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Implementation of E-government in Education Services through the Development of Education Management Information Systems (SIMDIK) in Malang City

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A B S T R A C T

Electronic Government (E-government) application in various regional apparatus organizations is the government's effort to provide excellent public services to the community. The implementation of e-government through the development of an Education Management Information System is a policy taken by the Malang City Government to solve educational management problems and provide optimal educational services. This research is qualitative research with a case study approach. The research location is in the Department of Education and Culture of Malang City and the Department of Communication and Information Technology of Malang City. The findings of researchers in the field indicate uncertainty in the implementation of e-government through the development of an education management information system (SIMDIK) in Malang City. The massive commitment of the institution is inversely proportional to the support of the state civil apparatus. It impacts uncertainty in the implementation of e-government through the development of education management information systems in the city of Malang. This inconsistency is motivated by inadequate resources. In the end, the implementation of e-government through the development of education management information systems in Malang City failed. The existence of these failures impacts the non-fulfilment of the dimensions of smart governance, which at the same time hinders the realization of good governance.

INTRODUCTION

Along with the development of the conventional work system in the government bureaucracy in Indonesia, it is slowly being abandoned (Faedlulloh, D., Maarif, S., Meutia, IF, & Yulianti, 2020). The conventional work system makes the performance of the bureaucracy slow in providing public services for the community. Besides that, complicated procedures, long periods, and inflexibility to obtain services have reduced the level of public trust in the government.

This automatically has an impact on the administration of government to be ineffective. Therefore, the government is trying to change these conditions to realize good governance or good governance. Good governance ultimately has implications for increasing public trust (Beshi, TD, Kaur, 2020).

Good governance is considered one of the ideal concepts because it emphasizes the principles of legitimacy, transparency, accountability, rule of law, responsiveness, and effectiveness (Keping, 2018). To achieve good governance, of course, a solid commitment between stakeholders is needed. The government's commitment to realizing good governance is seen in the implementation of smart cities in various cities in Indonesia.

A smart city or smart city is a concept of urban governance that utilizes technology for effective and efficient city management (Widiyastuti, 2019). The application of smart cities is also a concrete manifestation of the government facing the increasingly rapid pace of development of information and communication technology (ICT) in the era of the "Industrial Revolution 4.0".

In the era of the "Industrial Revolution 4.0," the use of qualified information and communication technology (ICT) has become an obligation in all community activities (Prasetyo, B., & Trisyanti, 2018). The government is required to be able to adapt to the advancement of ICT, especially when providing public services to the community (Duki, D. Duki, G., Bertovic, 2016). The combination of ICT sophistication with the capability of government apparatus resources is the main key to the success of smart city implementation.

There are 6 dimensions within (a smart city, including a smart economy, smart people, smart governance, smart mobility, smart environment, and lastly smart living) (Fikri, H., Suharto, DG, & Nugroho, 2018). These six dimensions must at least be fulfilled if you want to be said to be a city that has successfully implemented a smart city. The six dimensions above have their respective roles and functions. Smart governance is an important dimension that must be fulfilled so that a smart city can be realized.

The dimension of smart governance can be used as a benchmark to what extent the readiness and ability of an area or city to realize the smart city itself (Anisah, 2017). The optimal use of ICT in urban settings and public services can be reflected through smart governance. Smart governance is at the core of the smart city initiative itself (Lopes, 2017). If smart governance is successfully implemented, it can be ascertained that other dimensions are also well implemented.

Referring to the explanation, the implementation of Electronic Government (E-government) is a form of seriousness and enthusiasm of the government in realizing smart governance. E-government itself is a complex phenomenon and is the intersection of various dimensions such as electronic information, electronic transactions, and e-participation (Manoharan, AP, Ingrams, 2018).

An electronic-based government system (SPBE) or what we often call Electronic Government (E-government) is a government administration that utilizes information and communication technology to provide services to users (Ibrahim, A., Arief, A., & Abdullah, 2020). E-government is a

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transformation of governance that starts from a conventional system to a more modern system by using information and communication technology effectively and efficiently.

The implementation of e-government itself can be categorized into 4 types, namely G2C (Government to Citizen), G2G (Government to Government), G2B (Government to Business), and finally G2E (Government to Employee) (Natipulu, 2020). The four types of e-government implementation describe the pattern of interaction between the government and stakeholders who have their respective functions.

