

AIMS & SCOPE

International Conference On Arts, Linguistics, And Culture To commemorate the university anniversary, Arts Education Postgraduate Program and Culture Studies of Universitas Sebelas Maret is proudly to hold and international Conference on recent Arts Education, Arts, and Social research. This scientific meeting accommodates Arts Education, Arts, and Social scholars, experts as well as anybody who has interest in researching Arts Education to share their ideas and findings. The theme of the meeting is Sharing Ideas and Findings of Recent Arts Education, Arts, and Social scholars Research. Artistic products may not be the main target, however, by art people can understand and embrace the beauty, impressions, and values of an artwork.

That is why, the creation process requires a mature intellectual and humanist consideration as fundamental work. Both society and culture are essential aspects of the workarts. The development of cultural value occur in global community's today is certainly a stimulant for artist in creating an art in accordance with the current flourishing values. Arts as a product of the socio-cultural development which in essence, is a reflection of the inherent dynamic cultural life values. To cope with current global demands, a humanist education media should be able to present critical perception-based education through reading various artistic texts and practicing art in accordance with the contextual artwork birth.

Themes:

1. Education
2. Art Education
3. Arts
4. Social Culture
5. Language
6. Culture Studies
7. Social Science and Humanities
8. Cross Discipline

6 in 1 Program Implementation to Improve the Quality of Public Services in the Population and Civil Service of Surabaya City

Muhammad Haykal¹, Eko Supeno², Falih Suaedi³

¹ Student Master of Public Policy, Airlangga University, City of Surabaya, Indonesia,

^{2,3} Lecture of Public Policy Master's Degree Program, Airlangga University, City of Surabaya, Indonesia.

¹ haykal_haha@yahoo.com, ² eko.supeno@fisip.unair.ac.id, ³ falih.suaedi@fisip.unair.ac.id

Abstract: This study aims to describe how the implementation of the 6 in 1 program in the Department of Population and Civil Registration Surabaya. The background of this research is the many forms of public services that are not integrated that cause queues at the Population and Civil Registry Office. The high number of queues results in rampant brokers, and inefficient and ineffective administration processes. So the Surabaya city government conducted an innovation program called 6 in 1. These problems were overcome with a 6 in 1 innovation program (handling moving, moving, active, dead, married, and divorced online letters). The 6 in 1 program is expected to provide easy access to public services in the field of population administration based on e-government. This 6 in 1 program is able to increase effectiveness and efficiency in service. This research uses a qualitative method with a case study approach. The research location is the Surabaya Population and Civil Registry Office. The results of this study indicate that the results of the implementation of the 6 in 1 program in the Department of Population and Civil Registration is the maximum is the best solution in an effort to improve public services in the city government of Surabaya to the public so that it becomes better and more efficient. So that the realization of good administrative services to realize the principles of good governance. This success is due to the readiness of resources, disposition arrangements between institutions and communication between stakeholders that goes well.

Keywords: *e-government, policy implementation, program implementation, 6 in 1*

Introduction

Technology is one form of the development of the era. Even in this century, the use of technology is increasingly widespread throughout the world and all walks of life. One of the most developed technologies is web-based technology or commonly known as the internet. The presence of internet technology during society can meet the need for information very quickly, precisely, and accurately. Also, things that were previously done manually and require a long time, now with the help of internet technology and sophisticated computerized systems make these jobs can be completed in a short time. Online or online systems (in the network) are increasingly popular, including in Indonesia.

To minimize the misuse of the authority of bureaucrats, there needs to be a renewal in the public service system, with results-oriented so that it can increase public confidence in the government. Also, the dynamics of development and change in people's lives have an impact on the increasingly critical perspective of society and an increase in the ability to organize itself with everything both data and information are demanded to be more efficient and effective.

Public services are not only provided with a face to face method where the public must directly face the relevant section. For example, the processing of licensing letters, making ID cards, birth certificates, civil registration, etc. In addition to requiring a longer time also costs

more. Not to mention the phenomenon of unexpected intermediaries known as "brokers" and illegal levies considered to be very unsettling for the community. How not, the community must incur costs outside the officially determined administrative costs. This, of course, should be considered by the government to apply the concept of electronic-based government to improve the quality of public services. Electronic government has already been applied in developed countries. Where is one element of electronic government, namely electronic-based services. Electronic services are service patterns that use information and communication technology that is automated service delivery that can adjust to the times and desires and the capacity of the community as customers.

