits when the existing systems in each agency in Balangan Regency are integrated with each other. Integration can be done by utilizing the population database. The integration will result in a new, larger population database with more complete information. In addition to containing population biodata, each population data has additional data, for example: PDAM subscription number, electricity subscription number, patient number, cooperative participant number, JKN participant number, participant number for underprivileged families, National Student Identification Number, and so on.

This "rich" population data is very useful as a basis for development planning and improving the quality of population-based public services. Residents no longer need to carry various kinds of documents every time they use the service; For example, you must bring a photocopy of your electronic ID card, a photocopy of your Family Card, Patient Card, and so on. Likewise in development planning, by only accessing one data source, various information can be obtained; for example: the number of pre-prosperous residents in each village, the number of residents with school student status at each level of education, the distribution of diseases suffered by the residents of each village, a list of farmers in each village, and other benefits. By using data sourced from a complete, accurate, and up-to-date database, development planning becomes more targeted.

One of the problems that are difficult to solve and often encountered by IT practitioners in Indonesia is when facing the challenge where a number of different information systems must be integrated. Such events, for example, occur during mergers and acquisitions, merging of one or two government institutions, cross-sectoral-based program collaborations, and others. Based on experience, the complexity of the problems encountered does not rely on technical aspects, but is often more prominent on non-technical aspects which are usually dominated by "sectoral ego" issues in each of the institutions involved. Without a clear strategy, system integration activities are often deadlocked (Indrajit, 2006).

Based on the description above, it is very important to carry out research on how strategies must be carried out in developing e-Government in Balangan Regency by utilizing the population database.

MATERIAL AND METHOD

Methods or methodologies are processes, principles, procedures that we use to approach problems and seek answers. In other words, methodology is a general approach to studying research topics. While research is essentially one of a series of scientific activities both for the purpose of collecting data, drawing conclusions on certain symptoms in empirical phenomena.

This research was conducted to formulate an e-Government development strategy in Balangan Regency based on population data. This study uses several literature studies related to the development of e-Government based on population data. The literature review carried out in this research is the approach material regarding the components of e-Government, e-Government development, population database, and materials regarding the use of population databases, which will be used in research and provide input for the government related to government policies in e-government development strategies. Government based on population data. The literature review then produces several variables that are needed in the analysis of this research.

This type of research is a descriptive qualitative research. The aim is to describe, analyze, record and interpret the conditions that occur or exist in the research location. Qualitative data collection uses observation methods that are generally used from the qualitative tradition such as gradual and in-depth interviews (in-depth interviews), participatory observations (participant observers), focused discussions or focus discussion groups (FGD). The analytical technique that will be used in the preparation of the Population Data-Based e-Government Development Strategy is by examining all data obtained from various sources, both from direct interviews, field observations, personal documents, and official documents. After that, do the strategy preparation using SWOT analysis, where the final stage of mapping is recommending strategy outputs that will be mapped into several programs and activities.

RESULTS AND DISCUSION

Geographical and Demographic Situation of Balangan Regency

Balangan Regency has an area of 1,878.3 km² or only 5 percent of the total area of South Kalimantan Province. From that area, it is divided into 8 (eight) sub-districts, namely Juai, Halong, Awayan, Batumandi, Lampihong, Paringin, South Paringin, and Tebing Tinggi sub-districts. Halong sub-district is the sub-district with the largest area, reaching 659.84 km² (35.13%). The sub-district with the smallest area is South Paringin District with an area of only 86.80 km² (4.62%) of the total area of Balangan Regency (BPS Balangan Regency in 2020).

Table 1. Table of Balangan Regency Area

No	Districts	An area (Km ²)
1	Juai	387
2	Halong	660
3	Awayan	143
4	Batumandi	148
5	Lampihong	97
6	Paringin	100
7	Paringin Selatan	87
8	Tebing Tinggi	257
Balangan Regency		1.878

Source: (BPS Balangan, 2020)

Viewed from a geological point of view, namely the slope of the land, most of Balangan Regency is located on a slope of 0-2 meters, which is 130,298 km². This means that most of the Balangan area is in a sloping area. Only 29,970 km² are located in the slope class above 40

meters. Areas with an altitude class above 40 meters are only found in Halong District, Tebing Tinggi District, and Awayan District. Judging from the altitude class to sea level, the average Balangan Regency is in the 25-100 meter class (38%), then the 100-500 meter class, and the smallest is in the 0-7 meter altitude class, which is only found in Lampihong and Subdistricts. Batumandi District.

