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Implementation of Information System for Legalisation of Legal Entity at the Directorate General of Administration of the Indonesian Ministry of Law and Human Rights

Gusthiani Nursyamsi
Faculty of Administrative Science
Universitas Indonesia
gusthiani.nursyamsi@ui.ac.id

Fikri Akbarsyah Anza
Faculty of Administrative Science
Universitas Indonesia
fikriakbarsyah@ui.ac.id

Roy Valiant Salomo
Faculty of Administrative Science
Universitas Indonesia
Roy.v09@ui.ac.id

Abstract— ***To attain prime service through the utilisation of technology, the Directorate General of Legal Administration, which acts as a provider of general legal services, consistently seeks to optimise the utilisation of ICT in support of its function. This research examines the concept of public service that utilises information system as its basis and uses indicator based on customer-oriented service standard and sustainability of technology development contained in Best Practice of COBIT 4.1. The research found that the condition of Information System that supports Online Legal Entitlement Service is at maturity level 3, namely "Defined Process", for the whole process of the measurement components. The description illustrates that the service mechanism and procedures have been partially documented. There is an increase in quality experienced by the service user community, but at an organisational level, several implementations are required, such as the preparation of Service SOP document, standardisation of education and training programs, and regular monitoring and evaluation programs.***

Keywords—E-Government; Information System; Public Service; COBIT 4.1

I. INTRODUCTION

David Osborne and Ted Gaebler in their book entitled *"Reinventing Government: The Entrepreneurial Spirit is Transforming the Public Sector"* (1992) suggest an overall realignment and reformation of government bureaucracy (reinventing government) and foster the government to generate profit (enterprising government), which is established, among others, by building a customer-oriented government (customer driven government, meeting the needs of the customers, not the bureaucracy). Therefore, the public is entitled to receive "prime service" as an outcome of the principle (Komarudin, 2011, p.154). Komarudin (2011) explains that public service policy is focused on six areas, namely the establishment of public service policy direction (Public Service Law and its Implementing Guidelines), dissemination of public service implementation best practices, implementation of public service standards towards attaining international standards, granting of awards for the improvement of public service performance, deregulation and debureaucratisation of investment services and increase in participation/contribution of the community in the implementation of public service. Bureaucracy of community service (users/service recipients) is manifested in the service convenience (terms, procedures, time, cost, product), information service, internal control, customer satisfaction, and resolution of public complaints.

Prime service is realised by providing services in a fast, accurate, fair and accountable manner. The Ministry of Administrative and Bureaucratic Reform has established key points pertaining to public service innovation in Indonesia in the Regulation of the PAN-RB Minister Number 31 of 2014 concerning Public Service Innovation. According to one of the points therein, it is stated that in order to conduct bureaucratic reforms, the improvement of public service quality shall be accelerated.

In line with such demand, e-Government is being developed as part of the efforts to improve electronic-based governmental implementation in order to effectively and efficiently increase the quality of public services. Through the development of e-Government, the management system and work processes in the government environment are reorganised by optimising the utilisation of information technology, which includes two interrelated activities: (1) data processing; and (2) utilisation of information technology advancements to provide easier access to public services across the country.

Public service improvement programs have been recently initiated across government agencies. Many of them have taken the initiative to develop public service through communication and information networks. Information and Communications Technology (ICT) among government agencies have been increasingly and insistently used. Currently, information technology plays a strategic role in the implementation of bureaucratic reforms. ICT utilisation is also done in the management of performance accountability. With ICT, traditional bureaucracy that was perceived poorly due to among others, slow performance, low productivity, and convolution, may change into flexibility, high productivity, and high level of responsiveness (Setiyono, 2011, p. 127).

