

The Role of the District Government in Implementing E-Government-Based Services for the Community (A Study in Cikeusik District, Pandeglang Regency)

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Abstract

The implementation of E-Government in Cikeusik District faces several challenges that serve as the focus of this study. Despite efforts to integrate digital technology into public services, issues persist regarding universal access to technology, disparities in understanding how to use digital platforms, and infrastructure that does not yet fully support the system. This study employs a descriptive qualitative method, with the district government and the local community serving as the subjects. These subjects were selected using a purposive sampling technique. The findings indicate that the Cikeusik District government has not fully implemented electronic-based population administration services in accordance with prevailing government regulations. Although there have been attempts to operate an E-Government system, its implementation remains incomplete and appears superficial. Current services have not yielded significant impacts regarding effectiveness, efficiency, or interactivity between the government and the community. From the community's perspective, the existing E-Government services have failed to provide the expected convenience. In fact, some residents perceive the system as disadvantageous due to difficulties in accessing applications, limited technological literacy, and a lack of adequate technical support. Therefore, despite the good intentions behind implementing E-Government, the district government needs to conduct evaluations and improvements to ensure that electronic-based services operate more effectively, efficiently, and interactively, thereby truly benefiting the community.

Keywords: E-Government, Public Service, District Government

Introduction

Advancements in information and communication technology have driven a transformation in government administration toward a system that is more modern, transparent, and oriented toward public service (Nurhakim, 2014). One manifestation of this transformation is the adoption of E-Government—the use of information technology in government operations to enhance the quality of services provided to the public (Natika, 2024). E-Government implementation aims to create service processes that are faster, easier, and more accurate, while also being accessible to the public without constraints of time or location. Consequently, the utilization of digital technology has become a crucial strategy for achieving good governance (Sari, 2024).

According to the World Bank (cited in Wibawa, 2009), E-Government entails the application of information technologies – such as wide area networks (WAN), the internet, and mobile computing – by government agencies to establish connections among the government, the public, the business sector, and various government institutions. This concept demonstrates that E-Government serves not merely as a medium for digitizing administrative tasks but also as a means to improve the effectiveness of communication, coordination, and collaboration among all stakeholders. Therefore, the success of E-Government implementation relies heavily on human resource readiness, technological infrastructure, and adequate policy support (Andry & Sawir, 2024).

Public service is a primary function of government and a key indicator for assessing the quality of governance. As service recipients, the public demands services that are fast, transparent, responsive, and easily accessible (Rahmadana et al., 2020). E-Government is expected to meet these demands by simplifying service procedures, enhancing administrative efficiency, and facilitating public access to information. Thus, the implementation of E-Government plays a vital role in efforts to improve public service quality at both central and regional levels (Atthahara, 2018).

At the sub-district level, the implementation of E-Government plays a strategic role, as the sub-district office is a local government unit that interacts directly with the community in delivering various administrative services. District governments are responsible for providing services that are effective, efficient, and responsive to community needs (Pratama, 2018). As the regional leader, the District Head (*Camat*) serves as the spearhead for general government operations and exercises specific authorities delegated by the Regent or Mayor. Consequently, leveraging information technology in district-level government services represents a strategy to continuously improve service quality for the public (Hartati, 2019).

Although E-Government initiatives have been implemented in various regions, their execution still faces obstacles that hinder service optimization. These challenges include limited public understanding of digital services, insufficient information technology skills among both government officials and the public, and disparities in the quality of technology infrastructure, such as internet connectivity (Hasanah et al., 2024). These conditions have prevented E-Government services from operating at full potential, necessitating improvements through more intensive public outreach, continuous technology training, and the strengthening of supporting facilities and infrastructure (Millensyah, 2024).

Given this context, this study focuses on three key aspects of E-Government implementation: (1) how E-Government supports the delivery of effective government services; (2) how E-Government supports the delivery of efficient government services; and (3) how E-Government supports the delivery of interactive government services. The study aims to examine how E-Government implementation supports government service delivery at the district level across these three aspects, thereby providing an overview of implementation success and identifying areas requiring further improvement.

This study was conducted in Cikeusik District, Pandeglang Regency, a district that has begun implementing e-government-based services in its administrative operations. Despite the ongoing implementation, various challenges persist regarding its utilization – specifically concerning human resource readiness, the public's digital

literacy levels, and information technology infrastructure support. Consequently, Cikeusik District was selected as the research site because it offers a relevant setting to examine how e-government implementation supports effective, efficient, and interactive government services, while also identifying the measures needed to enhance the quality of digital-based public services.

Method

This study employs a qualitative descriptive research design. Qualitative research is a methodology grounded in post-positivist philosophy and is used to examine phenomena in their natural settings (Sugiyono, 2017). It stands in contrast to experimental research; the researcher serves as the key instrument, data collection utilizes triangulation (a combined approach), data analysis is inductive/qualitative in nature, and the findings emphasize meaning rather than generalization (Sugiyono, 2017).