Previously, the implementation of e-government, we know that the offline mechanism in providing public services has various weaknesses compared to the online mechanism. With the implementation of e-government, the government is certainly more effective and efficient in providing public services to the community (Yusriadi et al., 2018) The realization of smart governance through the implementation of E-government in Indonesia has existed for a long time. We can see the condition of the implementation of E-government over the past few years through table 1 below:

Table 1. E-Government Development Index (EGDI) Indonesia 2014-2018

No	Year	EGDI	Rating
1	2014	0.4487	106
2	2016	0.4478	116
3	2018	0.5258	107

Source: (United Nations Department of Economic and Social Affairs, 2020)

Table 1 presents data regarding the development of the implementation of e-government now called the electronic-based government system in Indonesia when compared to 193 other countries. According to a survey conducted by the United Nation over the past few years, Indonesia's EGDI is still below the Southeast Asia EDGI average of 0.5555 (United Nations Department of Economic and Social Affairs, 2020).

The results of the EDGI survey illustrate how the conditions for implementing e-government in Indonesia are still not optimal. The government is still unable to utilize e-government to provide effective and efficient public services to its people. This is exacerbated by the fact that most of the existing e-government agencies, both central and regional, are not integrated.

These problems made the Indonesian government begin to improve, marked by the birth of Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems. This policy is expected to help the government provide electronic-based public services more optimally, while at the same time being able to integrate existing data and applications into a unified whole system.

The electronic-based government system (SPBE) or e-government has begun to be intensively implemented in various regions in recent years. The success of SPBE implementation depends on the seriousness of each local government. For the past 5 years, the City of Surabaya and the City of Bandung have become pioneers of successful cities in implementing smart cities, especially in realizing the dimensions of smart governance (Pramesti, DR, Kasiwi, AN, & Purnomo, 2020). The implementation of SPBE in these two cities has almost touched the entire public service sector, including the education sector.

If you look at the results of the Program for International Student Assessment (PISA) in 2018, it shows that Indonesia is ranked 74th out of 79 other countries related to the quality of education (Hewi, L., Saleh, 2020). In addition, education data that has not been managed properly and is not integrated makes education management in Indonesia less than optimal. This certainly affects the existing public services in the education sector.

In the context of education problems in Malang City, the same thing is related to education management that is not yet optimal, such as education data management and information disclosure related to basic education institutions (PAUD, TK, SD, and SMP) which have not been integrated. The existing problems have an impact on the performance of the relevant agencies in providing public services in the field of education. Therefore, it is necessary to have a system that can manage education data in Malang City in an integrated and real-time manner that is easily accessible by the public.

In contrast to the conditions in Malang City, it seems that the Bandung City Government has succeeded in overcoming these problems, marked by the successful implementation of e-government through the education management information system (SIMDIK) in education services. SIMDIK is an initiative initiated by the government through the Bandung City Education Office which functions to carry out managerial processes and manage education data and information in an integrated and real-time manner (Bandung City Education Office, 2017).

SIMDIK itself is a web-based application that aims to provide convenience for the public in accessing all educational information in the city of Bandung (Bandung City Education Office, 2017). The implementation of SIMDIK itself influences the course of education management and education services that are more effective and efficient in the city of Bandung. The openness of information presented by SIMDIK makes it easy for the public to access all information related to basic education in the city of Bandung which previously could only be accessed offline.

Seeing the existing educational problems, in 2017 the Malang City Education and Culture Office took steps to adapt the implementation of e-government through the development of SIMDIK. This is what was explained by Dra Zubaidah as Head of the Malang City Education and Culture Office, targeting that in 2018 SIMDIK can be inaugurated and accessed by the public (Sukmasita, 2017a). The government's steps to start implementing e-government are marked by SIMDIK planning, budget submissions, socialization, and technical guidance for operators in various educational institutions.

One of them, in November 2017, the Education and Education Personnel Development Division (PTK) held socialization and training for SIMDIK operators from representatives of basic education units located in the hall of the Malang City Education and Culture Office (Sukmasita, 2017b). Every effort has been made to realize the target of implementing SIMDIK in Malang City.