The Directorate General of General Laws Administration, hereinafter referred to as DG of AHU, which has a strategic role related to general legal services pertaining to Civil Law Administration, Criminal Law Administration, Central Authority and International Law Administration, and Constitutional Law Administration, sees urgent interest in improving the quality of current public services. The Directorate General of AHU is one of the directorates under the Ministry of Law and Human Rights of the Republic of Indonesia which later developed an electronic technology-based administration service known as AHU Online, with the legalisation of legal entities being one of the areas served in AHU Online. The legalisation of legal entity service via AHU Online emerges from complaints and public demands in connection with the increasing practice of illegal levy, convoluted bureaucracy, and slow service performance, as well as other issues arising during the delivery of manual service. In fact, non-tax state revenues (PNBP) that the Directorate General of AHU may collect can reach up to an average of IDR 2 billion per day, which if managed properly, will contribute to the country's development. In addition, the use of technology aims to provide easy access for community members who wish to establish a company.

The need for the implementation of prime service arises with the oncoming ASEAN free trade era and the fact that the business world continues to demand fast execution of service, especially in investment activities. The Ministry of Law and Human Rights also supports government policy that aims to facilitate business activities in the country which ultimately can attract foreign investors to Indonesia. To that end, the Ministry of Law and Human Rights seeks to provide prime service regarding the application for legalisation of legal entities.

In line with the information technology-based prime service improvement programs, the information system of legal entity legalisation service, namely AHU Online application, has subsequently been built to further support such goals. Nevertheless, there is no established legal basis regarding the use of AHU Online as a means of performing legal entity legalisation service. AHU Online has not been expressly regulated in the Regulation of the Minister of Law and Human Rights Number 4 of 2014. There are still various issues arising from the course of the service performance, such as system management, network connection, and condition of data centre and devices supporting the system. Among the many factors contributing to such less optimum service performed by DG of AHU is human resources, in which slow response to problems or complaints related to online service is still considered to be major issue.

The improvement of quality of this service is crucial because the expedited legalisation process of legal entities contributes to the ease of access for the public who wish to establish a company. In addition, the ease of establishment and legalisation of a social legal entity ensures the availability of a platform to organise social activities in various fields such as education, health, and religion.

The demand for an improved technology-based legal entity legalisation service is followed by the needs for optimum use of Information Technology (IT) source. For that purpose, an appropriate tool is required to see how far the DG of AHU has conducted the technology-based service.

Among the tools frequently used to review the availability of IT is the *Control Objectives for Information and Related Technology* (COBIT) 4.1 framework, which lays out present and future IT governance system. IT governance is comprehensively developed to set out standards in implementing technology within organisational activities. COBIT 4.1 is used because it contains a measurement parameter called the maturity model, which provides insight into the level of readiness of the organisation in providing IT to support the needs and objectives of the organisation (IT Governance, 2007, p.25).

II. THEORETICAL REVIEW

Public service is geared toward service that addresses the public's general needs, as the public may demand its implementation. Public interest that is specifically related to service provision, which is thus declared as a service for public interest, is evidenced in the general public needs (Sedarmayanti, 2009, p 244). In the development of a service concept in the government environment, a new term of Electronic Government (e-Government) has been introduced. The manifestation of service strategy with the concept of e-Government is the use of information technology to disclose the government's activities and information that allows government agencies to share information for the benefit of the public. This allows online transactions and encourages the implementation of democracy (Wibawa, 2009, p. 113). Maureen Brown in Rabin explains that service strategy adopting the e-Government concept itself is the use of technology, especially web-based internet applications, to improve access to and facilitate the government to deliver its services to the citizens, business partners, workers and other government entities (Mulyadi, Geodona, & Afandi, 2016, p. 78). The Government builds a service application by applying various information technology portfolios with the main objective of improving the interaction with the community, which is part of the implementation of Government to Citizens concept (Indrajit, 2002, p.41).

The e-Government concept in the development of State administration requires adjustment to the organisational model and quick process of public service. Such a process is inseparable from the implementation of management information systems (SIM). SIM constitutes functions that relate to the planning, development, management, and use of information technology tools to assist people in completing all their work related to information processing and management, which in its implementation, is always related to three organisational resources, namely information, information technology, and human (Moekijat, 1991, p.69).

In realising an effective and efficient bureaucracy, one of the areas of change utilises information systems in the context of bureaucracy related to public service, which is in the improvement of quality of technology-based public service. To find out the extent to which information systems in the government environment are implemented, the Control Objectives for Information and Related Technology (COBIT) 4.1, which is the Best Practice related to framework in IT management, has been provided. Information System Audit and Control Association (ISACA) is issued by an international organisation in IT governance.