Therefore, innovation in improving the quality of special services in the field of licensing services still needs to be improved. This is certainly a homework for every local government in managing the implementation of public services related to licensing, which is nothing but to create excellent public services and good governance. One of the innovations that have been applied in the field of public service is the concept of technology-based services by applying the concept of electronic government or often called e-government. According to Heeks (2005), e-government is present because of the information revolution and the government revolution, the statement is by current social and economic conditions in Indonesia. Remembering the dynamics of life that are happening in our society which is getting faster and of course, also requires easy access to all fulfill needs related to public services. Especially the country of Indonesia is a democratic country, where sovereignty is in the hands of the people, so in this case, the government must be able to facilitate its citizens to be able to involve citizen participation in public activities, including organizing public services.

E-Government is commonly known as e-gov, digital government, online government or transformation government. E-Government is an effort to develop governance based on electronics. A management system and work process structuring in the government environment by optimizing the use of information and communication technology.

The public can be directly involved in the process of planning, implementing and monitoring public policies with all government offices that already have a shared database. The government is the use of information and telecommunications technology for government administration which is expected to provide efficient and effective services and provide transparency and satisfaction to the community. Also, it opens wider opportunities for the public to participate in discussing, criticizing, and analyzing government decisions and public administration actions.

Po-Ling Sun, Cheng-Yuan Ku, Dong-Her Shih (2014) in his research entitled *An implementation framework for E-Government 2.0 Programs* currently describe user-oriented portal services integrated into and provided through one portal site using Web 2.0 technology, such as RSS, blogs, social networks, etc., this framework integrates online processes, resources, back office, and front office systems to implement participatory stakeholder-oriented E-Government 2.0.

Themes and Methods (2012) in his research entitled *The Evolution of Internal IT Applications and e-Government Studies in Public Administration: Research uses literature studies*. In developing the program 3 approaches are done, namely managerial, political, legal. The purpose of this research is to review and understand the evolution of studies on IT applications for improving internal administration (IT in government studies) and the provision of external public services via the Internet (e-government studies) in public administration.

Karl Löfgren (2016) in his research entitled *The Governance of E-government: A Governance Perspective on the Swedish E-government Strategy* found that in implementing E-government the Swedish government carried out a transformation or transition from conventional forms of public service based on E-Government. The Swedish government aims to transform e-government because of the strong power relations between businesspeople as the main actor, and the government as a decision-maker. Programs carried out by the Swedish government are named (ICTs) information - and communication technologies.

All E-Government requires substantial funding so readiness is needed in terms of human resources of government officials and readiness of the community. The existence of E-Government in government in Indonesia is very necessary because the demands will form a government that is clean, transparent, and capable of change more effectively. Along with the development of Information Technology itself and the increasing number of governments using internet technology as the basis of strategies to meet the public's desire to make Information Technology a competitive advantage.

If the development is more updated also the development of E-Government will certainly be more dynamic and will be very beneficial in terms of efficiency of public services. If E-Government which is carried out seriously and consistently will greatly support the transparency of public services in the future, of course, it will be better in improving services and overcoming complaints that are not merely considered as input and responded but followed up with real improvements according to community expectations. If this system is implemented consistently and understood by elements of the government, the use of E-Government requires the development of good and professional human resources. Information technology does make things easier and more efficient. But efforts to utilize the system still depend on commitment from all parties.

This shows that the development and utilization of information and communication technology through the internet network has been adopted and applied in our bureaucratic system, especially in the administration of public services.

Researchers want to know the implementation of E-Government in government institutions, especially in the city of Surabaya with information technology promising a work of reform, because it is democratic, not discriminatory, timely, measured to have clear standards. The implementation of E-Government is also a form of effort by the Surabaya city government to improve services to its people.

In its development, e-government in Indonesia is underdeveloped and somewhat lagging when compared to other countries, such as in Southeast Asia.