However, the target of the Malang City Education and Culture Office has not been realized. Until 2021 there is no continuation and certainty of the implementation of SIMDIK in Malang City. This certainly raises a question mark, "why until now SIMDIK in Malang City not been released and can be accessed by the public". The problem of implementing e-

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government through the development of SIMDIK in Malang City can be used as a reflection of how the aspirations of the Malang City government in realizing a smart city are not supported by the commitment and capability of adequate resources.

Based on the description above, this paper implicitly aims to discuss how the implementation of e-government in education services through the development of SIMDIK in Malang City. In more detail, this paper also describes the seriousness and consistency of the government in realizing smart cities through optimizing education services in the city of Malang. Can the government face the challenges that arise in the implementation of e-government through the development of SIMDIK for the realization of effective and efficient education services in the city of Malang.

The commitment and consistency of the Malang City government in realizing a smart city is very much needed, but these two things cannot run well without adequate capabilities and resources. The Malang City Government must struggle to get out of the conventional mindset and performance toward digitalization to answer the challenges in implementing smart cities.

If one sector cannot adapt and implement a digitalized performance pattern, then the Malang City Government as a whole will not be able to realize a smart city. This also applies if the Malang City Education and Culture Office cannot operate SIMDIK optimally, in the end, it will affect the realization of a smart city in Malang City. Automatically Malang will be left behind compared to other cities.

METHOD

This study uses a qualitative research method with a case study approach. According to (Creswell, 2007) case study is an exploration of bounded systems or cases. The case study approach emphasizes the deepening of a particular case through the collection of various sources of information. This study uses 2 data sources, namely primary data sources and secondary data sources.

Primary data was obtained through interviews with resource persons, namely the Malang City Communication and Information Office and the Malang City Education and Culture Office regarding how SIMDIK development was developed, the condition of education management in Malang City, then data on the availability of educational resources in SIMDIK development, patterns of agency collaboration in SIMDIK development in Malang. Malang city. Then secondary data is obtained through journals, reports, or documents relevant to the development of SIMDIK in Malang City. Data collection techniques used are interviews, observation, and documentation.

Data analysis techniques according to (Creswell, 2007) divided into several stages, namely, filtering and managing the data used, at this stage the data obtained through interviews and documents such as the SIMDIK development guidelines are then sorted into being synchronized and processed to make it easier to analyze. Not all data related to SIMDIK will be processed more precisely by the focus of the variables that have been determined.

Furthermore, the interpretation of the meaning of the data obtained, in this stage the data that has been collected and processed will be concluded in meaning so that general ideas emerge to clarify topics related to SIMDIK development. The third stage is a description of each data obtained, where the data obtained will be sorted to recognize and understand more deeply the essence of the data.

The last stage is the translation of the data obtained to be narrated descriptively so that it is easily understood by readers and answers questions related to the development of SIMDIK in Malang City. The use of research descriptions provides a sufficient description and researchers analyze data from all sources, namely interviews, observations, and documentation.

RESULTS AND DISCUSSION

Condition of Education Services in Malang City

Malang City is one of the cities located in East Java Province. The second largest city in East Java is located 90 km south of the city of Surabaya. Besides being the second largest city after Surabaya, this city is also one of the largest cities in Indonesia by population. The city of Malang has been established on April 1, 1914. The city of Malang is located in a fairly cool highland, with an altitude of 445-526m above sea level (Central Bureau of Statistics (BPS), 2020). The whole area is bordered by Malang Regency. Batu City and Malang Regency, Malang City are part of a regional unit known as Malang Raya (Malang Metropolitan Area).

Malang City has an area of 110.06 km2 which is administratively divided into 5 sub-districts, namely, Kedungkandang District, Breadfruit District, Klojen District, Blimbing District, and Lowokwaru District. The city of Malang is known as the city of tourism, the city of education, and the city of industry, this is by the Tri Bina Cita Malang city which has existed since 1962.

