PUBLICUS: Jurnal Administrasi Publik
URL: https://ojs3.unpatti.ac.id/index.php/publicus/

IMPLEMENTATION OF E-GOVERNMENT IN PUBLIC SERVICES: A CASE STUDY AT THE POPULATION AND CIVIL REGISTRATION OFFICE OF BONE DISTRICT

IMPLEMENTASI E-GOVERNMENT DALAM PELAYANAN PUBLIK: STUDI KASUS PADA DINAS KEPENDUDUKAN DAN CATATAN SIPIL KABUPATEN BONE

Ahmad Rosandi Sakir[1], Humairah Almahdali[2], Yusriah Amaliah[3]

[1,2]Pattimura University
ahmadrosandi8@gmail.com[1]
humalume@gmail.com[2]
[3]Hasanuddin University
yusriahamaliah@gmail.com[3]

Abstract

E-Government (Electronic Government) refers to initiatives aimed at developing the administration of government by leveraging electronic technology. This concept involves restructuring management systems and workflows within the government environment by optimizing the use of information and communication technology. E-Government is not merely about using technology to modernize governance; it is also a strategy to achieve cost efficiency and effectiveness. Moreover, its goal is to provide ease in government service facilities and grant public access to information. One of the regencies in Indonesia implementing E-Government is located in South Sulawesi, namely Bone Regency. Within the framework of E-Government implementation in Bone Regency, one of the government institutions adopting it is the Department of Population and Civil Registration of Bone Regency. The legitimacy of this system has been affirmed through Regional Regulation (Perda) No. 3 of 2017 concerning Population Administration. The E-Government program implemented in the Department of Population and Civil Registration of Bone Regency is known as the Population Administration Information System (SIAK). This research employs a qualitative approach, aiming to describe real phenomena or events. The research type applied is descriptive research using the "case study" method. The goal of this research is to provide a detailed description of the nature, character, and background of a study. Based on the research and discussion above regarding the implementation of E-Government in Public Services at the Department of Population and Civil Registration of Bone Regency, three successful elements can be concluded. The first element is support, the second is capacity, and the third is value.

Keywords**:** E-Government, Policy Implementation, Public Service.

Abstrak

E-Government (Electronic Government) merujuk pada inisiatif untuk mengembangkan penyelenggaraan pemerintahan dengan memanfaatkan teknologi elektronik. Konsep ini melibatkan restrukturisasi sistem manajemen dan proses kerja di lingkungan pemerintah, dengan mengoptimalkan

pemanfaatan teknologi informasi dan komunikasi. E-Government tidak hanya sekadar menggunakan teknologi untuk memodernisasi pemerintahan, tetapi juga sebagai strategi untuk mencapai efisiensi dan efektivitas biaya. Selain itu, tujuannya adalah memberikan kemudahan dalam fasilitas layanan pemerintah dan memberikan akses informasi kepada masyarakat umum. Salah satu kabupaten di Indonesia yang menerapkan e-Government, terletak di Sulawesi Selatan, yaitu Kabupaten Bone. Dalam kerangka penerapan e-Government di Kabupaten Bone, salah satu instansi pemerintah yang mengadopsinya adalah Dinas Kependudukan dan Pencacatan Sipil Kabupaten Bone. Legalitas dari sistem ini telah ditegaskan melalui Peraturan Daerah (Perda) Kabupaten Bone No. 3 Tahun 2017 yang membahas Penyelenggaraan Administrasi Kependudukan. Program e-Government yang diimplementasikan di Dinas Kependudukan dan Pencacatan Sipil Kabupaten Bone dikenal dengan sebutan SIAK (Sistem Informasi Administrasi Kependudukan). Penelitian ini menggunakan pendekatan kualitatif, yang bertujuan untuk mendeskripsikan fenomena atau peristiwa yang nyata. Jenis penelitian yang diterapkan adalah penelitian deskriptif dengan metode "studi kasus". Tujuan dari penelitian ini adalah memberikan gambaran atau deskripsi rinci tentang sifat, karakter, dan latar belakang suatu penelitian. hasil penelitian dan pembahasan di atas mengenai implementasi E-Government dalam Pelayanan Publik pada Dinas Kependudukan dan Catatan Sipil Kabupaten Bone, terdapat tiga elemen sukses yang dapat disimpulkan. Pertama elemen support, Kedua Element Capacity, dan yang Ketiga Element Value.

Kata Kunci**:** E-Government, Implementasi Kebijakan, Pelayanan Publik.

INTRODUCTION

The development of information and communication technology (ICT) offers significant prospects in terms of efficiency, speed of information delivery, and global and transparent reach. With these advancements, ICT becomes a key element in the transformation of modern governance. In the context of public service, this technology opens opportunities for improving administrative efficiency, accelerating information delivery to the public, and expanding the reach of services globally. Governments adopting information and communication technology can leverage digital platforms to provide faster and more responsive services to the public.