Indonesia's e-government index is far behind that of neighboring countries such as Malaysia and Singapore, even for small countries like Brunei Darussalam ranked third in Southeast Asia. The following data is the achievement of the E-Government Development Index in Southeast Asia.

E-Government Development Index table in Southeast

No	Country	Index Value			World ranking		
		2012	2010	2008	2012	2010	2008
1.	Singapore	0.8474	0.7476	0.7009	10	11	23
2.	Malaysia	0.6703	0.6101	0.6063	40	32	34
3.	Brunei Darussalam	0.6250	0.4796	0.4667	54	68	87
4.	Thailand	0.5217	0.4653	0.5031	83	76	64
5.	Philippines	0.5130	0.4637	0.5001	88	78	66
6.	Vietnam	0.5093	0.4454	0.4558	92	90	91
7.	Indonesia	0.4949	0.4026	0.4107	97	109	106
8.	Kamboja	0.2935	0.2878	0.2989	153	140	139
9.	Myanmar	0.2902	0.2818	0.2922	155	141	144
10.	Laos	0.2703	0.2637	0.2383	160	151	156
11.	Timor Leste	0.2365	0.2273	0.2462	170	162	155
ASEAN Index Average		0.4793	0.4250	0.4290			

Source: United Nations E-Government Survey 2012.

Based on the table Indonesia had experienced a decline, but the Indonesian E-Government Development index increased in 2010 with a ranking of 109 to 96 in 2012 with a value above the average in Southeast Asia which previously in 2008 and 2010 was still below the average flat. This condition does not mean that the development of e-government in Indonesia is in a stagnant condition. Precisely this has become the main factor for the government to continue to innovate in the administration of government. Especially since the issuance of Presidential Instruction No. 3/2003 and the 9th Ministry of Bureaucracy Acceleration Program, the government continues to strive to implement e-government. This is evidenced by the existence of public organizations/agencies starting from the central government to local governments.

The Government of Indonesia has arranged the implementation of public services in Law Number 25 of 2009. The contents of the law indicate that public services are a government service. However, in reality, the application of public services is not only implemented by the government but by private parties who also implement public service activities, for example in terms of the implementation of health services, educational services. Based on the development of the implementation of public services, it shows that the dogma about public services has also developed so that in defining public services is no longer based on the organizing agency or source of funding as stated in the law, but must first look at the characteristics and nature of the service itself because clarity in defining public services will determine the extent of the scope of public services in ensuring the access of citizens to meet service needs.

In the development of public services during the past decade showing a lot of pressures and challenges, the demand for service quality will always be the main topic in the discussion of public services. Meanwhile, the existence of globalization gives another color for the development of public service practices, how we perceive it to be an opportunity or challenge for future developments for the administration of the country. Regardless of the conditions, public services will remain the main focus in the implementation of the development of a region or country. Why is that? Because public service is a decisive milestone in the path of the economy of a region, both regional and state. If the public service is running smoothly, the economic wheel will also run smoothly. The assumption is, if the basic needs of the community are fulfilled adequately, then the community will have competitiveness, and be able to compete in global competition. This is supported by the opinion expressed by Dwiyanto (2012: 26) that inefficient public service systems in a country tend to make it difficult for socioeconomic units in the country when they have to compete in the global market. Global competition has forced public service providers in all countries to become more competitive because the competitiveness of the public service delivery system will determine the efficiency of the social and economic units operating in those countries. The efficiency of the public service system is one of the main determinants of national efficiency.

This condition certainly requires a strategy as well as efforts to reform public services, namely through a series of policies related to the delivery of public services. One of them is decentralization, the term is not new in government circles, the transfer of the government system to decentralization can encourage objectivity in public services where a rigid and confined government system is no longer an obstacle in the delivery of public services. Especially since the implementation of the autonomy authority in each region as stated in Law Number 32 of 2004 concerning Regional Government, so that each region can manage and manage its government independently, including in the management and improvement of public services.

One of the ways taken is by utilizing the development of Internet technology. Internet applications have been used for the use of a government environment known as E-Government. Advances in information technology through the internet have opened up wider opportunities for relations between politics, bureaucracy, and society.

