

E-Government Strategy as the Implementation of Good Corporate Governance in the Ministry of Public Works and Public Housing

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Abstract:- According to Syakhroza, Good Corporate Governance is a mechanism of good organizational governance in managing organizational resources efficiently, effectively, economically, or productively with the principles of openness, accountability, responsibility, independence, and fairness to achieve organizational goals. The Ministry of Public Works and Public Housing in carrying out its governmental tasks are always required to work more effectively, efficiently, transparently, and professionally to realize good governance. One of the supporting factors in achieving such a government is to use information and communication technology, especially in improving services to the community and in renewing government management towards a more modern way through e-Government. In implementing it, the Ministry of Public Works & Housing requires a blueprint for information and communication technology as the primary reference guideline in the implementation of information and communication technology going forward. This research aims to study the application of e-government strategies within the Ministry of Public Works and Housing in implementing good corporate governance. Secondary data were obtained from the Ministry of Public Works and Public Housing. At the same time, the method used in this research is the Balance Scorecard analysis, which is used to find out the management system that enables the organization to achieve organizational goals and strategies in the form of actions so that it can provide information system applications that can realize the tasks and functions of work units within the Ministry of Public Works & Housing.

Keywords:- Good Corporate Governance, E-Government, Ministry of Public Works & Housing, Balanced Scorecard.

I. INTRODUCTION

The year 2001, as the beginning of the third millennium, marked by free activity in all economic and non-economic fields, encouraged companies to work in accountable, transparent, and good governance. In a modern economy like today, where company management and control are increasingly separated from ownership, there is an indication of a lack of transparency in the use of funds in the company, which in turn does not provide a balance between the interests of stakeholders ranging from management, shareholders, employees, and government.

The role of information technology in supporting operational and managerial systems in government agencies is felt increasingly important. Recognizing the importance of information systems' role in government systems and being driven by the rapid development of information technology today. It is felt necessary to realize it in an application known as e-government to support government functions in conducting public services that meet the criteria of better, cheaper, and faster. Besides, easily accessible media are needed, so that the public can know what policies, programs, and activities carried out by the central and regional governments to participate, both in the form of support, rebuttal, and criticism.

The Ministry of Public Works and Public Housing in carrying out its governmental tasks are always required to work more effectively, efficiently, transparently, and professionally to realize good governance. The development and implementation of information and communication technology in The Ministry of Public Works and Public Housing need to be carried out comprehensively to achieve integrated e-Government. Then, The Ministry of Public Works and Public Housing requires a blueprint for information and communication technology as the primary reference consisting of enterprise architecture which includes business architecture, data architecture, and information, application architecture, and technology architecture that will be used as a guideline in the implementation of information and communication technology to the front of it.

The information and communication technology blueprint to be prepared must be in line with the Strategic Plan or Strategic Plan of The Ministry of Public Works and Public Housing so that the utilization of information and communication technology in the Ministry of Public Works and Public Housing is useful and productive and is expected to improve the performance of ministries.

II. LITERATURE REVIEW

A. Good Corporate Governance

Good Corporate Governance or abbreviated as GCG, is good corporate governance (Zarkasyi, 2008). Good corporate governance is one of the keys to a company's success to grow and be profitable in the long run. In its application, good corporate governance acts as a norm or rule or rule that governs all stakeholders concerned in the company. The purpose of good corporate governance is to

create added value for stakeholders in general, especially shareholders and creditors. From a government perspective, good corporate governance means good governance in carrying out the tasks it carries and is accountable to the public in a professional, transparent, and fair manner. The objectives of good corporate governance are (1) eradicating corruption, collusion, and nepotism (2) improving the government's performance system. (Poedjoharjono, 2000).

The principles of good government governance thought, according to Osborne and Gaebler (1992) are:

- The public wholeheartedly believes in the government.
- The public believes that civil society will not function effectively if the government is also ineffective.
- The public believes that the government's problem is not the people who work in the government, but in the system in which they work.
- The public believes that political parties (in Indonesia) have no relevance whatsoever to the problems in the government.
- The public believes that the principle of justice, justice for opportunity exists with fellow citizens.