The application of information and communication technology in the government sector is not merely an administrative tool but also a key to transparency and accountability. These advancements aim to give the public better access to monitor and oversee government performance. Thus, an open and transparent government can strengthen the relationship between the government and the community, increase citizen participation in decision-making processes, and provide a stronger foundation for building trust and legitimacy in governance.

Implementation is the phase of execution carried out according to a well-planned and detailed plan. The implementation process usually occurs after planning has reached an adequate level of maturity. As stated by Juliarso (2019), implementation is defined as an activity, action, or system with a specific mechanism. In this context, implementation can be considered a series of activities involving careful planning to effectively and efficiently achieve the set goals. In other words, implementation is a critical phase in a project or activity that requires attention and good coordination to ensure the successful achievement of those goals.

According to Kapioru, as described by Kusuma et al. (2021), the factors influencing implementation performance include environmental conditions, inter-organizational relationships, resources, and the character of the implementers. Environmental conditions, encompassing political, social, and economic aspects, can significantly impact the implementation process. Inter-organizational relationships are crucial, as cooperation between various organizations can shape successful implementation dynamics. Resource factors, such as funding, personnel, and technology, also affect the

smoothness and efficiency of implementation. Lastly, the character of the implementers, including their traits, skills, and commitment, plays a role in determining the quality and outcomes of implementation. Therefore, understanding and addressing these factors is key to designing and executing a successful implementation.

E-government refers to initiatives to develop government operations by utilizing electronic technology. This concept involves restructuring management systems and work processes within the government and optimizing the use of information and communication technology. E-government is not just about using technology to modernize governance but also as a strategy to achieve cost efficiency and effectiveness. Additionally, its goal is to facilitate government services and provide access to information to the general public. The concept of e-government aims to make the government more accountable to the public, create transparency, and increase public involvement in decision-making processes.

The implementation of e-government encompasses various aspects, such as digital platform development, online service provision, and information system integration. This not only facilitates public access to government information and services but also enhances administrative efficiency. With e-government, the government can be more responsive to the needs of the public, minimize bureaucracy, and accelerate decision-making. Therefore, e-government is not just a modernization tool but also an integral strategy for creating a more efficient, transparent, and service-oriented government.

Holmes, as described by Pertiwi et al. (2021), defines e-government as a method applied by the government by utilizing the latest technology to provide services to the public more easily. This approach aims to improve service quality and ensure that the government can deliver services more efficiently. E-government is designed to provide the public with easy access to information while offering convenience to the government in delivering its services. Another goal of e-government is to provide opportunities for the public to participate in the democratic process. The use of e-government refers to the utilization of information technology by the government, which has the potential to change the dynamics of relationships between citizens, businesses, and other government units. The principle of e-government involves the use of information and communication technology by the government to provide intensive services to the public through web platforms or applications that facilitate public access while reducing costs in the governance process.

The goal of e-government is to facilitate public access to public services, make government information sources more accessible, ensure that service quality can be enjoyed by all citizens, and handle public issues and complaints more effectively. In this context, public service encompasses a series of activities aimed at meeting service needs in accordance with the law, including goods, services, and administrative services for every citizen and institution as public service providers.

According to Samparan, as cited by Doramia Lumbanraja (2020), service is defined as a series of activities that occur in direct interaction between individuals or through physical interaction, aiming to provide satisfaction to customers. Public service, in this context, is described as the process of providing services to individuals who have needs or interests in a related institution or organization based on certain procedures and rules.

Public service becomes a system built within the government with the aim of meeting public interest elements. This includes providing services in the form of goods, services, or administrative responses to public needs. Good and professional service quality, whether in the form of services, goods, or administrative responses, positively impacts public satisfaction. A direct public assessment of the performance of the services provided becomes an indicator of satisfaction, which is a measure of the success of government administration. (Yunas, 2020).

Effective and efficient services aim primarily to meet the public's need for accurate information, presented in various forms to be easily accessible. In this context, the concept of e-government has become an integral part of governance, including in Indonesia. E-government brings innovation to public service delivery by utilizing information and communication technology. The implementation of e-government allows the government to provide faster, more transparent, and easily accessible services to the public. Through digital platforms, information can be delivered more effectively, while administrative processes can be managed more efficiently. E-government is not merely a technological advancement but also a strategy to improve the quality of public services and meet the increasingly diverse demands of the public. (Tasyah et al., 2021).

Presidential Instruction No. 3 of 2003 marks the development of e-government in Indonesia, designed to ensure the integration of electronic information management and processing systems to develop a transparent public service system. This regulation implements six main strategies related to the development of e-government. First, the strategy focuses on building a reliable, trustworthy, and widely accessible service system. Second, it involves the holistic organization of management systems and work processes in central and regional governments. Third, the strategy emphasizes optimizing the use of information technology. Fourth, it focuses on developing contributions from the business sector and the telecommunications and information technology industries. Fifth, it prioritizes human resource development in the government sector and enhances digital literacy among the public. Finally, the sixth strategy includes regular development following realistic and measurable stages, as explained by Shafira and Kurniasiwi (2021).

