

Improving The Quality Of Public Services Through E-Government Implementation: A Case Study Of The Public Complaint Services Section Of The Civil Servants Police Unit (Satpol PP) Of Bandung City

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Abstract. This study aims to analyze the influence of e-Government on public services in the Public Complaints Service Section at the Bandung City Public Order Agency (Satpol PP). E-Government is measured through the dimensions of Accessibility, Availability, Security and Accountability, Integration, and Sustainability. Public services are measured using the dimensions of Self-Esteem, Meeting Expectations, Improvement, Foresight, Improvement/Repair, Attention, and Empowerment. A quantitative survey method with random sampling was used, involving 61 respondents from the public who complained through the media. Data were collected through observation and questionnaires, then analyzed using simple linear regression with SPSS. The results show that e-Government and public services are perceived well by the public, especially in terms of ease of access to information and maintaining quality. The regression analysis concludes that e-Government has a significant positive influence on public services, meaning that improving the quality of e-Government will improve public services. It is recommended to reconsider the measurement of the concept and the use of a longitudinal approach in the future.

Keywords: Bandung City Civil Service Police Unit, E-Government, Public Services, Public Complaints

Introduction

Current global developments are marked by the era of digitalization and the industrial revolution 4.0, which have driven significant changes in various sectors of life, including the government sector. This revolution is marked not only by technological advances such as artificial intelligence (AI), big data, and the Internet of Things (IoT), but also by a paradigm shift in governance that demands efficiency, effectiveness, and responsiveness to public needs (Indrajit, 2018). In this context, e-government is present as a strategic solution to improve the quality of public services through the use of information and communication technology (ICT). E-government is defined as the use of ICT in the administration, management and government service processes to create a system that is transparent, accountable and oriented towards the interests of the community (Caldow in Akadun, 2006).

The implementation of e-government is also aligned with the global development agenda outlined in the Sustainable Development Goals (SDGs). Goal 16 of the SDGs, "Peace, Justice, and Strong Institutions," encourages countries to build effective, accountable, and inclusive institutions at all levels of government. Meanwhile, Goal 9, "Industry, Innovation, and Infrastructure," emphasizes the importance of innovation and strengthening infrastructure, including digital infrastructure, as the foundation for adaptive and inclusive public services. Both position e-government as a crucial element in realizing good governance, where the government serves not only as a public servant but also as a facilitator of participation and collaboration in development (Rahayu et al., 2020).

In practice, the implementation of e-government can provide various benefits, including accelerating service delivery times, reducing bureaucratic costs, increasing the accountability of public officials, and expanding access to services for the public, including those in marginalized groups or remote areas (Destriana et al., 2023). However, the digital divide, limited infrastructure, and low digital literacy among the public and state officials remain major challenges that must be addressed. Therefore, e-government policies must be designed holistically, oriented not only toward technology but also toward institutional and social capacity building. E-government is not merely an administrative tool but also a strategic development instrument to strengthen government capacity in delivering high-quality, transparent, and adaptive public services to the changing times. The presence of this system can accelerate the achievement of the SDGs, particularly in the aspect of inclusive governance, and support a sustainable national digital transformation.

In Indonesia, e-government development policies have been outlined in various regulations, including Presidential Instruction of the Republic of Indonesia Number 3 of 2003 concerning the National Policy and Strategy for E-government Development and Presidential Regulation Number 95 of 2018 concerning the Electronic-Based Government System (SPBE). These policies outline the need to utilize ICT as a means to achieve clean, effective, efficient, transparent, and accountable governance, as well as the provision of high-quality and accessible public services. However, implementation on the ground still faces complex challenges, such as limited infrastructure, low human resource capacity, and a digital literacy gap between the government and the public (Destriana et al., 2023).

Previous research conducted by Destriana et al. (2023) and Dewi et al. (2024) showed that e-government implementation significantly impacts the quality of public services if supported by human resource readiness, adequate infrastructure, and active public participation. Another study by Muksin (2021) also showed that the digitalization of population services faces obstacles in terms of accessibility for certain community groups, especially those less technologically literate. Other research indicates that the effectiveness of e-government is highly dependent on the internal readiness of government institutions, as well as public acceptance and ability to utilize digital services. Dewi et al. (2024) emphasized that in the context of digital-based public services, the success of system implementation is largely determined by the quality of human resources, infrastructure availability, and user-friendly service design. Meanwhile, Hartati et al. (2023) stated that the use of ICT in the health sector has succeeded in increasing service efficiency and public satisfaction, but requires a long-term commitment to system management.