According to the KNKG (2006), in good corporate governance, five principles must be applied by both government and corporate governance institutions, namely transparency, accountability, responsibility, independence, fairness, or equality. The five principles are needed to help the company to achieve its objectives. The five principles are defined as follows:



Fig 1:- Framework Good Corporate Governance

➤ *Transparency*

To maintain objectivity in carrying out its duties, government agencies and companies must provide material and relevant information in a way that is easily accessible and understood by stakeholders. A government agency must take the initiative to disclose not only the problems

that are required by legislation, but also those that are important for decision making by shareholders, creditors, and other stakeholders. The principle of transparency in research subjects is divided into 3 points: (1) Information Openness; (2) Strategic Policy Makers; and (3) Organizational Structure.

➤ *Accountability*

Related to the principle of responsibility, companies must be able to account for their performance transparently and reasonably. Thus, every government agency or company must be managed correctly, measured, and following interests while taking into account the interests of shareholders and other stakeholders. Accountability is a prerequisite needed to achieve sustainable performance. The principle of responsibility in research subjects is divided into 4 points, namely: (1) Compliance with the law; (2) Responsibility to workers; (3) Responsibility to the community (CSR); and (4) Environmental responsibility.

➤ *Responsibility*

For the principle of trust or faith of duty, government agencies and companies must comply with laws and regulations and carry out responsibilities to the community and the environment so that they can run the ministry and the company in the long run and receive recognition as good corporate citizens.

➤ *Independency*

To expedite the implementation of the GCG principle, government agencies and companies must be managed independently so that each organ of the company does not dominate and cannot be intervened by other parties.

➤ *Fairness*

In carrying out its activities, the company must consider the interests of the majority, minority shareholders, and other stakeholders based on justice and equality.

The government as a SOEs owner is very interested in knowing the conditions for implementing Good Corporate Governance in this company. Before implementing GCG, a company should first apply the values of corporate culture. GCG implementation will be effective if the company internally has a value system that encourages each individual to receive, support and implement GCG. A clean, transparent and professional moral movement (BTP morale) is one of the steps applied by the GCG Company (Setyo Riyanto, Lukertina: 2019). Brown and Caylor (2006) created a Gov-Score that maps governance measures by province representing internal and external governance, and the results are only one of seven provinces that support the relationship between Gov-Score and Firm value.

Period of event	1973 - 1976	1991 - 1992	2001 - 2003	2007 - 2010
Field-configuring events	Rise of mutual funds; stagflation; corporate underperformance esp. US	Corporate failure, esp. UK: Maxwell, BCCI, Colorall, Polly Peck	Corporate failures, worldwide: e.g. World com, Tyco; Parmalat; HIH; dot-com bubble	Global financial crisis: Lehman, Merrill Lynch, AIG; RBS, HBOS, Northern Rock; Fortis
Discourse	Market mechanisms of corporate and managerial control	Board structure	Board independence and professionalism	Board, investor relationship
Key Documents	Jensen and Meckling (1976); Rappaport (1981)	Cadbury (1992)	Library of congress (2002); Breeden (2003); Higgs(2003)	FRC (2010b); European Commission (2014)

Table 1:- Periods and Discourses of Corporate Governance

B. Implementation of E-Governance in the Ministry of Public Works and Public Housing

The term e-government comes from a foreign language, which is an abbreviation of electronic government or electronic government. There are several definitions of e-government, namely:

- **According to the World Bank Group**, the definition of e-government is "E-government refers to the use by government agencies of information, technologies (such as wide area networks, internet, and mobile computing) can transform relations with citizens, businesses, and other arms of government."
- **The United Nations Development Program (UNDP)** defines e-government:
"E-government is the application of Information and Communication Technology (ICT) by government agencies."
- **Clay G. Wescott** (Asian Development Bank Senior Officer), defines:
E-government as the use of ICT to promote more efficient governance and effective cost suppression, ease of government service facilities and provide information access to the general public, and make government more accountable to the community.

So it can be concluded that E-Government is an information technology system developed by the government to improve public services by giving choices to the public to get easy access to general information. Implementation of good governance (good corporate governance) and improvement of effective and efficient public services requires policies and strategies for e-government development. These policies and procedures are regulated in Presidential Instruction No.3 of 2003 concerning Policies and Strategies for Developing E-Government in All Levels of Government. Nurcahyati and Daru (2008) at the National Informatics Seminar entitled "The Role of E-Government in the Framework of Creating Good Governance for the Community," concluded that e-government socialization needs to be carried out consistently, continuously to the public so that people know the benefits to be gained by e-government.