One of the regencies in Indonesia that implements e-government is Bone Regency in South Sulawesi. In the framework of e-government implementation in Bone Regency, one of the government agencies adopting it is the Department of Population and Civil Registration of Bone Regency. The legality of this system is reinforced through Regional Regulation (Perda) of Bone Regency No. 3 of 2017, which discusses the implementation of population administration. The e-government program implemented in the Department of Population and Civil Registration of Bone Regency is known as SIAK (Population Administration Information System). Further information about this service can be accessed through the official Capil Bone website or the following webpage: https://capil.bone.go.id/.

SIAK is a realization of e-government implementation, a web-based information system designed according to specific procedures and standards. Its goal is to streamline the administration system in the population sector, with the hope of achieving administrative order and providing support to officials in delivering population services (Wirawan, 2020).

In the implementation of online public services, there are still some shortcomings that need to be addressed. One major issue is the lack of public knowledge about accessing the website of the Department of Population and Civil Registration of Bone Regency because the agency's staff have not conducted adequate socialization with the public. The low level of technological knowledge becomes a barrier, making the public less aware of the benefits of online services and transactions. Implementation is the step or action taken according to a well-planned and detailed plan. Usually, implementation occurs after planning has reached a level of perfection. According to Nurdin Usman, as explained by Ayunda et al. (2021), implementation is an activity, action, or system with a specific mechanism. To achieve the goals of an activity, implementation requires good planning. There are three main aspects to implementation: planning, execution, and evaluation (Taufik et al., 2022).

Holmes, as described by Sakir and Pattimura (2022), defines e-government as a method applied by the government using new technology to improve the quality of services to the public and provide ease in obtaining information. The goal is to facilitate information access for the public and make the government more efficient in delivering services, with the hope of improving service quality and

providing participation opportunities in the democratic process. E-government involves the use of information and communication technology by the government to provide intensive services to the public through the use of websites or applications. This approach aims to make it easier for the public and reduce costs in the governance process.

Public service can be defined as the process of providing services to individuals who have needs or interests in a related institution or organization based on established procedures and rules (AR Sakir, 2021). According to Kotler, as quoted by Lestari et al. (2019), public service is essential for the public to meet their various needs. Essentially, the public requires routine services to support their daily activities.

There are several types of public services that can be classified based on the nature and characteristics of activities as well as the results or products of the service. These types include: a) Administrative services, which cover activities such as recording, decision-making, research, documentation, and other administrative tasks. The end result of this service is documents, such as certificates, recommendations, and others. b) Goods services, which involve the provision of goods and their physical management, are delivered directly to consumers. Examples of this activity include electricity, telephone, and clean water services. c) Services, which involve the provision of facilities and supporting infrastructure within a specified timeframe. Examples of these services include postal services, banking services, and similar activities (Pradana, 2022).

Factors that play a role in optimizing public services include several elements, such as leadership, organizational culture, institutional factors, work procedures (standard operating procedures), service standards, public complaint management, control and evaluation, facilities and infrastructure, the use of information technology, and human resource management. Public services are directed solely to meet the needs of the public as service recipients. The success of good public service implementation can be measured by the level of public satisfaction. Therefore, an important aspect of achieving good and quality public services is the competence or capability of the apparatus, supported by a high level of intellectualization and positive behavior.

METHODS

This research uses a qualitative approach, aiming to describe real phenomena or events. The type of research applied is descriptive research with a "case study" method. The purpose of this study is to provide a detailed description or depiction of the nature, character, and background of the research. Furthermore, the research results will be linked to general aspects, providing an accurate explanation based on the issues studied, specifically how the implementation of e-government in public services at the Department of Population and Civil Registration of Bone Regency is carried out.

The informants in this research were selected using purposive sampling, where the informants were deliberately chosen by the researcher based on criteria deemed suitable for interviews. The selected informants are expected to have sufficient knowledge and understanding related to the information and facts needed to obtain relevant data and information. The number of informants in this study consists of 5 people, including the Head of the Department of Population and Civil Registration, the Secretary of the Department of Population and Civil Registration, the Head of the Population Registration Service Division, and two community members.

RESULTS AND DISCUSSION

Results

Bone Regency is located on the eastern coast of South Sulawesi Province, approximately 174 km from Makassar City. The area of Bone Regency is around 4,559 km2, covering about 9.78 percent of

the total area of South Sulawesi Province. The capital of Bone Regency is Watampone, and the region is divided into 27 districts with 372 villages (Bone.go.id, 2022). The boundaries of Bone Regency are determined by its geographical conditions. To the north, Bone Regency borders Wajo and Soppeng Regencies. To the east, it borders the Gulf of Bone, while to the south, it borders Sinjai and Gowa Regencies. Meanwhile, to the west, Bone Regency borders Barru, Pangkep, and Maros Regencies.