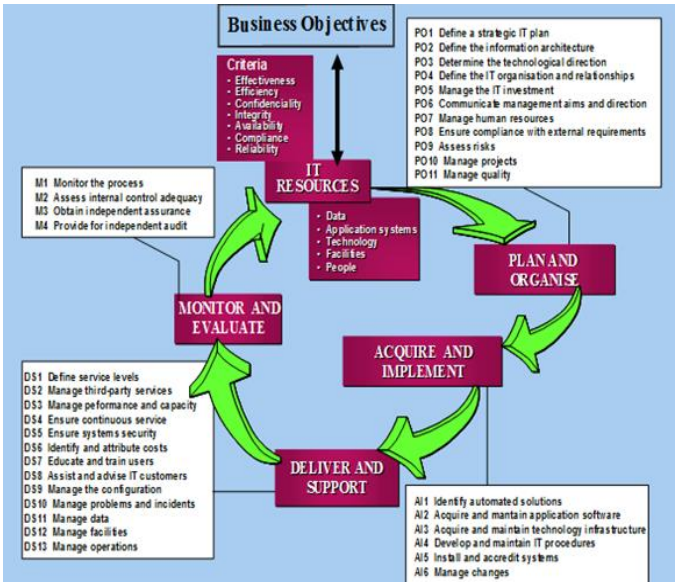

Fig. 1. COBIT IT Processes Defined with the Four Domains
Source: ITGI *Best Practice* COBIT 4.1 (2007)

Measurement in COBIT 4.1 includes the availability of adequate information systems, resources (human, hardware, software, facilities and infrastructure) as well as the flow of work processes required to fulfil public services. COBIT is based on the analysis and harmonisation of existing IT standards and practices and has conformed to the generally accepted governance principles. COBIT aims to research, develop, publicise and promote an authoritative, future-oriented, internationally-accepted government governance framework to be adopted by many companies.

To support information systems that successfully meet the needs of organisations, the management should put the internal control system or framework in place. The COBIT framework contributes to such needs by: (1) Building links to the needs of the organisation, (2) Making information system program becomes a generally applicable process model, (3) Identifying the main sources of information system to be utilised, (4) Defining management control objectives to be considered.

This research elaborates the concept of public service embodied through e-Government and the concept of information system management into the framework of COBIT 4.1. The development of information systems to support public service, especially on the main points related to customer perspectives, is through the development of customer orientation and service. There are two main criteria serving as the basis to observe the conformity of IT in improving customer orientation and service, namely (1) Ensuring the satisfaction of the end user (customers) with the service offered and the quality of service provided (2) ensuring that the information system service is available according to the needs. Referring to both indicators, there is a correlation of processes that meet both standards, which is reflected on the following ten sub indicators:

1. Manage Quality (Service Quality Management) - PO8
2. Enable Operation & Use (Available for Use) - AI4
3. Define & Manage Service Level - DS1
4. Manage Third Party Service - DS2
5. Educate & Train User - DS7
6. Manage Problem - DS10
7. Manage Performance & Capacity - (DS3)
8. Ensure Continuous Service - DS4
9. Manage Service Desk & Incident - DS8
10. Operational Management (DS13)

Therefore, the theoretical framework of this study can be developed and summarised in the following picture:

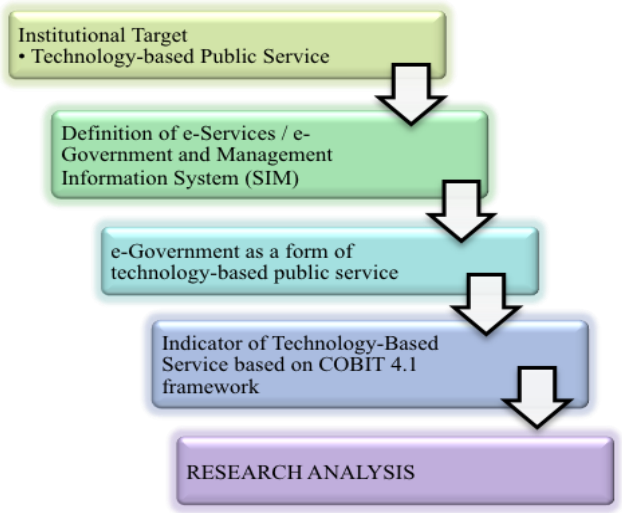

Fig. 2. *Theoretical Framework Analysis*
Source: Authors' creation from various sources (2017)