The population of Balangan Regency in 2020 is 132,103 people. It consists of 66,863 male residents and 65,240 female residents. Awayan Subdistrict has the largest population of 20,736 people and Tebing Tinggi District has the lowest population of 7,257 people. The total population of each sub-district can be seen in the tables below.

Table 2. Total Population by District and Gender

No	Districts	Male	Female	Total
1	Juai	8.883	8.743	17.626
2	Halong	10.595	10.141	20.736
3	Awayan	7.096	6.962	14.058
4	Batumandi	9.861	9.417	19.278
5	Lampihong	9.552	9.240	18.792
6	Paringin	9.620	9.604	19.224
7	Paringin Selatan	7.601	7.531	15.132
8	Tebing Tinggi	3.655	3.602	7.257
	Balangan Regency	66.863	65.240	132.103

Source: (Department of Population and Civil Registration, 2020)

Table 3. Total Population by Education Completed

No	Educational stage	Male	Female	Total
1	Tidak/belum sekolah	13.199	13.260	26.459
2	Belum tamat SD/ sederajat	6.598	6.000	12.598
3	Tamat SD/ sederajat	22.751	24.835	47.586
4	SMP/ sederajat	11.228	10.524	21.752
5	SMA/ sederajat	10.241	7.198	17.439
6	Diploma I/II	283	320	603
7	Akademi/ Diploma III	364	611	975
8	Diploma IV/ Strata I	2.052	2.421	4.473
9	Strata II	146	71	217
10	Strata III	1	0	1
	Jumlah	66.863	65.240	132.103

Source: (Department of Population and Civil Registration, 2020)

Table 4. Population by Age Group

No	Age group	Male	Female	Total
1	00-04	4.736	4.366	9.102
2	05-09	6.612	5.981	12.593
3	10-14	6.144	5.868	12.012
4	15-19	6.080	5.926	12.006
5	20-24	6.011	5.622	11.633
6	25-29	5.584	5.644	11.228
7	30-34	5.958	5.791	11.749
8	35-39	5.354	5.255	10.609
9	40-44	4.953	4.967	9.920
10	45-49	4.360	4.331	8.691
11	50-54	3.774	3.894	7.668
12	55-59	2.967	2.857	5.824
13	60-64	2.211	2.153	4.364

14	65-69	1.059	1.041	2.100
15	70-74	588	793	1.381
16	75+	472	751	1.223
Total		66.863	65.240	132.103

Source: (Department of Population and Civil Registration, 2020)

Internal Environmental Analysis

a. Aspects of Vision Mission

The internal environment analysis consists of the strengths and weaknesses of the Balangan Regency Government in developing e-Government based on population data. The Vision for Development of Balangan Regency for 2021-2026 is "Building Villages, Organizing the City, Towards a More Advanced and Prosperous Balangan." Through the vision for the development of the Balangan Regency in 2021-2026 and to direct its achievements, a mission for the development of the Balangan Regency for the Year 2021-2026 was launched. The fourth mission of Balangan Regency in 2021-2026, one of the goals of Balangan Regency is to build Good Governance through the development of e-Government.

b. Policy Aspect

Policy aspect is one of the necessary aspects for local governments in ensuring the sustainability of a development program. The implementation of e-Government based on population data carried out in Balangan Regency also requires a set of policies to ensure that its implementation runs well, smoothly and sustainably. The Balangan Regency Government has a Master Plan for the Development of e-Government for Balangan Regency, South Kalimantan Province 2016-2020. In the Master Plan for e-Government Development, the stages of e-Government Development for Balangan Regency 2016-2020 have been set.

“e-Government is government electronically. Yes, services that were previously manual or paper replaced with online. For more details, the young people would know better. I didn't know that we already have a regional regulation on e-government. Later (about the Perda on e-Government Development) I will ask my staff, or you can consult with Diskominfo later.” (Interview 22 September 2021)

c. Aspects of Financial Resource Capacity

The results show that the problem regarding the budget for e-Government development is the limited budget for the procurement of supporting equipment for e-Government facilities because the available funds are more focused on other activities that are development priorities in Balangan Regency, namely the infrastructure, education, and health. However, in the 2021 budget amendment, the Balangan Regency Government has paid attention to the budget for the provision of e-Government infrastructure.