The realization of e-government development in Indonesia faces many challenges in terms of geography, economy, technology, politics, and culture. In the implementation process, it was discovered that several phenomena indicate that the implementation of e-government is still running slowly and is insignificant with the number of costs incurred by the state. Gaps between regions and the duplication of databases make government product data tend to be less reliable. Sosiawan (2008), in his research entitled "Challenges and obstacles in the implementation of e-government in Indonesia," concluded that the implementation of e-government in Indonesia is still halfway. Hence, it is necessary to refine the concepts and strategies for implementing e-government.

Type	Implications of e-government for clean good governance
Ministry	The development of e-government in the Ministry in Indonesia has entered the third phase, namely consolidation. This development plays an essential role in the implementation of bureaucratic reform, integration between ministries, facilities that build trust between the community, and the government to achieve clean, good governance in Indonesia.
LPND	Not much different from the development of e-government in the Ministry, the LPND is also at the stage of consolidation. E-governance was able to increase effectiveness and efficiency among institutions, as well as a means of providing information and participation for the community. Also, as a means of minimizing acts of corruption.

Provincial Government	Most of the Provincial Governments in Indonesia have entered the stage of strengthening the development of e-government. Through the use of e-government in the Provincial Government, it can improve services and provide information to the internet-based community and help the community act as social control of government policies.
The City or Regency Government	The City or Regency Government in Indonesia is also trying to increase the use of e-government. Some of the perceived benefits are improving electronic services to the public without being limited by distance and time, increasing transparency of policies made by the government, minimizing acts of corruption, especially regarding the procurement process in the regions.

Table 2:- E-government in Several Government Agencies

While e-government supports and promotes good governance, the progress and advancement of e-government are actually determined by the principles of good governance, such as law enforcement, state administration efficiency and effectiveness, public participation, and fairness. Several researches have been conducted in Indonesia to examine the impact of e-government implementation on good governance (Suhardi, Alfira Sofia & Agustinus Andriyanto 2015). According to Riani in his writing entitled "Development of the Standardization Prototype of E-Government Applications for Government Agencies," developing a basic framework of e-government systems in Indonesia based on the following principles:

- Reusability is building a flexible system that can be used by various levels of government (Central, Regional I, Regional II);
- Information, which is building a system that can provide complete standardized details on government

institutions and local government, for the broader interests (community and business);

- Accelerate, which is building a system that can save time in the flow of transactions or routine work processes;
- Reduce, which is to build a system that can reduce unnecessary costs (such as the use of physical documents or hidden fees), provide transparency of values, and minimize errors in transactions or the process of making population papers;
- Improvements are building a system that can improve services to the community, business circles, other government institutions, and increase the city's participation in the life of the state.

Based on the above principles, the Faculty of Computer Science, the University of Indonesia, now has a template for standardization of e-government that can help e-government developers build e-government systems appropriate for their region.

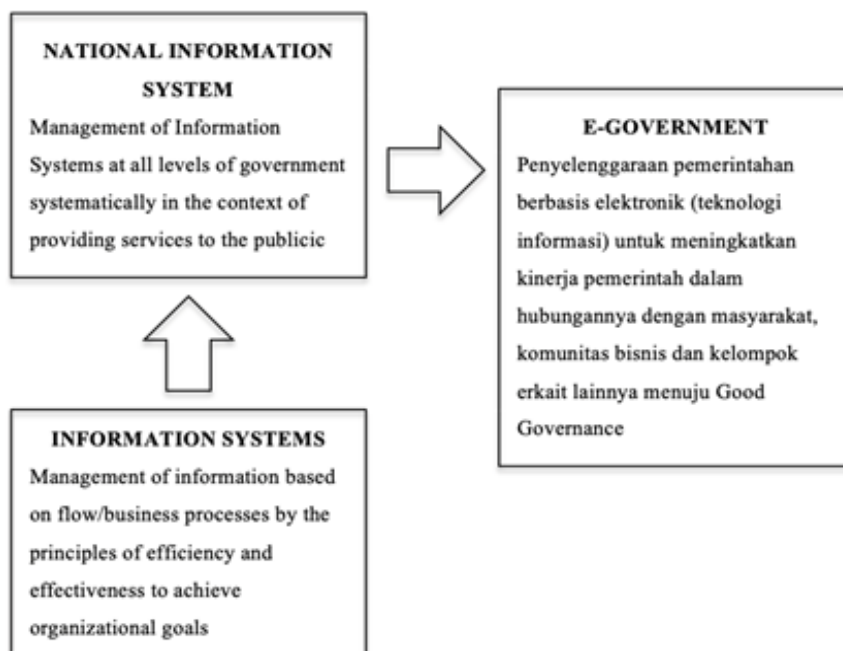


Fig 2:- Flow for the Realization of National E-Government

Based on the picture above is a description of the flowchart of the realization of national e-government, which starts from the implementation of information systems within the scope of each institution, the national

information system with the range of management of information systems at all levels of government, to the realization of electronic-based governance.