The measurement description is done using the Maturity Model analysis which is contained in the COBIT 4.1 framework and consists of six levels comprising:

- Level 0 (*Non-existent*)
- Level 1 (*Initial / Ad Hoc*)
- Level 2 (*Repeatable but Intuitive*)
- Level 3 (*Defined Process*)
- Level 4 (*Managed and Measurable*)
- Level 5 (*Optimised*)

The level of maturity is a way of describing how well the management process in the organisation develops. In this case, it will help to illustrate how well the legalisation of legal entity services, which becomes the main product of the Sub Directorate of Legal Entity – Civil Directorate, fulfils its business needs, which is manifested in the technology-based services related to IT infrastructure support (application, hardware, security, database, server and others), which is the responsibility of the IT Directorate. The scale of the maturity model ranges from 0 - 5, which will help explain any existing lack and set targets for the desired goal in optimising technology-based public service (IT Governance, 2007, p.19).

Table 1. Research Development Matrix (2017)

Concept	Dimension	Indicator	Sub Indicator
Information System of Public Service	***Electronic Services***	**Customer Satisfaction through Available Service Level**	*Manage Quality* (PO8)
			Enable Operation & Use (AI4)
			Define & Manage Service Level (DS1)
			Manage Third-party Service (DS2)
			Educate & Train User (DS7)
			Manage Problem (DS10)
		Availability of Information System Service according to the needs	*Manage Performance & Capacity* (DS3)
			Ensure Continuous Service (DS4)
			Manage Service Desk & Incident (DS8)
			Manage Operation (DS13)

Source: Authors' creation from various sources, 2017

III. Research Methodology

This study uses a positivist approach that aims to describe the application of online information systems of legal entity service in the Directorate General of AHU through COBIT 4.1 (Control Objective for Information and Related Technology 4.1). This method incorporates a deductive pattern with proper empirical observation of individual behaviour to discover and confirm a set of cause-and-effect relationships that can be used to predict the general pattern of human activity (Neuman, 2014, p.97).

Based on the purpose, this research is a descriptive research, which aims to describe the application of an information system on the legalisation of legal entity service. Based on the time dimension, this study is categorised as a cross-sectional study, where the research is only conducted in a certain period of time and will not be conducted again at other times to be compared based on the period (Prasetyo & Jannah, 2008, p.45). This research was conducted from March to June 2017. Data collection techniques in this study include in-depth interviews, interpretation of written documents, as well as a literature review of theories related to the implementation of electronic services and management information system.

Informants in this study, namely :

1. Secretariat General of AHU
   - Secretary to the Directorate General of General Law Administration
   - Head of Public Relations Sub Division
   - Head of Division of Institutional & Bureaucratic Reform
2. Directorate of IT
   - Section Head of Sub Division of Information Technology Application Development
   - Analyst of Application System and Computer Network.
3. Sub-directorate of Legal Entity as a body that performs technical implementation, there are Analyst of Problem of Legal Entity and Administrator of Legal Information.

The informants are the people who serve as the guide keepers in conducting research, policy makers, and technical officers of electronic service policy.

IV. Research Results

DG of AHU as the entity carrying out general law administration services serves as the institution providing public services in the field of law. One of the services it provides is the legal entity legalisation service through the Sub-Directorate of Legal Entity as the body performing technical implementation under the Directorate of Civil Law and the Directorate of IT as the stakeholder of information system policy and management. Both directorates coordinate as providers of legal entity legalisation services that utilise technology in order to minimise prolonged waiting time due to bureaucracy and eliminate illegal levies.