Financial resource support for the implementation of e-Government has been included in the Regional Medium-Term Development Plan (RPJMD) of Balangan Regency for 2021-2026 with a budget in 2021 through the Information Management and Public Communication Program of Rp. 2,548,313,098.00 and Informatics Application Management Program of Rp. 6,173,568,000.00.

d. Application and Network Infrastructure

The availability of adequate information technology infrastructure is 50 percent of the key to the successful implementation of the e-Government concept. The Balangan Regency

Government must give priority if it wants e-Government to be successful. In fact, all OPDs already have an internet connection. Even though they already have an internet connection, the exchange of data through data communication has not been widely carried out, considering the lack of expected data and information due to the low conception of the database. This is because the culture of documenting is not yet common. Even archives or personal documents are not well managed, so this is also a bottleneck in data integration and exchange.

The obstacle that has not yet been completed is the provision of a data communication network that connects each other between OPDs. Until August 2021, only 1 OPD has been connected, namely the Population and Civil Registration Service. Other OPDs still use internet access through their own subscriptions. When this research was conducted, the Communication, Information, Statistics, and Encryption Service was building a fiber optic (FO) network that would connect between OPDs. A closed data communication network between OPDs is useful for facilitating data communication between OPDs and providing stronger security from interference or data theft. In the end, it will facilitate the development of integrated e-Government applications based on population data.

e. Human Resources Capacity

The number of human resources managing information technology in Balangan Regency with current civil servant status is still very lacking. Actually, the initial number of acceptances for CPNS Computer Pranata in Balangan Regency was fulfilled. Based on data from the Personnel and Human Resources Development Agency of Balangan Regency, the acceptance of CPNS for computer institutions in 2009 was 4 CPNS, in 2010 there were 52 CPNS, and in 2019 there were 1 CPNS. However, most of the Computer Institutions have turned into structural officials whose positions do not handle information technology. To complete the need for employees who have the competencies needed as e-Government managers, the Balangan Regency Statistics and Encoding Communications Office in 2019 carried out the recruitment of 11 non-civil servants.

f. Population Database

The quality of the population database at the Regency Population and Civil Registration Service is increasing. Every semester the Ministry of Home Affairs through the Directorate General of Population and Civil Registration conducts data consolidation nationally. This makes the population database free from duplicate data, anomalous data, and fictitious data.

The Head of the Population and Civil Registration Service, Hifziani, S.Pt, MH., said: “We routinely clean the population database of duplicate data, anomaly data, and fictitious data every semester. This very complete and accurate population data is a shame if it is not used by other OPDs. Of course, in the use of population data, it must be guided by the regulations that have been set. We have sent letters to several OPDs that provide public services to invite them to enter into a Population Data Utilization Cooperation Agreement.” (interview, 8 July 2021)

g. Organizational culture

The development of e-Government in OPD in Balangan Regency is more often spearheaded by staff or officials at echelon IV/III levels. The development of e-Government that starts from the lower level usually only aims to solve problems in their respective sections or

fields. There is no collaboration between OPD in developing e-Government applications together.

External Environment Analysis

a. Economic Condition

Balangan Regency's economic growth in 2019 to 2020 has decreased to -2.47 (minus two point forty seven). The declining economic growth has resulted in adjustments to the budget plans and activities that have been set. The decrease in the 2021 APBD has an impact on the implementation of the work plans that have been set for each OPD. In 2021, there will be two refocusing of the budget which has an impact on not achieving the OPD performance targets.

b. Social, Cultural, Demographic and Natural Environment Conditions

The population of Balangan Regency in 2020 based on Population Aggregate Data for Semester II of 2020 is 132,103 people with an area of 1,878.30 km². Balangan has an average population density of 70.33 people per square kilometer. The population of Balangan Regency has increased every year, the most significant was in 2017. Based on the results of the census conducted by the Sectoral Statistics Division of the Communication, Information, Statistics and Encryption Service in 2020 that more than half of the population of Balangan Regency have used cellphones/telephones, 83 ,35% of households have internet access.

c. Political, Government, and Legal Conditions

The Ministry of Home Affairs as the owner of the national population database has issued Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 102 of 2019 concerning the Granting of Access Rights and Utilization of Population Data. The existence of this legal umbrella can be an opportunity for regions to utilize the Population Data in the development of e-Government based on population data. To date, there are 2,108 institutions that have collaborated with the Directorate General of Dukcapil. The collaboration is related to the use of population data, both data on the Population Identification Number (NIK) and electronic ID card data (Fakrulloh, June 11, 2020).

d. Technological Development and Globalization

The rapid development of technology has a positive impact on the government, namely: better service to the community; improving relations between the government, business people, and the general public; community empowerment through easily obtained information; with sufficient information, people will learn to be able to make their own choices; the disappearance of the bureaucracy that has been a barrier to society; the existence of e-Government now will have an impact on human resources in every public service; and in governance, information technology is considered a "process automation" tool that can reduce manual processes.