Through the Minister of Administrative Reform and Bureaucratic Reform (PANRB) Decree No. 636/2018, the Ministry of PANRB established the City Government's Public Service Innovation Top.

- Pemerintah Kota Bandung - Dinas Pangan dan Pertanian (Mini Lab Food Security)
- Pemerintah Kota Bogor - Badan Kepegawaian dan Pengembangan Sumber Daya Aparatur (ANJAS GO CLEAR (Aplikasi Nominatif Jabatan Struktural Government Clear) di Lingkungan Pemerintah Kota Bogor yang Aplikatif dan Akuntabel)
- Pemerintah Kota Cimahi - UPT Cimahi Technopark (Kawasan Cimahi Technopark sebagai Pusat Layanan Terpadu Pengembangan Ekonomi Lokal Kota Cimahi Berbasis Inovasi, Ilmu Pengetahuan, dan Teknologi Melalui Kolaborasi Quadruple Helix)
- Pemerintah Kota Madiun - SDN 02 Mojorejo, Dinas Pendidikan (DOPARI SAKATU)
- Pemerintah Kota Padang - Puskesmas Padang Pasir, Dinas Kesehatan (Kelas IMUD (Ibu Muda) Puskesmas Padang Pasir))
- Pemerintah Kota Parepare - Dinas Kesehatan (EKSISTENSI (Pelayanan Kesehatan Gratis Terintegrasi) CALL CENTRE 112)

Pemerintah Kota Surabaya - Dinas Kependudukan dan Pencatatan Sipil (6 in 1)

- Pemerintah Kota Surabaya - Dinas Pengendalian Penduduk, Pemberdayaan Perempuan, dan Perlindungan Anak (Pahlawan Ekonomi dan Pejuang Muda)
- Pemerintah Kota Surabaya - Dinas Sosial (TAHU PANAS (Tak Takut Kehujan, Tak Takut Kepanasan): Kegiatan Perbaikan Rumah Tidak Layak Huni melalui Program Rehabilitasi Sosial Daerah Kumuh)
- Pemerintah Kota Tegal - Dinas Pendidikan dan Kebudayaan (Ladis Song Malam (Layanan dengan Inovasi Simultan Bagi Pengasong dan Masyarakat Lansia Terminal))

Source: www.menpan.go.id Through Decree of the Minister of Administrative Reform and Bureaucratic Reform (PANRB) No. 636/2018, the Ministry of PANRB established the City Government's Public Service Innovation Top.

The city of Surabaya is one of the regional governments that is trying to realize integrated e-government. Surabaya is the second-largest city after Jakarta is certainly one of the economic centers in East Java. The city is considered to have enormous investment opportunities, including in the trade and industry sectors. These opportunities allow many investments to enter each year.

The Surabaya Population and Civil Registry Office issued a 6 in 1 public service program that covers the management of birth certificates, deaths, marriages, divorces, moving letters of arrival, and moving out online. The Surabaya Population and Civil Registry Office is a public service organization that implements an integrated service pattern in increasing work effectiveness and efficiency in serving the community. To be able to display an effective organization, individuals and groups who depend on each other must create mutually supportive working relationships towards organizational achievement.

The concept carried on the 6 in 1 program by the Surabaya City Government as part of E-government is nothing but to respond to the negative stigma that has been synonymous with administrative management, especially in the Surabaya city government sphere such as the many queues at the Population and Civil Registry Office which are always congested every working day, a large number of queues causes the rise of brokers, and the management process is very long and bought.

Method

This study uses descriptive qualitative methods. Data collection techniques through interviews, documentation, and observation. The informants in this study area :

- Department of Population and Civil Registration of Surabaya City as the leading sector of services in issuing birth certificates, death certificates, and moving to come/enter the city of Surabaya. This office is also the SKPD which handles moving out, marriage and divorce (non-Muslim). All population administration services are handled by the Surabaya City Population and Civil Registry Office.
- Department of Communication and Information (Diskominfo) Surabaya as the creator of online applications for population services. This SKPD also must carry out maintenance and repair program applications.
- Equipment Administration Section as a provider of supporting equipment such as the procurement of BLC and E-Kiosk in several locations in Surabaya. Specifically, in government offices. Including, in the village and sub-district offices.