In support of technology-based services related to the legalisation of legal entity, the Directorate General of AHU has already made available four applications, namely (1) Application of Legal Entity as Limited Liability Company, (2) Application of Legalisation of Legal Entity of Foundation and Associations (3) Data search/download application, (4) Application of SIMPADHU. All of the online applications can be accessed through AHU Online portal via ahu.go.id. The

efficiency and effectiveness of legal entity legalisation services that have been fully implemented to support the ease in doing business is also observed in the Ease of Doing Business (EODB) ranking by the World Bank. Based on an article released by the Investment Coordinating Board (BKPM), the 2017 EODB report released by the World Bank in October 2016 confirmed that Indonesia was ranked 91st. According to 2015 EODB survey announced in October 2014, Indonesia was ranked 114th, 8 ranks higher than the previous 122nd position, and 109th one in the 2016 EODB survey (BKPM, 2016).

The flowchart of Online Legal Entity Legalisation Service process is illustrated below:

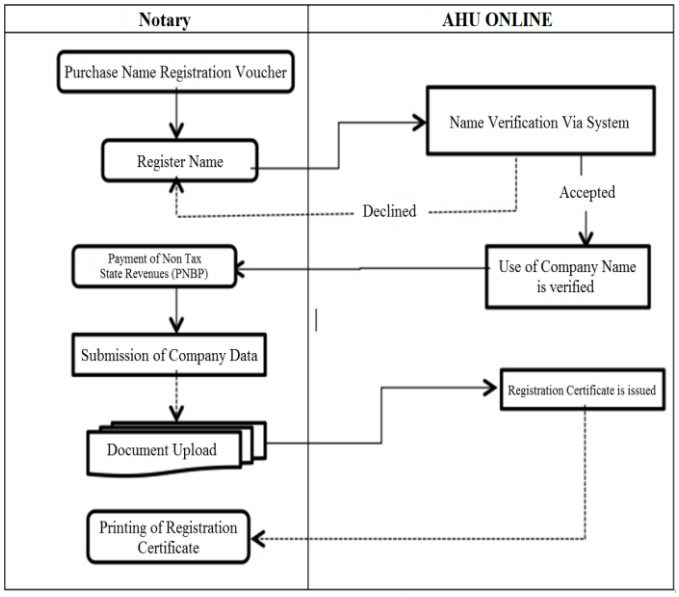

Fig. 3. Flowchart of Online Legalisation of Limited Liability Company
Source: Authors' Creation

The development of online social legal entity flowchart can be illustrated as follows:

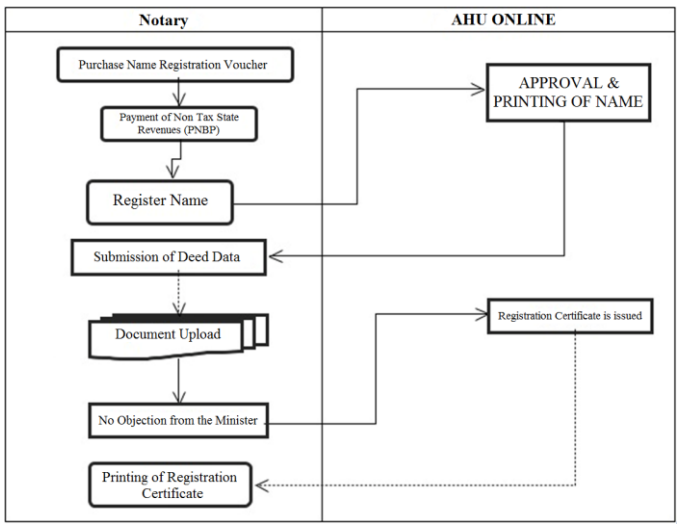

Fig.4. Flowchart of Online Legalisation of Foundation and Association
Source: Authors' Creation