Strategic Environment SWOT Analysis

1) Strength

- a) High leadership support and commitment in maximizing e-Government services,
- b) There is a Regional Regulation that regulates the implementation of e-Government,
- c) The opening of training opportunities for civil servants aimed at improving the ability of the apparatus holding certain positions,

- d) Availability of a population database at the Population and Civil Registration Service which is increasingly accurate,
 - e) The development of e-Government is included in the Balangan Regency Priority Program Plan for 2021-2026 with an adequate budget plan.
- 2) Weakness
- a) Low understanding of officials/policy makers on the basic concepts of e-Government,
 - b) The existence of civil servants in work units within the Balangan Regency Government that handles e-Government is still inadequate in terms of the level of education and discipline required,
 - c) The e-Government service infrastructure has not been maximized to maximize application services,
 - d) Reluctance to share data and information from each OPD, so that e-Government applications are integrated,
 - e) Policies or regulations that have been established are still considered only a formality.
- 3) Opportunities
- a) Support from the Ministry of Home Affairs regarding the use of Population Data,
 - b) The development of information technology is very fast,
 - c) The people of Balangan Regency in general are familiar with information technology, especially the internet, computers, and gadgets.
 - d) Many consulting agencies in the development of e-Government systems based on population data,
 - e) The high need for the community and business circles to obtain effective and efficient data and information.
- 4) Threats
- a) The high threat of data theft from other parties,
 - b) Stakeholders want fast, precise and integrated services, as well as the availability of accurate and informative information
 - c) Some people think that e-Government services are difficult for people who are used to manual services,
 - d) The COVID-19 pandemic has not yet ended so that it interferes with the preparation of the budget,
 - e) The dynamics of society that demands the creation of Good Governance.

Strategy for Development of e-Government based on Population Data in Balangan Regency

Based on an analysis of the organization's internal and external environment, there are 4 types of strategies for the Balangan Regency Government in the use of population data-based e-government. The strategy is used to deal with four strategic issues being faced. The strategies are: (1) comparative advantage strategy, (2) investment/divestment strategy, (3) mobilization strategy, and (4) damage control strategy. The four strategies will be described below.

a. Comparative Advantage Strategy

The comparative advantage strategy is obtained after analyzing the strengths and opportunities of the organization. In this position the organization has very favorable conditions because from an internal perspective it has strength and there are considerable opportunities from

outside. In the development of population-based e-Government, the Balangan Regency Government can carry out several comparative advantage strategies, namely:

- 1) Encouraging the commitment of Regional Leaders and Regional Apparatuses to ensure the sustainability of the population-based e-Government program. Siagian (2005, p. 20) explains that it is a fact in organizational life that leadership plays a very important role and is even said to be very decisive in the effort to achieve predetermined organizational goals. To achieve organizational goals, leaders both individually and in groups need help from their subordinates.
- 2) Optimally utilize information technology to build e-Government applications that are integrated by utilizing the population database. The criteria for an information system that has the potential to be developed into an integrated e-Government is having a need for electronic transaction service facilities to the public, while the potential for utilizing a population database is the link between the main OPD duties and functions and the need for a population database in carrying out OPD duties.

b. Investment/Divestment Strategy

Evaluation of the weaknesses and opportunities of the organization generates strategic investment or divestment issues. This strategic investment/divestment issue means that from an internal perspective the organization has various weaknesses but there are opportunities from outside that must be exploited. In the context of developing population-based e-Government, the Balangan Regency Government faces the strategic issue of investment/divestment and can take several strategies, namely:

- 1) Conduct a thorough socialization of the concept of e-Government based on population data to stakeholders. It is necessary to organize trainings for those who want or are interested in knowing more about the concept and application of e-Government. The purpose of the training, apart from increasing knowledge insight, is to provide new competencies and skills, so that this effort is not only aimed at those at the staff level, but is also aimed at leaders and officials within the government.
- 2) Increase the number of employees and improve the quality of employees who handle e-Government in each OPD. Increasing the number of employees requires a process that is not easy and requires time, so the action that must be taken in the short term is to improve the quality of employees who handle e-Government in each OPD. Quality improvement can be done through providing education and training as well as technical guidance held by the Office of Communication, Information, Statistics, and Encoding as well as through third parties. There will be a higher success rate in improving the quality of e-Government managers if the training is carried out through On the Job Training.
- 3) Improve application and network infrastructure through selective use of budgets. The development of e-Government has a wide scope of activities and requires large investment and financing. Meanwhile, the availability of government budget is limited and it still has to be used to overcome various problems that must be resolved immediately. Thus, a good planning, allocation, utilization, and evaluation cycle of the e-Government development budget is needed, so that the implementation of strategies for achieving e-Government strategic goals can run effectively.
- 4) Involve expert consultants in the development of e-Government based on population data. The limited quantity and quality of human resources who handle e-Government will greatly disrupt the success of implementing e-Government based on population data in Balangan

Regency, therefore a strategy is needed to keep e-Government running even though human resources are not ready. The Balangan Regency Government needs to take steps to involve outside parties such as expert consultants or experts who already have high flying hours so that the development of population-based e-Government can be effective and efficient.

c. Mobilization Strategy

The Balangan Regency Government uses a mobilization strategy to maintain the continuity of the e-Government development program. The strategy is to build a strong system, including:

- 1) Build an e-Government system based on population data that is reliable but easy to use. According to Safa et al. (2018) the process of creating data and information in organizations is largely supported by the operation of information technology services and information system services. These services must not only pay attention to the availability of their services at any time, but also pay attention to the security of their information so that it cannot be accessed and stolen by unauthorized persons. The information security threat area within the organization focuses on the attitudes, intentions, and behavior of employees.
- 2) Conducting socialization about access to e-Government services. The Balangan Regency Government must disseminate information about access to e-Government services, both to the community in the form of direct and indirect activities such as: seminars/discussions/dialogues and user manuals for e-Government services which are carried out on an ongoing basis and are evaluated annually against the quality of the socialization carried out.
- 3) Selecting programs that are not yet urgent and optimizing the budget if there is a budget refocusing for handling Covid-19. Starting from 2020 to 2021, the Balangan Regency Government has made efforts to save the budget through several postponements of activities and a reduction in the amount of Additional Income Allowance (TPP) by up to 40%. The Department of Communication, Information, Statistics, and Encryption has also postponed the implementation of the budget for e-Government development in 2020. In order for the e-Government development program in Balangan Regency to continue despite economic turmoil, each OPD must be more selective in selecting programs that there is no urgency to postpone its implementation.

d. Damage Control Strategy

Damage control is a strategic issue that is very unfavorable to the organization. From within the organization has weaknesses plus external threats so that the organization is in a very weak position. The strategy is to cover weaknesses while avoiding threats. The strategy taken to deal with these strategic issues is a damage control strategy or a strategy to avoid danger.

Increase the participation of the business world in financing the development of e-Government based on population data. The Balangan Regency Government can participate in a partnering agreement that includes various forms of Public-Private Partnerships to implement e-Government projects within the district. PPP can provide an opportunity for the government to focus on the core business of government while technology and operational issues are handled by the PPP partner. However, PPP is not suitable for government services whose access is limited, such as services with the characteristics of “social benefits” or basic services, including the implementation of social service laws, fire services, and others.

CONCLUSION

The strategies that must be carried out by the Balangan Regency Government so that the development of population data-based e-Government is successfully implemented are: Encouraging the commitment of Regional Leaders and Regional Apparatuses to ensure the sustainability of the population-based e-Government program; Optimally utilize information technology to build e-Government applications that are integrated by utilizing the population database; Conduct a thorough socialization of the concept of e-Government based on population data to stakeholders; Increase the number of employees and improve the quality of employees who handle e-Government in each OPD; Improve application and network infrastructure through selective use of budgets; Involving expert consultants in the development of e-Government based on population data; Build an e-Government system based on population data that is reliable but easy to use; Conducting socialization about access to e-Government services; Selecting programs that are not yet urgent and optimizing the budget in case of budget refocusing for handling COVID-19; and Increasing the participation of the business world in financing the development of e-Government based on population data.

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