- The Division of Government Administration and Regional Autonomy as the coordinator of the kelurahan / kecamatan who is an officer at the grassroots level in serving community consultations.rumput.

Results and Discussion

Surabaya is one of the major cities in Indonesia. Its population reaches 3 million. From such a large population, every day there are many requests for population administration services at the Population and Civil Registry Service (DispendukCapil). Dispendukcapil is a unique institution. Because, all citizens of Surabaya need services here, from the time he was born until he died.

Management of population administration in this office is always a lot of queues. Specifically, six types of population services. Namely, the letter moving services in, moving out, birth certificates, death certificates, marriages, and divorce.

The high number of population files in Dispendukcapil raises several problems. The problems in question include :

- Queues at the Population and Civil Registry Service are always busy every working day. Every day Capil Dispenduk receives more than 411 requests from 6 service items: moving in, moving out, birth certificate, death certificate, marriage, and divorce documents. That number does not include queues for other services. This resulted in the office being overcrowded by people who wanted to submit.
- A large number of queues causes the rise of brokers. These brokers make the atmosphere at Capital Dispenduk uncomfortable.
- The existence of brokers opens opportunities for extortion. The cost of handling population administration that must be spent by the community has also increased.
- The average file processing time is 7 working days after the file is declared complete. The files accumulate in the Capil Dispenduk as part of the verification process.
- The poor, illiterate, disabled, elderly (elderly) groups who have limitations, find it difficult because the number of officers in Capil Dispenduk cannot be free to assist. Because the number of residents who make arrangements so much while the officers in DispendukCapil are relatively limited.

These problems were overcome by 6 in 1 program innovations (Handling of Moving In, Moving Out, Birth Certificate, Death, Marriage, and Divorce online).

E-Government can be applied to the legislative, judiciary, or public administration, to improve internal efficiency, deliver public services, or democratic governance processes. There are several main models of e-government delivery namely :

- Government-to-Citizen or Government-to-Customer (G2C)
- Government-to-Business (G2B)
- Government-to-Government (G2G)

In practice, E-Government is the use of the Internet to carry out government affairs and the provision of better public services in ways that are oriented towards community service. The most expected advantage of e-government is increased efficiency, convenience, and better accessibility of public services.

The objectives to be achieved by implementing E-Government :

- To create online customers.
- To provide services without the intervention of public institution employees and a long queuing system just to get a simple service.
- To support good governance.

Also, the use of technology that makes it easier for people to access information can reduce corruption by increasing transparency and accountability of public institutions. E-Government can expand public participation, where the public is possible to be actively involved in decision making or policy by the government. E-Government is also expected to improve bureaucratic productivity and efficiency and increase economic growth.

Implementasi E-Government di Indonesia

The legal basis for E-Government in Indonesia at the national level is the Presidential Instruction (Inpres) No.3 of 2003 concerning National Policies and Strategies for E-Government Development. To take the necessary steps by the duties, functions and respective authorities to implement the development of e-Government nationally based on the National Policy and Strategy for E-Government Development

Implementation of the 6 in 1 Program

The 6 in 1 program was born from good intentions to provide easy access to public services in the area of population administration. Therefore, the positive impact felt is beneficial for the community as a whole. The City Government also benefits as the effect of optimizing bureaucratic reform. All services are more effective and efficient. Benefits for the community include time, energy, and cost-efficiency. People no longer need to come to the Capil Dispenduk office.

As for the benefits of the city government, this innovation increases public confidence in public services. The Surabaya City Government also succeeded in eliminating the buildup of work in Capil Dispenduk. This is a form of work effectiveness. There is no longer a queue of people at the Capil Dispenduk office or piles of files that need to be verified. The verification of completeness files is more concise and faster because it is supported by the system. Public trust with bureaucratic services is increasing. Because the Surabaya city government has succeeded in creating a mechanism that facilitates the community.