The assessment conducted on online service application especially on the service of legal entities is thus far conducted by providing a survey column on the AHU Online website. Monitoring and evaluation across provinces in Indonesia is conducted using a Fill-in Form consisting of 8 questions addressed to active users of the service, namely notaries. Based on the research analysis, the level of maturity in the application of online information system of legal entity at DG of AHU is level 3, namely Defined Process. This means that the service mechanism and procedures have been partially documented. There is an improvement in the quality of service experienced by the community. Organisationally, recommendations to improve the attainment of IT service is required to increase the quality of the whole process, such as the standardisation of training and education programs, development of service SOP documents, as well as periodical monitoring and evaluation programs

V. DISCUSSION

Number 29 of 2015 concerning Organisation and Working Procedures of the Ministry of Law and Human Rights of the Republic of Indonesia (ORTA KEMENKUMHAM RI) states that the Sub-Directorate of Legal Entity is responsible for preparing materials for the formulation and implementation of policies, providing technical guidance and supervision, as well as conducting monitoring, evaluation and reporting in the field of closed limited liability companies, publicly listed companies, financial institutions and capital investment, social legal entities, and electronically documenting and announcing legal entities. Meanwhile, ICT in DG of AHU is currently managed in a centralised manner by the Directorate of Information Technology which is the Echelon 2 unit under the Directorate General of General Law Administration (DG of AHU). The Information Technology Directorate is an Echelon 2 unit established in 2015 in response to the increasing role and demand for ICT to support public service of AHU Directorate.

The establishment of the Directorate of Information and Technology as well as the explanation of its position, duties and functions are set forth in the Regulation of Minister of Law and Human Rights Number 29 of 2015 About ORTA KEMENKUMHAM RI. In article 380, it is explained that the IT Directorate has the duty to prepare policy formulation and implementation, provide technical guidance and supervision, conduct monitoring, evaluation and reporting in the fields of technical support and planning, and develop hardware and software.

An analysis related to the application of an information system on the legalisation of Legal Entity via AHU Online service is conducted using the standards contained in the COBIT 4.1 (Control Objectives for Information and Related Technology 4.1) framework by determining a focus on how the institutions develop customer-oriented services. Assessment of the development of electronic-based service will be seen from the extent to which the organisation meets the criteria of each indicator. The information summarised in

the COBIT indicator must conform to certain criteria that refer to business needs of the organisation. The criteria are set to examine whether the information system has met the criteria of efficiently and effectively fulfilling the needs for electronic-based legal entity legalisation service. Both criteria are described as follows:

- **Effectiveness** relates to relevant information that conforms to business processes which is delivered in a timely, correct, consistent and useful manner.
- **Efficiency** relates to the provision of information through the use of optimal resources (the most productive and economical ones).

The general analysis is concluded by defining the service condition based on the Maturity Level contained in COBIT 4.1 as as illustrated in the following table:

Table 2 Results in COBIT Process

COBIT Process	Current Condition	Level of Maturity
Ensure Satisfaction of End Users with Service Offering and Service Level		
Manage Quality - PO8	• Flowchart of online service technical process is available • Education and training is organised every time a new application is introduced • Customer satisfaction survey is available • Survey of internal performance assessment is not yet available • There is no SLA documentation	Level 3 Defined Process
Enable Operation & Use - AI4	• SOP of Application Development is available • Documentation of business process has not covered all services • TOT and Technical Guidance is implemented by Project team • Training program for IT professional has not been planned	Level 3 Defined Process
Define & Manage Service Level - DS1	• Service level is available on an informal basis • Reporting of service level is not yet complete due to unavailability of SLA documentation • Reporting of service level depends on the skills and initiative of every leader	Level 3 Defined Process
Manage Third-party Service - DS2	• There is no comprehensive monitoring and evaluation on vendors • Budget-based vendor selection method (PAGU) • Report of service result is made as a formality to fulfil terms of contract	Level 3 Defined Process
Educate & Train User - DS7	• Training and development program is available • Activity plan is outlined in the Job Framework • Budget and Facilities have been allocated for program implementation, yet some of the programs are not yet realised • There is no policy on IT-based human resources standard	Level 3 Defined Process
Manage Problem - DS10	• Problem management system to fulfil service is available • Institution has deep awareness of the needs and benefit of problem-handling related to IT, either in business unit function or information service • There is monthly report and recapitulation of problems • Problem handling is not continuous	Level 3 Defined Process
Make sure that IT service are available as required		
Manage Performance & Capacity - DS3	• Supporting infrastructure that is available according to the needs • Only one data centre is available • Backup data centre is in progress • There is IT Blue Print containing long-term planning related to the capacity increase of performance support devices	Level 3 Defined Process
Ensure Continuous Service - DS4	• DG of AHU service has been performed sustainably and already had definite plan despite being partially documented • Periodical report related to service is submitted in an annual report • There are no BCP (Business Continuity Planning) and DRP (Disaster Recovery Planning) documentations.	Level 3 Defined Process
Manage Service Desk & Incident - DS8	• Demand for service desk function and complaint management process is acknowledged and accepted. • Procedures have been standardised and documented, and informal training has been organised. • Timely response to questions and incidents is not measured and incidents may not be solved.	Level 3 Defined Process
Manage Operation - DS13	• SOP for IT operationalization is available. However written documentation for some services is not yet available. • All parties have worked professionally, but there is no clear measurement of job standards due to unavailability of documents • Corrective action, prevention and disaster handling are conducted on a personal initiative basis • Management schedules are available but only managed by the person in charge • Formal policy is under development • There is an IT Master Plan Document of DG of AHU for the year 2016 – 2019	Level 3 Defined Process

Source: Authors' creation, 2017

Referring to the description of the research analysis, it is found that the maturity level on the application of online information system of legal entity service in the Directorate General of AHU has reached level 3, namely Defined Process. Recommendation of improvement is required to fulfil the IT services so that the whole process can improve. Based on the recommendation for improvement, the future performance is expected to experience an upgrade to Level 4, namely Managed and Measurable. This recommendation is subjective and made based on the description of the maturity level in the COBIT 4.1 framework. The following recommendations are given in order to achieve Level 4 of Managed and Measurable.

Table 3 Recommendations to Achieve Level 4 of Managed and Measurable

COBIT Process	Recommendation
Ensure Satisfaction of End Users with Service Offering and Service Level	
Manage Quality - PO8	• Develop measurable and planned training programs to manage technology-based HR • Conduct quality measurement surveys in a sustainable manner that is focused on the analysis of root cause and corrective actions • Determine analysis method that can be used to measure the effectiveness of quality management
Enable Operation & Use - AI4	• Conduct business process documentation as required • Have a dedicated person who is responsible for the administration of materials and the implementation of internal and external training • Develop a measurement of the efficiency and effectiveness of technology-based HR training and development programs
Define & Manage Service Level - DS1	• Create formal SLA documentation so that service level evaluation and monitoring can be conducted periodically • Develop organisational strategic programs and objectives • Conduct benchmarking with public and private organisations so as to define relevant standards in service provision and assess IT performance
Manage Third-party Service - DS2	• Conduct monitoring on vendor's compliance with employment contracts to ensure that the job is completed on time • Establish standard of assessment and identification of risks associated with third-party services to detect potential problems • Determine the measurement of vendor's effectiveness and efficiency to review vendor performance in fulfilling the employment contract as a reference to select vendor in the next project.
Educate & Train User - DS7	• Develop sustainable training and education programs • Establish standards for monitoring and evaluation of output from educational and training program as a reference for developing further programs • Improve technology-based education and training programs so that they can be used as a benchmark for job analysts
Manage Problem - DS10	• Comprehensively develop SOP for services, including management issues contained within • Record, report, and analyse integrated issues • Determine the roles and responsibilities of each section, so that there is no overlap in handling problems
Make sure that IT service are available as required	
Manage Performance & Capacity - DS3	• Create performance plans tailored to business needs (public service) • Optimise IT infrastructure to meet all services • Periodical reports are available on fulfilment of resources as well as any matter required to improve IT capacity and performance
Ensure Continuous Service - DS4	• Develop Disaster Recovery Planning (DRP) and Business Continuity Planning (BCP) documents • Consistently communicate and improve staff awareness to ensure service sustainability through training programs
Manage Service Desk & Incident - DS8	• Enable helpdesk app and media call centre applications to enable one-door monitoring and recording of problems • Develop a comprehensive customer satisfaction survey program to measure service quality level and reduce complaints • Disseminate complaints reporting procedure to users
Manage Operation - DS13	• Document any operational management of IT services and corrective action, prevention and response of incidents. • Provide a comprehensive application management schedule that is well communicated to all IT staffs • Set a measurement on operational management standard to be communicated to third-party engaged in operational management