The Department of Population and Civil Registration of Bone Regency plays a central role in the management of population and civil registration in the area. The existence of this department not only refers to administrative aspects but is also closely related to the identity and population status of the community. Its establishment is clearly regulated through Bone Regent Regulation Number 72 of 2016. This regulation outlines the organizational structure, duties, functions, and working procedures of the Department of Population and Civil Registration, providing a strong legal foundation for operations and service delivery in the field of population. As a government agency focused on population and civil registration, the Department of Population and Civil Registration of Bone Regency has significant responsibilities related to population data, recording civil events, and serving the community. The interests of this agency extend beyond administrative aspects, also involving the rights and obligations of the community in daily life. Therefore, a deep understanding of the regulations and work procedures stipulated in the Bone Regent Regulation is essential for the effective execution of the functions and duties of the Department of Population and Civil Registration.

At the operational level, the Department of Population and Civil Registration of Bone Regency has a strategic role in supporting the continuity of public services. With clear regulatory foundations, this department is expected to provide effective, efficient, and responsive population and civil registration services to meet the needs of the community. This includes the recording of births, deaths, marriages, and various other administrative aspects of the population. Thus, the Department of Population and Civil Registration of Bone Regency becomes a key element in maintaining administrative order and providing positive contributions to the lives of the community in the region.

E-government is a government initiative in developing the implementation of electronic or online-based public services, aiming to improve the effectiveness and efficiency of service quality. The optimization of information and communication technology in the implementation of e-government can provide significant benefits, as seen in the improvements in work processes and the organization of managerial systems, as well as enhancements in the working environment. In implementing e-government in the Department of Population and Civil Registration of Bone Regency, several aspects need to be considered to ensure successful implementation and positive changes in public services. Therefore, there are three key elements of success that must be considered in the implementation of e-government:

1. Element of Support

   Ensuring that there is adequate and reliable technology infrastructure to support the digital systems and applications needed for e-government services.

2. Element of Capacity

   Training and developing the skills of employees to effectively use and manage new technologies and digital platforms.

3. Element of Value

   Establishing clear regulations and policies that support and guide the implementation of e-government, ensuring legal and operational compliance.

By focusing on these elements, the Department of Population and Civil Registration of Bone Regency can enhance the quality of its services, making them more accessible and efficient for the community.

Element of Support

The desire or determination of the government or public officials to implement E-Government is a crucial element requiring careful attention. The success of E-Government implementation depends not only on the sophistication of the technology but also on the genuine intention to improve public services. Motivation driven by sincere desire provides a strong foundation for positive changes in governance.

Interviews with AS, the secretary of the Department of Population and Civil Registration of Bone Regency, revealed that the desire to implement E-Government emerged in late 2019, with active implementation beginning in 2020. This indicates that the continuity and seriousness in implementing E-Government have become a long-term commitment. The implementation of E-Government has continued to develop over time, with the Covid-19 pandemic acting as a strong catalyst to accelerate and optimize the use of technology to improve the quality of public services. Thus, the successful implementation of online services, particularly in the issuance of family cards, can be seen as a result of sincere desire and growing commitment from the beginning. The Bone Regency Government has shown a positive response to changing times and utilizes technology as a tool to enhance the efficiency and quality of public services, especially amidst the challenges of the global pandemic.

The implementation of E-Government involves adherence to specific regulations designed to ensure the smooth functioning of systems in government agencies. This compliance is crucial so that every stage of implementation can proceed according to the established rules. To achieve this compliance, a good understanding of the relevant regulations and procedures by the employees is essential. HI, the Head of the Population Registration Service Division in Bone Regency, stated that online service requests from customers or applicants are received via WhatsApp or email. The subsequent process involves data processing through the service counter, with the final results handed back to the online service staff. A collection receipt is then created and sent back to the applicant via email or WhatsApp.

Thus, E-Government implementation relies not only on technology but also closely ties to understanding and adhering to applicable regulations. An effective system requires good coordination between online and offline processes, as well as accurate and secure data handling. By conducting all stages in accordance with the rules, E-Government implementation can provide more efficient and effective services to the public.

The steps taken by the Department of Population and Civil Registration of Bone Regency in implementing online services (E-Government) comply with public service standards and Ministry of Home Affairs Regulation (Permendagri) Number 104 of 2019 on Documentation of Population Administration. A good understanding and application of the applicable regulations were evident from the interview with AS, the department secretary. The process of receiving online service requests from customers or applicants involves the use of WhatsApp or email, with the received data then processed through the service counter. Upon completion, the results are handed back to the online service staff, and a collection receipt is created and sent via email or WhatsApp to the applicant.

The implementation of E-Government at the Department of Population and Civil Registration of Bone Regency reflects compliance with applicable regulations, including Permendagri Number 104 of 2019. The staff at this institution have understood and implemented the regulations well, particularly in the context of creating population documents such as Family Cards, Identity Cards, Birth Certificates, and other documents. Thus, the implementation of E-Government at the Department of Population and Civil Registration of Bone Regency has aligned with the existing regulatory framework, supporting transparency and improving the quality of services to the public.