Factors that Influence the Successful Implementation of the 6 in 1 Program

Actual policy implementation is not merely related to the translation of policy questions (policy statement). In implementation activities, various factors will influence the implementation of the activity or policy. In general, the factors that influence implementation have been raised by many policy experts, according to Edwards III's view, 1980 in Subarsono (2005: 90), four variables have an influence on policy implementation, namely: First, communication. Successful policy implementation requires that the implementor knows what needs to be done. What are the goals and objectives of the policy must be transmitted to the target group (target group) so that it will reduce the distortion of implementation. Second, resources. Although the contents of the policy have been clearly and consistently communicated, if the implementor lacks the resources to carry out, the implementation will not be effective. These resources can be in the form of human resources, as well as non-human

resources. Third, disposition. Disposition is the character and characteristics possessed by the implementor, such as commitment, honesty, democratic nature. The four bureaucratic structures. The bureaucratic structure in charge of implementing policies has a significant influence on the implementation of the Policy.

Communication Between Organizations

Coordination is a powerful mechanism in implementing policies, including in the 6 in 1 programs. The better the coordination of communication between the parties involved in a policy implementation process, the presumption of error will be very minimal. Communication is also used to convey information from implementers to the target group so that the objectives of the program can be achieved. To achieve policy objectives, good communication is needed.

In the implementation of the 6 in 1 program in the city of Surabaya, of course, there is already coordination between the highest level and the lowest level so that the objectives of the policy can be achieved. Socialization is a tool to facilitate in conveying information, with the socialization, there is no miscommunication between the implementer and the target group of the program. In the implementation of the 6 in 1 program the coordinator who is most responsible is the Head of the Surabaya City Population and Civil Registry Office because Dispendukcapil is an agency that is authorized in the administration of population administration. However, in its implementation it is not only Dispenduk who is the executor, the villages in Surabaya City are also closely related to the implementation of the field and its services to the community. At the kelurahan level, the coordinator responsible is the leader as the kelurahan head and is assisted by his staff.

The intended miscommunication is like mistakes in delivering information from the top level to the bottom level of the implementer, but it is still within reasonable limits. In the implementation of the 6 in the program there was no miscommunication between staff because of the small number of personnel making it easier to deliver information. The kelurahan said that the miscommunication occurred to the community, namely information about the 6 in 1 program that had not been fully conveyed even though the kelurahan had already conducted socialization on each RT and RW. However, the community claimed that they had never received direct socialization from the Kelurahan, they only learned of the 6 in 1 program when it came to the kelurahan to administer the residence certificate and explained by the official that now it is sufficient to arrange the deed via online.

Resource

In an implementation of a policy, of course, it is necessary to support resources both human resources and non-human resources. The ability to utilize available resources will also affect the success of the policy implementation process. Without the support of adequate human resources, financial resources, and time resources, of course, a policy will not run as desired.

Human resources are the most important and important resources in policy implementation. Competent resources needed in the implementation of a program so that the objectives of the policy can be achieved. Including in carrying out the E-lampid program, required personnel who are capable in their fields so that the objectives of this policy can be achieved properly.

The Head of the Surabaya City Population and Civil Registry Office stated that there were actors involved in the implementation of the 6 in 1 program. The 6 in 1 program was a program

implemented by the Surabaya City Government. The 6 in 1 program was created by the Surabaya City Communication and Information Office and submitted to the Surabaya City Population and Civil Registry Office as its users. Then by Dispenduk passed on to all villages in the city of Surabaya to facilitate the community in accessing. The kelurahan is the spearhead of the success of the 6 in 1 program because the kelurahan is the party that is delegated with authority by Dispenducapil as the executor and is the implementer who is closest to the community. The kelurahan must coordinate with the RT RW to pass information related to the 6 in 1 program to its citizens.

The role of the actors implementing the policy is very important because, without the cooperation and coordination of all actors, the implementation of the policy will not run well. According to the Head of Service, the 6 in 1 program has been running by expertise in their respective fields, the division of work is clear, the number of personnel is also appropriate and is considered to have been efficient in terms of e-government objectives namely reducing time, money, and other resources both in terms of the government and the parties involved. Likewise, with the Surabaya Dispenducapil, the division of tasks has been done well and by their respective capacities, and the number of existing personnel is considered to be sufficient.