In general, it can be said that e-government is a computer and internet-based application that is used to improve government relations and services to its citizens or is often referred to as G2C (Government to Citizen). Besides, the relationship between the government and companies is often called G2B (Government to Business). Even to local governments or other countries that are commonly referred to as G2G (Government to Government) as partners. The development of more communicative relationships, ease of administrative services and transactions, and information presentation is the basis for the development of e-government applications.

Based on the background that has been described previously, the formulation of the problem raised by the author is how the development of the implementation of e-government in The Ministry of Public Works and Public Housing in realizing clean and good corporate governance and what are the challenges faced by The Ministry of Public Works and Public Housing in developing e-government. To build and implement it, The Ministry of Public Works and Public Housing requires a blueprint for information and communication technology as the primary reference consisting of enterprise architecture which includes business architecture, data architecture, and information, application architecture, and technology architecture that will be used as a guideline in the implementation of information and communication technology to the front of it.

C. Blueprint of Information Technology The Ministry of Public Works and Public Housing

Currently, Information and Communication Technology plays an essential role in supporting the service and operational activities of the Ministry of Public Works and Public Housing. There is no part of the business process of organizations that do not use information technology in their operations. Planning and implementation of information technology will accelerate the achievement of the vision and mission of The Ministry of Public Works and Public Housing. A transformation is needed to form information technology that can support and encourage the success of the goals of the Ministry of Public Works and Public Housing. This transformation can occur if there is a change in governance involving the role of organizational leaders as IT leadership, integration of integrated IT development, cross-sectoral and synergizing between one work unit with other work units, and optimizing the role of supporting parties (vendors) both individuals or institutions as trusted IT, development practitioners, and right partners. The transformation of information technology requires a primary reference containing strategies, roadmaps, norms, standards, and manuals used as guidelines for carrying out information technology in The Ministry of Public Works and Public Housing. The recommendation is in the form of a Blueprint for Information Technology of The Ministry of Public Works and Public Housing.

Seeing the condition of information technology as explained above, the Center for Data and Information Technology as a center for guidance, development, and management of information technology in The Ministry of

Public Works and Public Housing in 2016 issued PUPR Ministerial Regulation No. 35 of 2016 concerning the Information Technology Blueprint of The Ministry of Public Works and Public Housing. The Information Technology Blueprint is intended as a reference for the planning, development, and management of the Ministry of e-government and to develop information technology that supports the achievement of a competent, efficient, transparent, and integrated Ministry development plan (Article 2. Permen 35 of 2016 concerning ICT Blueprints PUPR). The scope of this information technology Blueprint includes the direction of ICT development, application architecture, information technology infrastructure architecture, IT security, governance, information technology initiatives, and information technology implementation roadmaps.

The direction of information technology development of The Ministry of Public Works and Public Housing based on the ICT Blueprint is determined by referring to the principles of the development of the Ministry's information technology, the best practices of the existing IT Framework, technological trends in the world (quadrant), the results of the assessment and vision and mission of the Ministry's information technology. Related to the vision and mission of information technology, The Ministry of Public Works and Public Housing in the ICT Blueprint has an idea of "Realizing Reliable Application Infrastructure in supporting the provision of information needed for the realization of a better, faster, cheaper and more sustainable public works infrastructure." To realize this vision, The Ministry of Public Works and Public Housing developed the Ministry's technological mission. The information technology mission to be achieved is:

- Simplify business to improve performance and productivity (Simplify);
- Support the integration of processes to ensure a single source of truth (one trusted source) (Unify);
- Improve the quality of internal and external services (Service);
- Support the openness and accountability in the implementation of development (Transparency);
- Making The Ministry of Public Works and Public Housing more flexible and responsive with changes in existing information technology (Agile);
- Support the realization of infrastructure and innovative ministry services (Innovation); and
- Build connectivity and expand the service network and collaboration (Network).