The online service process at the Department of Population and Civil Registration of Bone Regency has proven effective in producing documents in electronic file format. Based on the interview with T,

an Online Service Operator involved in the creation of Family Cards, online services allow the public to access population documents without having to visit the office in person. These documents are produced in electronic file format, making it easier for the public to store and use their population information. Although this process offers significant convenience, it is noted that for collecting Identity Cards (KTP), an in-person visit to the Department of Population and Civil Registration is still required. However, for documents such as Family Cards and Birth Certificates, the public has the option to print them themselves. This reflects the local government's efforts to provide more efficient services and enhance accessibility for the public through the application of information technology in population administration.

Element of Capacity

Resources are a crucial element in the context of implementing online services (e-government), playing an important role in the success and sustainability of implementation. One of the main components of resources is human resources, where the success of technology and e-government system implementation heavily relies on the understanding, skills, and commitment of the involved employees. Well-trained human resources can optimize the use of information technology in delivering public services, reduce obstacles, and improve the quality of services provided to the community.

Apart from human resources, financial factors are also key elements. Adequate and efficient allocation of funds is fundamental to developing the necessary technology infrastructure. Sufficient finances support the procurement of hardware and software, as well as the maintenance and overall enhancement of the e-government system. Lastly, infrastructure is the third component, encompassing communication networks, servers, and other hardware. Reliable and dependable infrastructure greatly determines the performance and availability of e-government services. Therefore, these three resource components need to be well-managed and holistically integrated so that the implementation of e-government can have a significant impact on the delivery of public services.

The success of online services (e-government) at the Department of Population and Civil Registration of Bone Regency can be seen in the availability of qualified and competent human resources. Based on an interview with HI, the Head of the Population Registration Service Division, it was confirmed that all employees acting as online service operators have undergone training and hold SIAK (Population Administration Information System) operator certificates. This indicates that the human resources in the department are well-trained and competent, creating a strong foundation for effectively running e-government services.

Meanwhile, financial resources are a crucial element in the implementation of e-government. According to AS, the Secretary of the Department of Population and Civil Registration of Bone Regency, there has been a decrease in available funds or budget for e-government services. In the previous year, there was an allocation from the Special Allocation Fund (DAK) and the Regional Revenue and Expenditure Budget (APBD), but in the current year, DAK is no longer a funding source. This change creates financial challenges that need to be addressed to ensure optimal e-government implementation. Therefore, wise financial management and efficient budget allocation are key to maintaining the sustainability of online services.

Overall, the success of e-government implementation at the Department of Population and Civil Registration of Bone Regency is supported by the availability of competent human resources and wise handling of financial resources. Through an interview with HI, the Head of the Population Registration Service Division, it was revealed that employees acting as online service operators have been trained and hold SIAK operator certificates, indicating that human resources in this field meet the required competencies. Efforts to maintain the quality of human resources and manage financial resources

efficiently must be sustained. This is key to ensuring the smooth operation of online services, particularly in the issuance of family cards, identity cards, birth certificates, and other population documents.

By maintaining the quality of human resources and good financial management, the Department of Population and Civil Registration of Bone Regency can ensure that the implementation of e-government continues efficiently and meets public expectations for quality services. Infrastructure is an important element in the implementation of e-government services, and its availability at the Department of Population and Civil Registration of Bone Regency is acknowledged as key to the success of online services. According to HI, the Head of the Population Registration Service Division, the existing infrastructure is considered adequate. However, he emphasized that annual improvements or additions to equipment are necessary because these tools experience wear and require maintenance. In this context, it can be concluded that the facilities and infrastructure at the Department of Population and Civil Registration of Bone Regency are sufficient to support e-government services. However, it should be noted that maintaining and updating equipment that is no longer fit for use should be a priority, despite current budget constraints for facilitating this maintenance.

In managing infrastructure for e-government, it is important for agencies like the Department of Population and Civil Registration of Bone Regency to plan maintenance and upgrades carefully. This planning includes regular evaluations and updates to the devices and systems used. By performing timely maintenance and necessary repairs, the agency can ensure that the infrastructure used for online services continues to operate optimally, thus providing efficient and high-quality services to the public. Besides infrastructure maintenance, efficient and strategic budget management is also a determining factor in successfully maintaining and enhancing e-government infrastructure. An interview with AS, the Secretary of the Department of Population and Civil Registration of Bone Regency, revealed that the budget used for e-government services comes from the Regional Revenue and Expenditure Budget (APBD). Efficient and well-planned management is crucial so that available funds can be used for repairs, updates, and infrastructure development as needed. Thus, the agency can ensure the smooth operation of e-government in delivering population administration services to the public.

Element of Value

The value element plays a central role in determining the success of a policy or program. In this context, value refers to the extent of the benefits that can be generated through a policy or action. The importance of the value element lies in its ability to provide direction and focus in designing and implementing policies that can have a significant positive impact. In determining the value of a policy, a comprehensive evaluation of the expected benefits must be conducted. This includes analyzing the positive impact on the community or organization targeted by the policy. Involving stakeholders and understanding their needs and expectations can help in detailing the values that need to be considered. When these values are well integrated into the policy, more holistic and targeted solutions can be produced.