To achieve the success of the 6 in 1 program, of course not only prioritizes human resources, other resources such as financial resources must also be taken into account. Related to financial resources, the allocation of funds comes from the APBD and APBN which are managed by the Surabaya City Government.

The Surabaya City Population and Civil Registry Office and all kelurahans that as users only receive machines and don't receive special e-lampid funds. Maintenance is also carried out by the Surabaya City Government.

Human resources and financial resources alone are also not enough to support the success of the program if time resources do not support. In the implementation of the 6 in 1 program, there is no time constraint, that the service time provided for the registration process is quite short ie around 10 minutes has been completed, while for the approval process until the deed so it takes three to four days.

Implementor Disposition

Implementation of the 6 in 1 program needs to get a positive response and an understanding of the implementors of the program. This is because the response and understanding of the implementor will affect the implementation of the program itself. If the implementor is not responsive and responsive to the implementation of the program, of course, the objectives of the program will not be achieved. The existence of a 6 in 1 program in the city of Surabaya is very helpful for the public in the administration. There is no objection from the Surabaya City Population and Civil Registry Office for the 6 in 1 program because it has good benefits for the community themselves. This program was created to simplify and speed up the processing of deeds and moving outgoing letters. In its implementation, the policy implementing agencies were so enthusiastic to succeed in the 6 in 1 program (handling letters of moving in, moving out, birth certificates, death, marriage, and divorce online).

About incentives, in the implementation of a 6 in 1 program in the city of Surabaya never received incentives in the form of money or so on. This is because it has become their main task in serving the people of Surabaya.

Bureaucratic Structure

The good bureaucratic structure also greatly influences the success of the implementation of a program. If the bureaucratic structure is not good it can be the cause of the failure of the performance of policy implementation. The importance of organizing with a clear organizational structure is needed in operating the program so that implementing staff can be formed from competent and qualified human resources. After that interpretation is good so that the implementers must be able to run the program by technical instructions and implementing instructions so that the expected goals can be achieved. In the application or application of the program, there needs to be a clear working procedure for the program to run well. Therefore, efforts to implement policies must also pay attention to the conditions of the external environment. If social, economic, and political conditions do not support it will hamper the process of implementing the 6 in 1 program in Surabaya, so in this program support from external factors is needed so that the objectives of the policy can be achieved.

Based on the results of the study, staff of the population office and implementing actors from the Kebonsari Kelurahan stated that since the launch of the 6 in 1 program in 2014 there had been no such severe obstacles. It is stated that every policy implemented must have obstacles, as well as the 6 in 1 program. These obstacles come from the social conditions of the community, ie there are still many people who cannot operate computers, while the 6 in 1 program is a program whose entire process is carried out online. But this is considered normal because not all Surabaya City people can do online activities. Such conditions can still be overcome by assisting the community by implementing agencies in carrying out the process.

There are no economic constraints in the 6 in 1 program, considering that all arrangements for birth certificates, death certificates, and moving letters are exempt from fees. Unless there are delays in the process there will be an administrative fine by the length of the delay. With this free management fee, it certainly won't burden the community. It is precise with the 6 in 1 program that the community has become more facilitated in the process of time and energy efficiency. Likewise, with political factors, there are no obstacles. The 6 in 1 program is a program that aims to improve the quality of services to the community so that all parties including the government, political elites, relevant SKPDs, and the community will strongly support the existence of this program. This is evidenced by the absence of obstacles that occurred since the beginning of the program was socialized.

Many people strongly support the existence of a 6 in 1 program because this program has a positive impact on society, which makes it easier for them to manage their administration. The 6 in 1 program does not conflict with the socio-economic conditions of the community. Viewed from the economic side, this program is already free and from the social side, although there are still many people who do not know and cannot operate, in the future these conditions can still be improved, namely by conducting direct socialization by the village and conducting training. Training should not only be given to the implementers but also the community.

Conclusion

From the results of research related to the implementation of the 6 in 1 program in the Department of Population and Civil Registration is the best solution to improve public services in the city government of Surabaya to the community so that it becomes better and more efficient.