The informants in this study are individuals possessing knowledge and information relevant to the research problem—specifically, employees and members of the community in Cikeusik District. To verify data validity, the study employs triangulation—a technique that utilizes external sources to cross-check or compare against the collected data. Specifically, the researcher uses source triangulation, cross-referencing interview findings with data obtained through observation and documentation. For the qualitative data analysis process, the researcher utilizes the framework proposed by Miles and Huberman, which comprises three main steps: data reduction, data display, and conclusion drawing or verification.

Result and Discussion

Public service delivery is a core government function in fulfilling the basic rights of the public. This mandate is enshrined in Law Number 25 of 2009 concerning Public Services, which requires all public service providers to deliver services that are high-quality, transparent, accountable, and easily accessible to all segments of society. With the advancement of information technology, the adoption of e-government has become a key strategy for the government to enhance the effectiveness and efficiency of public service delivery. In Cikeusik District, Pandeglang Regency, implementing e-government-based public services is a crucial step toward addressing various administrative challenges—specifically, providing faster, easier, and more integrated services to the public in alignment with good governance principles.

The urgency of implementing e-government-based public services in Cikeusik District is particularly high, given that the area is part of South Pandeglang—a region characterized by a vast geographical expanse and significant distances between villages and the administrative center. These conditions often create obstacles regarding time, cost, and accessibility for residents managing various administrative documents. Through the digitization of administrative services—such as the issuance of Family Cards (KK), birth certificates, and business permits—the government aims to overcome geographical barriers while simultaneously improving service quality for the public. Consequently, evaluating the implementation of e-government-based public services in Cikeusik District is essential to assess its effectiveness, identify remaining challenges, and provide recommendations for enhancing service quality to make it more responsive, efficient, and inclusive.

The implementation of e-government-based public services in Cikeusik District has demonstrated a positive impact on service effectiveness, particularly for residents capable of utilizing digital technology. Electronic service systems enable the public to access various administrative services—such as processing Family Cards (KK), birth certificates, and business permits—without the need for repeated visits to the district office. The document application process has become faster because several stages can be completed online, thereby shortening the overall service completion time. Furthermore, digitalization facilitates the recording, storage, and retrieval of data by government staff, resulting in more accurate and organized service delivery.

On the other hand, the effectiveness of these services is not yet experienced equally across all segments of society. The elderly and individuals with low digital literacy still struggle to use electronic-based service applications. Limitations in operating smartphones, understanding digital procedures, and accessing the internet force them to rely on assistance from family members or service personnel. This situation indicates that e-government implementation still faces challenges regarding the digital skills gap; therefore, support, public outreach, and the provision of alternative service options are necessary to ensure that all members of the community can reap equal benefits.

In terms of efficiency, the implementation of e-government offers significant benefits for optimizing public service processes in Cikeusik District. Administrative digitalization helps reduce physical queues at the district office, as many application processes can now be completed online. Additionally, the use of electronic documents reduces reliance on paper files, thereby lowering operational costs associated with printing, archiving, and document distribution. Staff can also access data more quickly, leading to more effective inter-departmental coordination and increased service productivity.

However, service efficiency still faces various technical challenges. A recurring issue involves service applications experiencing glitches or errors, which hinder the processes of document submission and verification. When the system malfunctions, the public faces longer wait times or must re-enter data, while staff are forced to handle tasks manually. Consequently, the e-government goal of enhancing efficiency has not been fully realized, as success remains contingent upon system stability, the quality of IT infrastructure, and the readiness of personnel to manage these service applications.

The implementation of e-government also offers opportunities to boost interactivity between the government and the public through digital channels. Features such as online complaint portals, suggestion boxes, and consultation services create avenues for public participation and feedback regarding the quality of public services. Demographics with high digital literacy—such as university students and the younger generation—tend to be more active in using digital media to voice criticism, offer suggestions, or report issues concerning the services they receive. This dynamic fosters a government that is more transparent, participatory, and responsive to public needs.

Nevertheless, the desired level of interactivity has not yet been fully achieved. Slow system responses, limited communication features, and a lack of follow-up on public feedback prevent two-way communication from functioning optimally. Users often fail to receive updates on the status of their complaints or the progress of issue

resolution, which can erode public trust in digital service mechanisms. Therefore, improvements are needed in information system quality, staff response times, and the development of more interactive communication features to ensure an effective and sustainable relationship between the government and the public.