The importance of the value element is also reflected in the formation of public policies, especially when the policy aims to improve community welfare or achieve specific goals. By focusing on values that provide maximum benefits, policies can be designed more effectively, thereby expected to make a significant positive contribution.

The implementation of e-government at the Department of Population and Civil Registration of Bone Regency brings tangible benefits, particularly in addressing queue congestion. According to HI, Head of the Population Registration Service Division, the implementation of this online service has successfully reduced queue congestion at Capil. Before this system, queues at the Department of

Population and Civil Registration of Bone Regency were usually long, leading to delays and discomfort for the community. With the online service, the registration and document collection processes can proceed more efficiently and in an orderly manner.

Another benefit is the smooth service process during the COVID-19 pandemic. With the online system, people can avoid crowds and risky physical contact. HI stated that online services have been active since 2020 and intensified when the pandemic struck. Thus, e-government at the Department of Population and Civil Registration of Bone Regency not only provides solutions to long queues but also serves as an effective instrument in maintaining health protocols during the pandemic. Overall, the benefits of e-government implementation are manifested in the reduction of queue congestion and optimal adaptation to the pandemic situation, ensuring that public services continue to run smoothly, efficiently, and safely.

The implementation of e-government at the Department of Population and Civil Registration of Bone Regency not only benefits the department but also creates positive impacts for the community. Based on an interview with a resident, SM, online services have brought significant convenience. SM stated that he often uses the call center service via WhatsApp for various needs, especially when he urgently needs information or wants to check data. The existence of this service is very helpful, particularly in urgent situations, such as when needing to print a vaccination card. SM feels assisted because he can contact the Department of Population and Civil Registration without having to come in person, saving time and effort.

Another benefit emphasized by the resident through this interview is the ease of managing documents. SM revealed that after the implementation of e-government, the process of managing documents that need correction has become easier and without significant difficulties. This online service provides an efficient alternative, allowing the community to address administrative issues without needing to attend the office directly. Additionally, the simplicity of the requirements for document submission is also a positive value. Online services not only provide convenient access through the website and call center but also align the document requirements with offline services, so the community does not feel burdened or have difficulty fulfilling the necessary documents. Overall, the benefits obtained by the community since the implementation of e-government at the Department of Population and Civil Registration of Bone Regency are very significant. Online services not only provide easy access but also speed up and simplify the document management process, provide effective solutions for urgent needs, and reduce the need for physical presence at the office, ultimately offering a better service experience to the community.

Discussion
Element of Support

The research results show that a sincere desire to improve public services through e-government has become a strong foundation for positive changes in governance in Bone Regency. The importance of genuine desire and motivation aligns with motivation theories in public administration, where the drive stemming from sincere intentions can provide a solid foundation for change and innovation. This theory emphasizes that the success of e-government implementation depends not only on technological aspects but also on a long-term commitment to improving the quality of public services.

Additionally, the research results also note that the desire to implement e-government in Bone Regency emerged at the end of 2019, and its implementation began in 2020. This fact illustrates the local government's long-term commitment to change. This is consistent with organizational change theory, which posits that successful change requires commitment and sustainability from the relevant parties. The COVID-19 pandemic has also been identified as a strong driver to accelerate and optimize

the use of technology to improve the quality of public services. Theories of technological adaptation and innovation support this concept, where technological changes can be accelerated by pressure or urgent needs, such as in the case of the pandemic, to enhance service efficiency and effectiveness.

In the context of e-government implementation, the importance of compliance with specific regulations is also highlighted. Administrative compliance theory views adherence to rules and procedures as key to the successful implementation of public policy. The research results indicate that compliance with regulations, such as Permendagri Number 104 of 2019, is a crucial aspect of effectively running e-government. The implementation process of e-government at the Department of Population and Civil Registration of Bone Regency shows that good coordination between online and offline processes, understanding of rules, and accurate and secure data handling are very important. This aligns with public management and organizational effectiveness theories, where coordination and understanding of rules are key factors in achieving public service efficiency and effectiveness. Moreover, the research results note that the implementation of e-government in Bone Regency complies with the applicable regulatory framework, supports transparency, and improves the quality of services to the public. Policy implementation and public administration theories highlight the importance of regulatory compliance as an element ensuring optimal performance and outcomes.

Regarding online-based services, the ability to produce electronic file documents reflects the efficiency and accessibility gained through the application of information technology. Although there are notes that some documents still require in-person visits, these steps reflect the local government's efforts to provide more efficient services and enhance accessibility for the public.

Element of Capacity

Human resource management theory is related to the success of an organization, which depends on the understanding, skills, and commitment of employees, as reflected in the implementation of e-government at the Department of Population and Civil Registration of Bone Regency. Financial factors, particularly changes in fund allocation, create an urgency for wise financial management to keep e-government services optimal. Adequate infrastructure is recognized as key to the success of online-based services, but the need for regular maintenance and repairs emphasizes the importance of careful infrastructure management.