The seven information technology missions of The Ministry of Public Works and Public Housing are at the same time the tagline/motto of The Ministry of Public Works and Public Housing 's information technology, namely IT brings SUSTAIN-able Infrastructure development (IT embodies the sustainability of infrastructure development).

III. METHODOLOGY OF RESEARCH

The research method is the overall rules and techniques that need to be considered and applied in data collection and analysis efforts (Unaradjan, 2000: 1). In the opinion of other experts, the research method is a scientific way to obtain data with specific goals and uses by paying attention to four keywords, namely the scientific approach, data, purpose, and usability (Sugiyono 2006: 2).

The research method used in this study is qualitative. The nature of this research is inductive and is often used in research relating to individuals, groups, communities, even to social institutions or institutions. This qualitative research method seeks to explain a phenomenon in a complex and profound way. Researchers try to dig up information based on observations, interviews, and literature reviews of processed and analyzed documents so that it can parse some findings to answer the formulated research questions. Meanwhile, the data source used is a secondary data source. According to Sugiyono (2013), secondary data sources are data sources that do not directly provide data to data collectors, for example, through other people or documents.

Secondary data were obtained from the Ministry of Public Works and Public Housing. While the method used

in this study is the Balance Scorecard analysis. Balance Scorecard itself is a management system that allows organizations to achieve organizational goals and strategies in the form of actions. The Balanced Scorecard itself has four elements, namely Stakeholders / Customers from the organization, Internal Processes in the organization (internal process), Financial Capability of the organization, and Learning and Growth Processes. The four elements have forming sub-components, namely, Goals, Measurements, Targets, and Initiatives. Balance Scorecard is used to determine the management system that allows organizations to achieve organizational goals and strategies in the form of actions so that it can provide information system applications that can realize the tasks and functions of work units within The Ministry of Public Works and Public Housing.

IV. RESULT AND DISCUSSION

As a supporter of infrastructure development, the information technology blueprint certainly has to have a strategy that is in line with the Ministry of Public Works' Strategic Plan. Strategic objectives of information technology owned by The Ministry of Public Works and Public Housing can be seen in figure 3. Below.