The city of Malang as an education city is certainly familiar to the wider community. This image has existed for a long time, marked by the number of students from outside the city flocking to want to continue their studies in the city of Malang. This is supported by the diversity of educational units in the city of Malang, from kindergarten to university levels. We can see more in table 2. below:

Table 2. Number of Schools in Malang City in 2019

No.	School Level	Number of Schools
1	kindergarten	364
2	SD	282
3	Junior High School	107
4	Senior High School	50

Source: (Central Bureau of Statistics (BPS), 2019)

The table above describes the educational facilities in Malang City, all schools at various levels are spread evenly in 5 districts. Previously, the authority to manage education units at the city level up to secondary education was now by the mandate of Law no. 23 of 2014 concerning Regional Government, explains that the City/District government. only has the authority to manage education units from kindergarten to junior high school level, while at the high school level the authority is handed back to the provincial government. This will certainly help the city/district level government. more focus on managing basic education units (DIKDAS) in their regions.

In the context of the management of basic education units (DIKDAS) in Malang City, it is still not optimal compared to Bandung City. This can be seen through the education

management in Malang City which is still not integrated. In addition, the Department of Education and Culture does not have a real-time education data center system, making all forms of education data in Malang City unreliable. Such conditions have an impact on educational services related to the provision of educational information to the community to be hampered. So far, the mechanism for providing access to educational information to the public is still offline. The majority of basic education units in Malang City do not yet have a school website to provide information related to schools.

The limitations of basic education units that have websites, of course, make it difficult for people to obtain educational information in Malang City. The community must visit the relevant school or the Malang City Education and Culture Office to obtain information related to the capacity, facilities, or infrastructure owned by the school. The description of the education service urges relevant agencies to make changes by utilizing the sophistication of existing technology for the realization of excellent educational services.

Development of Malang City Education Information Management System

In 2017 the Malang City Education and Culture Office (Disidikbud) made a policy to implement e-government by building an integrated education data and information center system. Disidikbud implements e-government through the adaptation of a management information system (SIM) mechanism in improving education data management problems as well as an educational information access platform in Malang City. MIS is a collection of human and capital resources within an organization that is responsible for collecting and processing data to produce useful information for all levels of management in planning and control activities (Prasojo, 2019).

In addition, a management information system (MIS) can be interpreted as a combination of human resources and information technology applications to store and process data to support the decision-making process of an organization (Setyowati, 2013). Management information systems (MIS) have long been used by various agencies to help facilitate their internal managerial activities. To see how SIM can facilitate the performance of an agency can be seen in Chart 1. below:

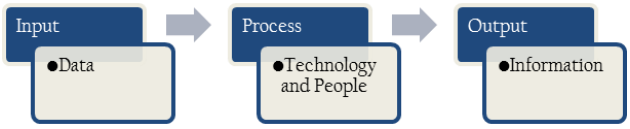

Chart 1. Information System (MIS) Workflow
Source: (Hakim, 2019)

The chart above describes a simple SIM mechanism commonly used in various agencies. The application of SIM has been in various sectors, especially in the education sector. The use of SIM in the education sphere is called the Education Management Information System (SIMDIK). An educational management information system (SIMDIK) can be defined as a system designed to provide information to support decision-making on management activities in educational institutions (Rochaety, E., Rahayuningsih, P., & Yanti, 2005).

The Education Management Information System (SIMDIK) which was developed in Malang City is a website-based application that functions to facilitate educational data management, education staff administration, and most importantly as a platform for quick access to educational information for people in Malang City. The implementation of e-government through the development of SIMDIK can be categorized into the G2C (Government to Citizen) e-government implementation model.

G2C itself is a form of interaction mechanism between the government and the community by utilizing information technology and the internet which aims to make it easier for people to get services without having to go to the relevant agencies (Natipulu, 2020). Here the government as much as possible makes use of advances in information and communication technology for the realization of optimal public services as well as effective and efficient to the community. Furthermore, to see what features are available in SIMDIK Malang City, we can look at Figure 1. below:

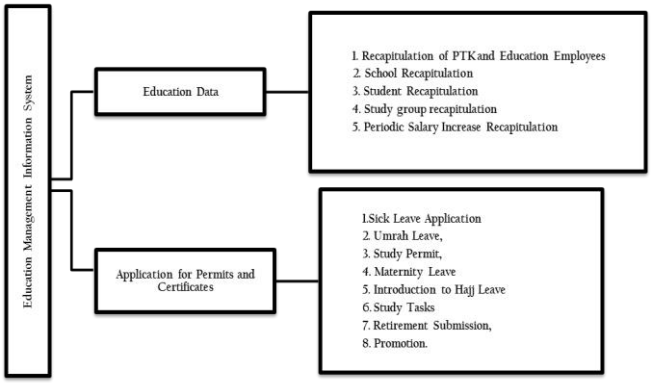

Figure 1. Features of Malang City Education Management Information System
Source: data processed by the author, 2021