There is also an interconnection between human resources, financial, and infrastructure elements that must be holistically integrated in accordance with organizational management and information systems theories. Efficient budget management, as stated by the Department Secretary, is crucial for maintaining smooth operations and developing e-government infrastructure. By maintaining the quality of human resources, wise financial management, and timely infrastructure planning, the Department of Population and Civil Registration of Bone Regency can ensure the sustainability and efficiency of e-government implementation, meeting public expectations for quality population administration services.

Element of Value

The element of value, or the extent of the benefits that can be generated through a policy or action, becomes the main focus in designing and implementing policies. This concept can be associated with public policy management and policy evaluation theories, where the importance of values that can provide maximum benefits serves as a foundation for effective policy design. In the context of e-government implementation, tangible benefits are seen in addressing queue congestion at the Department of Population and Civil Registration of Bone Regency. The research results reflect the concept of benefits in public policy theory, where the implementation of online services successfully

increases the efficiency and orderliness of the registration and document collection processes, reducing inconvenience for the public.

The importance of the value element is also evident in the optimal adaptation to the COVID-19 pandemic situation. By focusing on values that provide maximum benefits, the department was able to maintain health protocols through e-government. This reflects the connection between public policy theory and policy adaptation to situational changes. The benefits of e-government implementation are not only limited to the department but also create positive impacts for the community. The value element is reflected in the ease of access and efficiency of the document management process, aligning with public service management theory. Interviews with residents provide an overview of how online services bring significant convenience to using call center services, managing documents, and simplifying requirements.

Overall, the research results illustrate that the implementation of e-government at the Department of Population and Civil Registration of Bone Regency has successfully optimized values that provide maximum benefits, in line with public policy management and public service management theories. By understanding the needs and expectations of the public and focusing on values that can provide positive impacts, e-government implementation not only improves the department's internal efficiency but also offers effective solutions and convenience to the community.

CONCLUSION

Kesimpulan

Based on the research results and the discussion above regarding the implementation of e-government in public services at the Department of Population and Civil Registration of Bone Regency, three key success elements can be concluded:

1. The support element is the main key to the success of e-government implementation. The desire and determination of the government or public officials are the most important elements to be considered in running e-government. This aligns with public service standards and the Ministry of Home Affairs Regulation (PERMENDAGRI) Number 104 of 2019 concerning the documentation of population administration. This sincere determination aims to reduce costs, increase transparency and accountability, and achieve effective and efficient public service improvements.

2. The capacity element is a crucial factor in the success of e-government implementation. Resources in this context consist of three main components, namely human resources, finances, and infrastructure. These three elements play a significant role in determining the smoothness and success of online services. Human resources involved in providing online services must be competent individuals who meet the established standards. Financial resources are an inseparable element, where the funds used come from the Regional Revenue and Expenditure Budget (APBD). The success of online service delivery is highly related to the availability of adequate funds. Meanwhile, infrastructure resources also have a significant impact. Infrastructure components, such as computers, need to be maintained or updated annually to ensure the smooth operation and efficiency of the online service system. By ensuring the adequacy of resources in these three components, it is hoped that the implementation of e-government can run optimally.

3. The value element is very important in the context of e-government implementation. This element encompasses the extent to which the government agency as the implementer and the community as the service recipients experience the benefits of e-government implementation. In the context of the Department of Population and Civil Registration of Bone Regency, the

benefits include reducing queue congestion and restoring the service process to normal as before the COVID-19 pandemic. The benefits felt by the community are also very positive. The community does not need to come directly to the office to queue, and accessibility through the website and call center is very easy. The requirements for document submission in online services are also arranged in a manner similar to offline services, providing convenience and clarity in the service process. Thus, the value obtained from both the implementing agency and the community becomes an indicator of the success of e-government implementation at the Department of Population and Civil Registration of Bone Regency.

Recommendations

This research provides an in-depth understanding of the implementation of e-government in public services at the Department of Population and Civil Registration of Bone Regency. For future research, several recommendations can be explored to expand insights and deepen the understanding of the use of information technology in the context of public services.

1. Research can focus on evaluating the impact of e-government on the efficiency and effectiveness of public services. Further analysis can be conducted to measure quantitatively and qualitatively to what extent E-Government implementation has improved organizational performance, reduced operational costs, and provided direct benefits to the community.
2. Research can explore the community's perspective on their acceptance and satisfaction with online-based services. Involving respondents from various segments of society will provide a more holistic picture of how well e-government meets their expectations and needs, as well as potential improvements that can be identified.
3. Research can focus on the aspects of data security and privacy in the implementation of e-government. Further investigation into the security measures applied in managing the personal data of the community will be a valuable contribution to ensuring that information security remains a top priority in the digital era.
4. Research can involve comparisons between regencies that have implemented e-government and those that have not. This can provide further understanding of the different impacts and challenges that may be faced by regencies that have not fully adopted this technology.