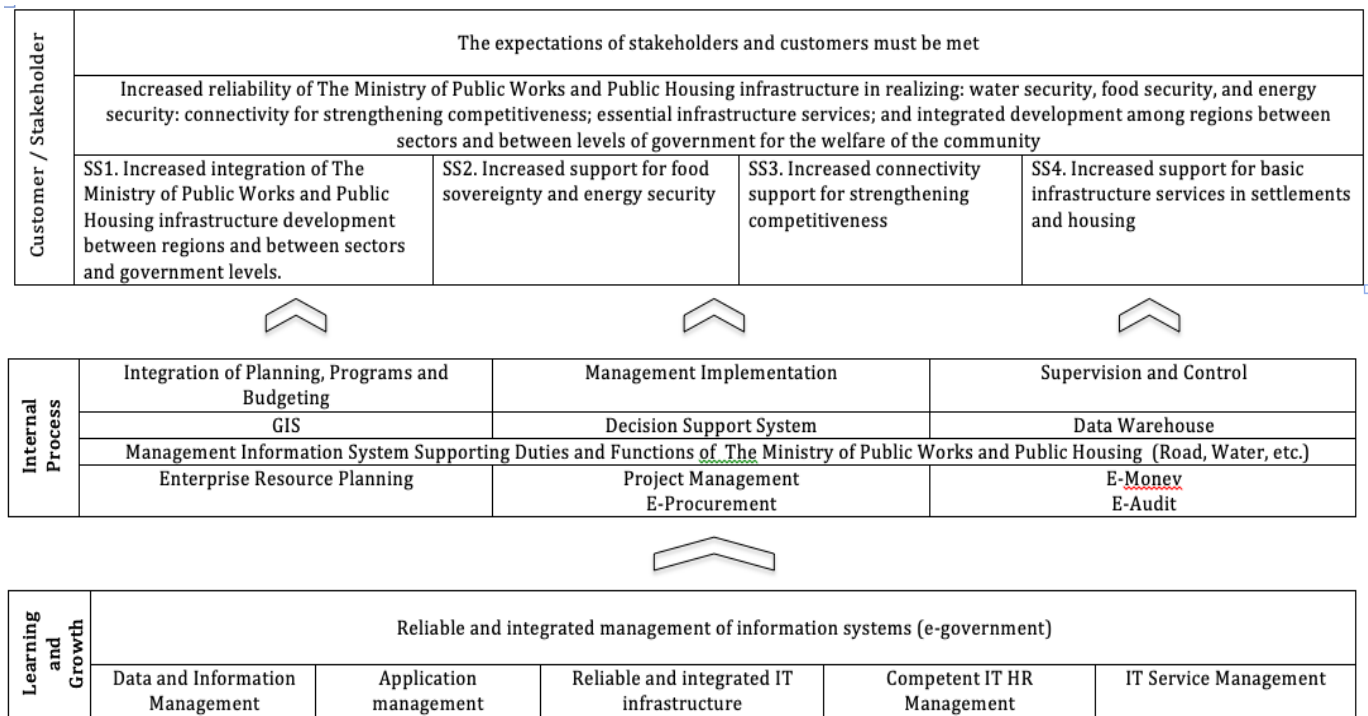


Fig 3:- Ministry of Public Works and ICT Strategy Roadmap

In Figure 3. Above The Ministry of Public Works and Public Housing Information Technology Strategy Roadmap adjusted to Kaplan and Norton Balanced Scorecards. Balance Scorecard elements adapted to the information technology blueprint include Customers, Internal Processes, and Learning and Development Processes. Financial capability is not included in the blueprint because user

organizations are non-profit government organizations and do not have financial targets. The Ministry of Public Works and Public Housing's information technology strategy roadmap has a Top-Bottom nature, where the technology developed at The Ministry of Public Works and Public Housing will ultimately lead to the fulfillment of The Ministry of Public Works and Public Housing's vision and

mission contained in the 2015-2019 Ministry of Strategic Plan. The strategic objectives of the developed information technology referring to the IT Strategy Map are:

- Increasing the provision of reliable information technology infrastructure to support the Ministry's business processes;
- Provision of spatial data and information and statistics in support of the tasks and functions of work units within the Ministry;
- Provision of information systems applications that can provide information to the leadership (decision support system);
- Increase the capability of ICT Governance by developing organizations, competent human resources, information technology policies, and the use of information technology resources that are responsible for achieving the benefits of information technology optimally with well-managed risks.

To achieve this goal, strategic programs for supporting information technology in The Ministry of Public Works and Public Housing are formulated. These programs are as follows:

- Development of Information Systems/applications supporting the achievement of the Ministry of Public Works and Public Relations Strategy and supporting the decision making of the Chairperson;

The apps that are built can be in the form of data management applications in the way of spatial or spatial data, or other data such as photos and videos. Data that is managed through an app is entered into a data warehouse. This data warehouse is integrated with a leadership decision-making system in the form of an EIS (Executive Information System). So that the leadership of an organizational unit has quality data for the planning, implementation, or supervision of strategic activities organization.

- Development of the Management Automation System of the Ministry of Management to support business processes of government and development that are efficient, effective, transparent and integrated;

Government Automation Administration Automation needs to be done to create an effective and efficient government. The administration is automatically carried out for every employee with an Employee Identification Number (NIP) as a single identity for Civil Servants. This Single Identity is the entry point for every employee for their administrative processes, ranging from recording attendance, performance, making letters/administration such as permits, leave, business trips, and so on, as well as other administrative activities.

- Development of a reliable information technology infrastructure to support the business processes of the Ministry;

Secure infrastructure will support good economic growth, and infrastructure development requires a reliable ICT infrastructure. Information technology infrastructure such as data centers that comply with international

standards and have a sound quality management system, internet backbone that is supported by fast bandwidth, and.

- Strengthening information technology policies and increasing institutional capacity and competencies in information technology Human Resource;

Information technology is a field that has the quickest development. For this reason, information technology policies and human resources management must be able to follow these developments. Information technology standards such as data center standards in Technology Infrastructure Architecture (TIA-942), Standardization and Data File Format, ISO 27001 on Information Security Management / ISMS. The capacity building of information technology Human Resource is obtained through training and certification so that information technology Human Resource can always keep abreast of information technology and apply it in the organization.