The presence of SIMDIK in Malang is a policy taken by Disdikbud to eliminate the mechanism of offline education services. With the implementation of e-government through the development of SIMDIK, it is hoped that it can solve problems related to education management in Malang City, where previously existing educational data could not be upgraded factually and in real-time because there was no special system as an education database.

On the other hand, the management of education personnel tends to be manual, the mechanism takes a long time and a long process as well as has an impact on storage capacity, and archiving flexibility becomes ineffective. And most importantly the existence of SIMDIK is intended to facilitate access to educational information ranging from school information, school capacity, number of registrants, and other supporting information that has been difficult to access by the public. The people of Malang City will find it easy to access all educational information whenever and wherever they want through SIMDIK.

Institutional Committees and Support of the State Civil Apparatus (ASN)

The absence of an integrated and real-time education data center base makes education data management not optimal, as well as has an impact on the quality of education services in the city of Malang. Therefore, the success of the development of

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education management information systems plays an important role in improving the problems of education services in the city of Malang. Since it was developed in 2017, there have been various challenges faced by the Malang City Education and Culture Office. We can see the process and the extent of SIMDIK development in Malang City in figure 2. below:

Figure 2. SIMDIK Development Process Malang City
Source: (Nugroho, 2014)

The main stage carried out in the policy of implementing e-government through the development of SIMDIK is the preparation of the agenda. Various issues related to education services in Malang City are collected and then sorted and selected to be appointed and analyzed to obtain appropriate and ideal policies. The chaotic data and information on education, the absence of an integrated and real-time database, and the absence of a platform for accessing educational information, in the end, this condition cause educational services in Malang City to be not optimal. This condition is urgent to become a priority proposal and be addressed immediately. At this stage, the Malang City Education Office began to develop an agenda related to solving these problems, namely through the discourse of implementing e-government through the development of SIMDIK in Malang City.

Entering the policy formulation stage, the discourse began to be realized by the Malang City Education and Culture Office by starting to design SIMDIK, create and submit budget plans, and determine vendors as developers. Here the Malang City Education and Culture Office cooperates with CV Araya Media as the developer with collaboration and direct supervision from the Malang City Information Office.

After policy formulation, there are still two important processes that must be completed, namely policy preparation and marketing policy (Nugroho, 2014). These two processes are very decisive to be able to proceed to the next stage, namely the stage of policy implementation. If both processes fail to be implemented, the policy automatically cannot be applied.

The implementation of e-government through the development of SIMDIK is increasingly visible with the socialization and technical guidance for operators from Disdikbud and operators of each education unit in Malang City.

Figure 3. Activities of Socialization and Training of SIMDIK Operators in Malang City Education Unit
Source: (Sukmasita, 2017b)

The picture above is one of the socializations and training activities given to operators of education units in Malang City. After holding various pieces of training, still problems were found for operators to input educational data into SIMDIK. The obstacles that arise are caused by the lack of human resource capabilities in operating SIMDIK. On the other hand, the operators in each education unit are limited, each school only has one operator who is responsible for the operation of the SIMDIK application. Of course, these conditions have an impact on the implementation of SIMDIK in each basic education unit in Malang City.

In 2018 SIMDIK began to enter the trial phase and has not been released to the public. During the trial phase, it was discovered that SIMDIK could not be operated optimally. Characterized by a negative response expressed by the field of manpower development as the person in charge and the main operator of SIMDIK.

The emergence of negative responses to the application of e-government is an illustration of the level of adoption of e-government implementation in the relevant agencies. E-government adoption is an acceptable response from implementers and users in the implementation of e-government (Sudarsono, Bernadus Gunawan., & Lestari, 2018). This negative response indicates the low level of e-government adoption through the development of SIMDIK at the Malang City Education and Culture Office. The low adoption of e-government itself is one of the factors inhibiting the successful implementation of e-government.