Through subsequent research that delves deeper into these aspects, it is hoped to provide more comprehensive and applicable insights for the development of technology-based public services in the future.

REFERENCES

AR Sakir, A. R. (2021). Budaya Birokrasi : Kinerja Pegawai Samsat Maros dalam Pelayanan Pembayaran Pajak Kendaraa bermotor. 7, 25–35. https://journal.lldikti9.id/sosiosains/article/view/573/402

Ayunda, R., Nertivia, N., Prastio, L. A., & Vila, O. (2021). Kebijakan Online Single Submission sebagai E-Government dalam Mewujudkan Good Governance di Indonesia. Journal of Judicial Review, 23(1), 71. https://doi.org/10.37253/jjr.v23i1.4359

Doramia Lumbanraja, A. (2020). Urgensi Transformasi Pelayanan Publik melalui E-Government Pada New Normal dan Reformasi Regulasi Birokrasi. Administrative Law and Governance Journal, 3(2), 220–231. https://doi.org/10.14710/alj.v3i2.220-231

Juliarso, A. (2019). Analisis Implementasi E-Government Dalam Meningkatan Kinerja Pelayanan Publik Pada Pemerintah Daerah Kabupaten Ciamis. Kebijakan : Jurnal Ilmu Administrasi, 10(1), 10. https://doi.org/10.23969/kebijakan.v10i1.1417

Kusuma, A. A., Wasistiono, S., & Pitono, A. (2021). Penerapan E-Government Dalam Meningkatkan Kualitas Pelayanan Publik di Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Bandung Provinsi Jawa Barat "Implementation Of Egovernment In Improving The Quality Of Public Service In Department Of Investment Service And Integrated Service In Bandung City, West Java Province." Visioner, 13(2), 145–157.

Lestari, Y. D., Nugraha, J. T., & Fauziah, N. M. (2019). Pengembangan E-Government melalui Layanan Aspirasi Masyarakat di Dinas Komunikasi dan Informatika Kabupaten Magelang. Jurnal Ilmu Administrasi: Media Pengembangan Ilmu Dan Praktek Administrasi, 16(2), 163–178. https://doi.org/10.31113/jia.v16i2.230

Pertiwi, A., Dema, H., Mustanir, A., & Anugrah, E. (2021). PENERAPAN E-GOVERNMENT DALAM MEWUJUDKAN TRANSPARANSI TATA KELOLA PEMERINTAHAN DESA (Studi pada Pemerintahan Desa Bulo Timoreng). PRAJA: Jurnal Ilmiah Pemerintahan, 9(3), 130–139. https://doi.org/10.55678/prj.v9i3.508

Pradana, F. H. (2022). Penerapan E-Government dalam Pelayanan Informasi Publik di Diskominfo Kabupaten Bulungan Provinsi Kalimantan Utara. Repository IPDN, 1–17. https://bit.ly/3tRlUNu

Sakir, A. R., & Pattimura, U. (2022). TENGAH EMPOWERMENT OF THE POOR BY THE SOSIAL WELFARE OFFICE IN LETWARU VILLAGE , MASOHI DISTRICT , CENTRAL MALUKU Salah satu kewajiban Pemerintah yakni melakukakn penanggulangan kemiskinan yang harus dilakukan sebagai pemenuhan atau wujud dari amanat raky. 3(1), 1–10.

Shafira, A., & Kurniasiwi, A. (2021). Implementasi E-Government Dalam Upaya Peningkatan Pelayanan Berbasis Online Di Kabupaten Kulon Progo. Jurnal Caraka Prabu, 5(1), 52–68. https://doi.org/10.36859/jcp.v5i1.457

Tasyah, A., Lestari, P. A., Syofira, A., Rahmayani, C. A., Cahyani, R. D., & Tresiana, N. (2021). Inovasi Pelayanan Publik Berbasis Digital (E-Government) di Era Pandemi Covid-19. Jurnal Ilmu Administrasi: Media Pengembangan Ilmu Dan Praktek Administrasi, 18(2), 212–224. https://doi.org/10.31113/jia.v18i2.808

Taufik, T. H., Sarah, S. W., & Yusuf, Y. A. (2022). Analisis Strategi Keberhasilan E-Government di Kabupaten Bojonegoro. Journal of Governance Innovation, 4(1), 14–26. https://doi.org/10.36636/jogiv.v4i1.1116

Wirawan, V. (2020). Penerapan E-Government dalam Menyongsong Era Revolusi Industri 4.0 Kontemporer di Indonesia. Jurnal Penegakan Hukum Dan Keadilan, 1(1), 1–16. https://doi.org/10.18196/jphk.1101

Yunas, N. S. (2020). Implementasi e-Government dalam Meminimalisasi Praktik Rent Seeking Behaviour pada Birokrasi Pemerintah Kota Surabaya. Matra Pembaruan, 4(1), 13–23. https://doi.org/10.21787/mp.4.1.2020.13-23