As a result, currently, the Ministry of Public Works and Public Housing has launched nine applications intended for public services and supporting management functions. The launch of the app is part of efforts to utilize information technology to increase transparency, control, and government accountability in the context of implementing Good Corporate Governance. The Ministry of Public Works and Public Housing Minister, Basuki Hadimuljono said that all The Ministry of Public Works and Public Housing people continue to improve their performance to carry out the mandate in infrastructure development in Indonesia. Primarily based on the results of the evaluation of the Performance Report of The Ministry of Public Works and Public Housing by the Ministry of Administrative Reform and Bureaucratic Reform (PAN-RB), there will be adjustments to the number of performance allowances for officials and employees at The Ministry of Public Works and Public Housing. The results of these nine applications are also services that are following the follow-up to the Minister of PAN-RB Regulation No. 5 of 2018 concerning the guidance of electronic-based government information systems, where the bureaucracy has to implement the service.

No.	App's Name	Address
1.	e-Monitoring	emonitoring.pu.go.id
2.	E-HRM	http://ehrm.pu.go.id
3.	e-Kinerja	http://kinerja.pu.go.id/kinerja
4.	PESAT	http://pesat.pu.go.id
5.	TNDE	http://tnde.pu.go.id
6.	JDIH	www.jdih.pu.go.id
7.	e-BMN	http://ebmn.pu.go.id
8.	Info Publik	unduh di playstore
9.	Portal SIGI	http://sigi.pu.go.id

Table 3:- The Ministry of Public Works and Public Housing E-Government

The nine e-Government applications can be accessed through the website or the android application on the mobile phone. The app is e-monitoring as a monitoring system that is fast, precise, accurate, and up to date in the implementation of programs and budgets with the web address emonitoring.pu.go.id and the eMonApps android application. Second is the form of E-HRM (human resource government) connected with the State Personnel Agency (BKN) and the Ministry of PAN-RB. This application is one of them provides the ease of the administration process of civil servants in promotion with the address <http://ehrm.pu.go.id>. The third is e-Kinerja, which is to measure the performance of public servants. Through this system, there are no more civil servants who mess with their presence. <http://kinerja.pu.go.id/kinerja>. The four applications of Monitoring and Evaluation of the Integrated Budget Implementation (PESAT), are databases related to Satker financial management within the Ministry of PUPR. <http://pesat.pu.go.id>. The five Dinas Manuscript Application (TNDE) addresses are <http://tnde.pu.go.id>. The Sixth Legal Information Document Network (JDIH) provides easy access to information from The Ministry of Public Works and Public Housing's licensed products at www.jdih.pu.go.id. Seventh e-BMN (State-Owned Property) to facilitate monitoring of BMN data, problems, and management issues with the address <http://ebmn.pu.go.id>. Eighth, the application of public disclosure (Public Info), provides information on news releases, news snippets from print media, and work visits of The Ministry of Public Works and Public Housing. The general info application can be downloaded at Playstore. Ninth is SIGI The Ministry of Public Works and Public Housing Portal to get map information online at the address <http://sigi.pu.go.id>.

V. CONCLUSION

E-Government is an information technology system developed by the government to improve public services by giving choices to the public to get easy access to general information. Implementation of good governance (good corporate governance) and improvement of effective and efficient public services requires policies and strategies for e-government development. The flowchart for the realization of national e-government starts from the implementation of information systems within the institution's scope, the national information system with the range of management of information systems at all levels of government, and the realization of the administration of electronic-based governance. The Ministry of Public Works and Public Housing in realizing clean and good corporate governance makes strategic plans by developing e-government. To build and implement it, The Ministry of Public Works and Public Housing requires a blueprint for information and communication technology as the primary reference consisting of enterprise architecture which includes business architecture, data architecture, and information, application architecture, and technology architecture that will be used as a guideline in the implementation of information and communication technology to the front of it. In this study, the Balanced

Scorecard analysis is used to find out the management system that enables organizations to achieve organizational goals and strategies in the form of actions. So that it can provide information system applications that can realize the tasks and functions of work units within The Ministry of Public Works and Public Housing. As a result, currently, the Ministry of Public Works and Public Housing has launched nine applications intended for public services and supporting management functions. The launch of the app is part of efforts to utilize information technology to increase transparency, control, and government accountability in the context of implementing Good Corporate Governance. The nine applications are e-monitoring, e-HRM, e-Kinerja, TNDE, PESAT, JDIH, e-BMN, public info, and the SIGI Portal. In its future development, it is necessary to have updating information every day due to the rapid movement of data. Marketing strategies for the corporate web are indispensable for the continuity of e-Government. The Ministry of Public Works and Public Housing, as one of the ministries that continue to play an active role in the development of development in Indonesia, must continue to make other innovations so that information needed by the public will be appropriately conveyed beneficial to the community.

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