Source: Authors' creation, (IT Governance, 2007)

VI. CONCLUSION

Based on the research using maturity level descriptions contained in the COBIT 4.1 framework in describing the condition of information system in fulfilling the Standard of Legal Entity Legalisation Service, the online application maturity level of information system of legal entity service in DG of AHU has reached level 3 of Defined Process, which means that in the implementation of the information system at the Directorate General of AHU, some of the established process procedures have been standardised and documented, and communicated through training mechanisms. Personnel in the relevant sub-directorate have understood their respective roles and responsibilities. The Sub-Directorate of Legal Entities as the body that performs technical implementation has understood the operations of the system even though the SOP of electronic services is not yet available and all technical measures are implemented referring to the interpretation of the Laws and Regulations, Ministerial Regulations and Government Regulations mandated to regulate legal entity legalisation service (Limited Liability Company and Social Bodies).

In the procedure of management related to technical matters of Information System, the implementation process of IT infrastructure governance has not been implemented properly. This is evidenced in the number of processes that have not been documented, and thus, any deviation that happens cannot be measured. This has happened because the information system developed in the Directorate General of AHU was previously managed by Echelon-level IV unit of Sub-directorate of Information Technology that did not have a wide scope of work and authority. Furthermore, the new IT Directorate was just set up in 2015 thus the current work plan only covers programs for the year 2016 and 2017. Structure-wise, the organisation is not yet fully developed; thus there are still a significant number of undocumented business processes..

VII. RECOMMENDATIONS

Based on the conclusion presented above, the authors would like to suggest the following :

1. In order to improve public service by utilising information systems, the organisation needs to document the whole process in writing so that monitoring and corrective action that meets the right target can be carried out.
2. It is necessary to develop a written mechanism related to legal entity service activities on an online basis. Not just relying on legislation, government regulations or ministerial regulations on legal entities, SOP that explains the workflow is required. SOP encapsulates relevant laws and regulations to serve as the standard so that service mechanism is conceptualised and easily understood by all personnel, which is also necessary to prevent multi-interpretation of the law.
3. Develop quality measurement related to online services in terms of availability of applications, servers and networks that support services, so that the needs in conducting service development can be clearly analysed.
4. Documentation of the monitoring and evaluation reports provided by the IT Directorate for all technical areas, particularly on legal entity legalisation services under the IT Sub-Directorate, is required to be able to identify challenges and corrective actions on the service in a more measurable manner.

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SHORT BIOGRAPHY

Gusthiani Nursyamsi was born in Jakarta on August 31, 1992. She completed her undergraduate study at the Faculty of Administrative Science, Universitas Indonesia, majoring in Public Administration Science in 2017

Fikri Akbarsyah Anza was born in Jakarta, April 12, 1989. He completed his undergraduate and post-graduate studies in the Faculty of Computer Science, University of Indonesia. He is currently a lecturer at the Faculty of Administrative Sciences. He has a special expertise in E-Government, E-Governance, IT Audit, IT Service Management, Knowledge Management areas. He is also member of the PGAR Research Cluster (Policy, Governance and Administrative Reforms), especially in the area of Governance of Innovation.

Roy Valiant Salomo, was born on March 02, 1957. He completed his doctoral study in the Faculty of Social and Political Sciences. He currently serves as the IAPA board (Indonesian Association for Public Administration), in the Reform and Innovation Working Group and is a Member of the PGAR Research Cluster (Policy, Governance and Administrative Reforms). He is a lecturer and Head of Public Administration Program at the Faculty of Administrative Science, Universitas Indonesia