These problems were overcome with 6 in 1 innovation which included handling letters of moving in, moving out, deed of birth, death, marriage, and divorce online. 6 in 1 innovation was created to provide easy access to public services in the field of population administration, and the realization of good administrative services to realize the principles of good governance.

References

- Aprianty, D.R. (2016). Penerapan kebijakan e-government dalam peningkatan mutu pelayanan publik di kantor Kecamatan Sambutan Kota Samarinda. *ejournal.ip.fisip-unmul.ac.id* Vol 4 Nomor 4: 1589-1602
- Astuti, Sri Yuni Woro. (2005). Peluang dan tantangan penerapan e-governance dalam konteks otonomi daerah.
- Campo, Salvatore Schiavo, and Pachampet Sundaram. (2002). To serve and to preserve: improving public administration in a competitive world. Asian Development Bank
- Dash, Satyabrata & Subhendu Kumar Pani. (2016). e-Governance paradigm using cloud infrastructure: benefits and challenges. *Procedia Computer Science* 85 (2016) 843-855
- Dwiyanto, Agus. (2005). Mewujudkan good governance melalui pelayanan publik. Yogyakarta: Gadjah Mada University Press
- Dinas Komunikasi dan Informatika Kota Surabaya. <http://www.surabaya.go.id/ver5/> (diakses pada 20 November 2018)
- Farid, Miftakhul. (2015). Implementasi electronic government melalui Surabaya Single Window di Unit Pelayanan Terpadu Satu Atap Kota Surabaya. *Publika* Vol 3, No 5
- Hertiarani, Wiwiet. Implementasi Kebijakan E-Samsat Di Jawa Barat
- Indrajit, Richardus Eko. (2002). Electronic government: strategi pembangunan dan pengembangan sistem pelayanan publik berbasis teknologi digital. Yogyakarta: Penerbit ANDI.
- Löfgren, Karl. (2016). The Governance of E-government: A Governance Perspective on the Swedish E-government Strategy.
- Moleong, Lexy J.. 2007. Metodologi Penelitian Kualitatif. Bandung: Remaja Rosdakarya
- Moon Jae M, Lee Jooho, Roh Chul-Young (2012). The Evolution of Internal IT Applications and e-Government Studies in Public Administration: Research Themes and Methods
- Pemerintah Daerah se-Indonesia Adopsi Sistem e-Government Pemkot Surabaya. (2016). <http://surabaya.tribunnews.com/2016/09/28/pemerintah-daerah-se-indonesia-adopsi-sistem-e-government-pemkot-surabaya> (diakses pada 20 November 2018).
- Republik Indonesia, (2003). Intruksi Presiden Republik Indonesia Nomor 3 Tahun 2003 tentang Kebijakan dan Strategi Nasional Pengembangan E-government.
- Riley, Thomas B. (2002). Change Management, E-Governance, and The Relationship to E-government. Commonwealth Centre for Electronic Governance
- Yose Rizal, Yudiatmaja Eko Yudiatmaja. Strategi Pemerintah Provinsi Sumatera Barat Dalam Mengembangkan e-Government Sebagai Upaya Peningkatan Kualitas Pelayanan Publik
- Oman, Somantri Oman, Hasta Indra Dwi Hasta. (2017). Implementasi *e-Government* Pada Kelurahan Pesurungan Lor Kota Tegal Berbasis *Service Oriented Architecture* (SOA)

- Soon Hee Kim Dong Hwan Kim, (2014). South Korean public official's perceptions of values, failure, and consequences of failure in E-government leadership.
- Sugiyono. 2007. Metode Penelitian Kuantitatif Kualitatif dan R & D. Bandung: Alfabeta. Surabaya akan jadi Model e-Government Nasional(2012).
- Sutopo H.B.. 2006. Metodologi Penelitian Kualitatif. Surakarta: Universitas Negeri Sebelas Maret Sosiawan, Edwi Arief. 2012. "Tantangan dan Hambatan dalam Implementasi E-Government di Indonesia
- Tangkilisan, Hessel Nogi. S. *Implementasi Kebijakan Publik*. Jakarta: Lukman Offset 2003
- Tochija, Itoc. (2007). Kebijakan E-government dalam Meningkatkan Pelayanan Publik