This negative response arises due to the lack of competence of apparatus resources in operating SIMDIK. So far, the state civil apparatus is accustomed to conventional work mechanisms, making it difficult to adapt to the new system (digitalization). This is exacerbated by the mutation of the state civil apparatus (ASN) which is responsible for the main operator. Due to the lack and lack of competence of personnel resources in the operation, SIMDIK cannot run properly. Over time SIMDIK is no longer operated by the relevant sector and in the end, the application becomes neglected.

Presidential Regulation Number 95 of 2018 concerning the Electronic-Based Government System, requires the Malang City Education and Culture Office and the developer to be willing to submit the application management services to the Malang City Communication and Information Office. The handover aims to be able to integrate existing applications and prevent the occurrence of system silos in various government agencies. The lack of integration between government agencies is a triggering factor for the emergence of system silos that make the implementation of e-government ineffective (Putri, Mk, Sensuse, DI, Mishbah, M., & Prima, 2020).

For the success of implementing e-government through SIMDIK, server transfer negotiations were carried out with third parties. The results of these negotiations did not find a bright spot, and in the end, led to the termination of cooperation with CV. Araya Media. The termination of this collaboration makes the SIMDIK application stop and can no longer be operated.

Through the explanation above, we can conclude that there was a failure in the formulation process leading to the SIMDIK implementation stage in Malang City. Failure occurs during the policy preparation process (policy preparation). The Malang City Education and Culture Office failed to prepare competent

personnel resources. This failure was triggered by the institutional commitment that was too high and was not balanced with support from the state civil apparatus of ASN as the implementing actor of SIMDIK. The Department of Education and Culture of Malang City is eager to be able to immediately implement SIMDIK, but it is inversely proportional to the readiness of the ASN who serve as operators in the operation of SIMDIK.

Conditions for the Implementation of E-government in Education Services through the Development of Education Management Information Systems (SIMDIK) in Malang City

The application of an electronic-based government system (e-government) in the implementation of public services is not an easy thing to do. There are many failures and stagnation in the implementation of e-government in various government agencies. The main factor that triggers the failure is none other than inadequate resources (Indrajit, 2002). This condition seems to be approaching the Department of Education and Culture (Disdikbud) in developing SIMDIK in Malang City.

The desire to improve the system and digitized management of education data in Malang City has not met with success. The failure experienced was influenced by various factors, one of which was related to the technology infrastructure in each basic education unit in Malang City which was not evenly distributed. We can see the condition of the information and communication technology (ICT) infrastructure of education units in Malang City in Figure 3. below:

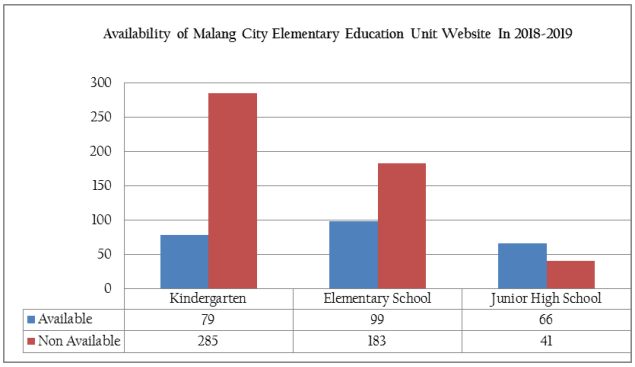

Figure 4. Website Availability of Basic Education Units in Malang City in 2018-2019

Source: data processed by the author, 2021

Figure 3. above provides an overview of educational units in Malang City that actively utilize information and communication technology (ICT) in assisting education management in its internal scope through the use of Management Information Systems (MIS). The website itself is an embodiment of a simple SIM that facilitates all managerial processes (Simarmata et al., 2020). The application of SIM in basic education units in Malang City is still minimal, especially at the kindergarten and elementary school levels. Meanwhile, for the junior high school level, it is quite optimal in applying the SIM. This indicates that most educational units are reluctant to adapt well to the demands of ICT advancements in the field of education.

The application of the internal SIM in the scope of the education unit can be a reference for the condition of the ICT infrastructure in each school in the city of Malang. Schools that have already implemented an internal SIM are much more prepared to operate SIMDIK compared to schools that have not implemented an internal SIM. Such conditions also make the Malang City Diskdibud have to work extra so that all schools that are not ready are not in trouble and can operate SIMDIK to the fullest.