The implementation of e-government-based public services in Cikeusik District continues to face obstacles linked to the digital divide within the community. A large portion of the population—primarily farmers and laborers—is unfamiliar with using information technology to access government services. Limited proficiency in operating smartphones, navigating digital applications, and utilizing the internet leads many residents to prefer visiting service offices in person rather than using electronic services. This situation indicates that digital transformation has not yet been matched by a corresponding increase in the capacity of the public as service users. In addition to the digital skills gap, limited internet network infrastructure poses a significant challenge. Several villages in the Cikeusik District still experience unstable internet connectivity, with some locations having extremely limited access. Consequently, residents often face difficulties when accessing websites or online public service applications. These connectivity issues not only slow down the processing of administrative documents but also undermine public confidence in the effectiveness of e-government service systems.

Other obstacles stem from technical aspects of the service systems employed. Public service websites are not updated regularly, meaning the available information sometimes fails to reflect current conditions. Furthermore, service applications frequently experience disruptions—such as login failures, document upload errors, and system slowdowns during periods of high concurrent user traffic. These issues reduce service efficiency, as citizens are often forced to re-enter data or resort to manual submissions at service offices.

Beyond technological factors, the public's low level of digital literacy is also influenced by suboptimal outreach and support activities from the government. Many villagers lack adequate information regarding how to use service applications, the benefits of digital services, and procedures for online administrative submissions. A lack of training and education leaves residents feeling unconfident about using electronic services, causing them to remain dependent on assistance from officials or others. Therefore, enhancing digital literacy through continuous outreach, application usage training, and the provision of support services is crucial for the successful implementation of e-government in Cikeusik District.

Successfully implementing e-government-based public services in Cikeusik District requires a strategy that focuses not only on technological development but also on human resource capacity building, the provision of adequate infrastructure, and expanded public access to digital services. The obstacles encountered during e-government implementation highlight the need for comprehensive improvements to ensure public services operate effectively, efficiently, and inclusively. Consequently, strategic recommendations are needed to guide the local government in enhancing the quality of digital-based public services.

A key recommendation is to improve the competence of government personnel through regular human resource training. District officials require training in information system management, digital data management, information security, and the use of public service applications. Regular training will enhance employees'

technical skills in operating e-government systems, resolving technical issues more quickly, and delivering more professional service to the public. Furthermore, enhancing human resource competencies will facilitate adaptation to the ever-evolving technological landscape.

Another recommendation is to strengthen public digital literacy through outreach and support initiatives extending to the village level. District authorities can collaborate with village governments, schools, higher education institutions, and community organizations to raise awareness about the use of public service applications. Direct assistance will help the public understand digital service procedures, ranging from registration to the uploading of required documents. These efforts are expected to narrow the digital divide, particularly for segments of the population with limited education and technological proficiency.

In addition to improving digital literacy, the government should implement a hybrid service model that combines digital services with face-to-face interactions. Establishing a helpdesk at the district office can provide a solution for residents who encounter difficulties using service applications. Helpdesk staff play a key role in providing guidance, assisting with registration, explaining administrative requirements, and resolving technical issues faced by the public. A hybrid service approach ensures that digital transformation proceeds without overlooking the needs of community groups that are not yet fully prepared to utilize electronic services.

Another strategic recommendation is to integrate the Cikeusik District service system with the Pandeglang Regency Government's integrated service portal. This integration enables faster, more accurate, and secure data and information exchange between agencies, eliminating the need for citizens to repeatedly input the same data across different services. Beyond enhancing administrative efficiency, portal integration supports the principle of interoperability in e-government implementation, thereby simplifying service processes and making them more transparent and easier to monitor for both the government and the public.

Overall, the successful development of e-government-based public services in Cikeusik District requires strong commitment from the local government, robust information technology infrastructure, capacity building for civil servants, and active community participation. Implementing human resource training, digital literacy outreach, hybrid service options, and system integration constitutes a set of complementary strategic steps toward delivering high-quality public services. Consistent and sustained implementation of these recommendations is expected to make public services in Cikeusik District faster, more accessible, and more responsive, ensuring they reach all segments of society regardless of disparities in digital proficiency or geographical constraints.

Conclusion

Although e-government is intended to make governance more effective, its actual implementation has fallen short. The applications used frequently suffer from technical issues and access difficulties, and they are not user-friendly for the general public—particularly for those unfamiliar with technology. This disadvantages rural residents who rely on simpler, more direct administrative processes. E-government has not yet effectively enhanced administrative efficiency; individuals lacking technological proficiency struggle to access digital services, meaning a system

designed to simplify processes ends up complicating matters instead. Addressing the digital divide is essential to ensure all citizens can reap the benefits of e-government. Furthermore, e-government implementation has not fully succeeded in fostering communicative governance. Despite efforts to boost efficiency and transparency, digital interaction is hindered by a lack of technological understanding, infrastructure limitations, and insufficient public outreach and training. Creating more effective communication requires improving technological literacy, upgrading infrastructure, and providing training support for both the public and government staff.

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