Apart from the ICT infrastructure, Malang City Education and Culture Department is faced with the most vital obstacle, which is related to the competence of human resources. The availability of human resources who have ICT management competencies is the main key to the successful implementation of e-government (Indrajit, 2002). The limited competence of human resources certainly has a major impact on the development of SIMDIK in Malang City.

The State Civil Apparatus (ASN) of the Malang City Education and Culture Office who served as an operator was very limited, on the other hand, ASN who were given the task objected because of the lack of ability in operating SIMDIK during the trial period. In addition, there is a mutation in the position of ASN who is responsible for being the main operator, which greatly affects the operation of SIMDIK. Operators in schools with minimal ICT infrastructure also experience the same problem.

Seeing the existing conditions, the Disdikbud did not provide a solution, and this was further exacerbated by the weak commitment of ASN to adapt to operating SIMDIK. The absence of ASN's desire to adapt to technological advances is a bad picture of the bureaucratic culture in Indonesia. The current government bureaucratic culture is formed socio-historically, which can be interpreted as a bureaucratic culture formed collectively by the community with a long process and period. (Said, 2012). So that the values embedded in bureaucratic culture will automatically be internalized into the character, attitudes, and behavior of bureaucrats from time to time. Such ASN behavior has direct implications for hindering the development of SIMDIK in Malang City.

Since the beginning, the level of e-government adoption by the Malang City Education and Culture Office has been low. Even though the adoption of e-government is one of the determinants of the success of e-government implementation (Sudarsono, Bernadus Gunawan., & Lestari, 2018). This is exacerbated by the lack of information and communication technology (ICT) infrastructure and competent human resources.

In addition to the adoption of e-government, information and communication technology (ICT) infrastructure and the availability of competent human resources play an important role in the successful implementation of e-government (Ariana, S., Azim, C., Antoni, 2020). The Malang City Education and Culture Office has failed to fulfill these three elements in the implementation of e-government through the development of SIMDIK in Malang City.

If the obstacles that arise are taken seriously, the Disdikbud can implement SIMDIK in Malang City as targeted. But in the end, Disdikbud failed to realize the implementation of e-government through the development of SIMDIK in Malang City. The failure of SIMDIK development in Malang City is an example of the complex problems experienced by various local government organizations (OPD) in realizing the dimensions of smart governance. The main aspects of smart governance include the application of information and communication technology (ICT), transparency and openness of data, and

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finally the formulation of policies by the aspirations of the community (Putra, APP, Purnomo, EP, & Kasiwi, 2020).

The majority of DPOs are eager to utilize ICT through the implementation of e-government in providing public services, but it is not accompanied by the support of ASN as the implementing actor. Without adequate ASN support and competence, it is impossible to achieve success in implementing e-government (Nurbaity, 2019). The absence of ASN support in the implementation of e-government has implications for the failure to fulfill the dimensions of smart governance.

The dimensions of smart governance that are not fulfilled automatically hinder the success of the implementation of smart cities. It can be concluded that the Malang City government has still not succeeded in realizing a smart city, and in the end, this has hampered the fulfillment of the dream of good governance.

CONCLUSION

The implementation of e-government through the Development of Education Management Information Systems (SIMDIK) is an effort of the Malang City Education and Culture Office in improving education services while fulfilling the dimensions of smart governance. However, the implementation of e-government through the development of SIMDIK in Malang City encountered obstacles ranging from the lack of adoption of e-government, uneven information and communication technology (ICT) infrastructure in various educational units to the most fatal related to the limited competence of human resources.

On the other hand, the lack of commitment and consistency between stakeholders is also a factor that triggers the failure of implementing e-government through the development of SIMDIK in Malang City. In all digitalization efforts, the application of e-government will never succeed when dealing with a bad bureaucratic culture that has been unconsciously internalized in the attitudes and behavior of the state civil apparatus (ASN). The bad bureaucratic culture is reflected in the lack of willingness of ASN in Disdikbud to adapt to operating SIMDIK. It is not surprising that efforts to realize good governance through smart cities always fail.

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