In the local context, Bandung City, as one of Indonesia's metropolitan cities, has attempted to implement an e-government system in various public service sectors. One of the service units focused on in this study is the Public Complaints Service Section within the Bandung City Public Order Agency (Satpol PP). This unit plays a strategic role as a direct liaison between the public and the government in channeling complaints regarding violations of public order and public safety. Based on the results of initial observations, it shows that the implementation of the digital system in this unit is not optimal. Technical obstacles persist in data management, a lack of supporting infrastructure such as networks and hardware, and limited human resource capacity remain, both among officers and the public using online platform services.

Data from the 2023 Quarter II Public Satisfaction Survey (SKM) report shows that public satisfaction with complaints services remains below the ideal average. The lowest score was found in the competency aspect of implementers, indicating an urgent need to improve human resource capacity in technology and service. Furthermore, data on the number of complaints during 2022 shows a public preference for submitting complaints through digital channels such as WhatsApp, Instagram, Twitter, and the LAPOR! compared to direct complaints. While this indicates a relatively high level of technology adoption by the public, it also underscores the importance of the government's digital system readiness in responding to and handling each report in a timely and professional manner.

Table 1. Number of Complaints in 2022

Month	Direct Complaints	Complaints Through Media	Internal Complaints	Tota
January	1	13	1	15
February	0	25	0	25
March	1	8	0	9
April	1	11	1	13
May	2	14	0	16
June	4	21	0	25
July	0	18	0	18
August	0	8	0	8
September	0	7	0	7

October	0	7	0	7
November	2	10	0	12
December	0	14	0	14
Total	11	156	2	169

Source: Public Complaints Service Section

This phenomenon is interesting to study in more depth because it concerns two crucial aspects of governance: the use of technology through e-government and the perception of public service quality. Therefore, this study starts from the conceptual framework that e-government has great potential to improve the quality of public services if supported by a good system and adequate resource readiness. This study refers to public administration theory (Pasolong, 2019) and the public service quality approach according to De Vreye in Rahayu et al. (2020), which includes seven dimensions: self-esteem, exceeding expectations, recovery, vision, improve, care, and empower. These two frameworks serve as references for analyzing the relationship between e-government implementation and the level of public satisfaction with public complaint services. Theoretically, this research starts from a public administration perspective that emphasizes the importance of efficiency, effectiveness, and accountability in the provision of public services (Pasolong, 2019). E-government is positioned as an instrument to realize the principles of good governance by increasing transparency, service speed, and public participation. According to Yong (2003), the success of e-government is determined by five main dimensions: accessibility, service availability, security and accountability, inter-system connectivity, and sustainability. Meanwhile, the quality of public services in this context is measured based on seven dimensions according to De Vreye in Rahayu et al. (2020): self-esteem, exceeded expectation, recovery, vision, improvement, care, and empowerment. These two theoretical approaches serve as the basis for developing a framework and model of the relationship between e-government and the quality of public services in local government.

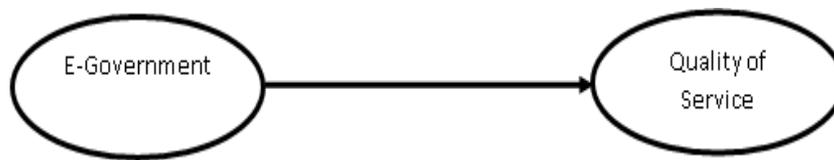


Figure 1. Research Model

Various scientific studies have highlighted the positive correlation between service digitization and increased bureaucratic efficiency. Hartati et al. (2023) stated that digital-based services in the healthcare sector increase patient satisfaction and accelerate administrative processes. Similarly, Juliardi et al. (2023) found that online services provide easier access and faster response times, although there are still challenges in terms of network speed and public digital literacy. Therefore, the novelty of this study lies in its focus on the Public Complaints Service Section at the Bandung City Public Order Agency (Satpol PP), which has not been widely studied in previous literature. It also utilizes an integrative approach that empirically combines e-government theory and service quality. This research will also examine the relationship between the key dimensions of e-government and service quality indicators directly experienced by the public as service users. Therefore, the results of this study are expected to provide theoretical contributions to the development of public administration studies, as well as practical contributions in the form of applicable policy recommendations for local governments, particularly in improving the quality of digital public complaint services.

Based on the background and urgency, this study aims to determine and analyze the implementation of e-government in the Public Complaints Service Section at the Bandung City Satpol PP. Measure the quality of public services provided by the Public Complaints Service Section. And analyze the influence of e-government on the quality of public services in the unit. With the objectives of this study, it is hoped that the Bandung City Government, especially the Satpol PP, can conduct a comprehensive evaluation of its digital service policies and implementation, and make it the basis for improving the public service system to be more adaptive, inclusive, and sustainable in line with the national and global development agenda (SDGs).

Methods

This study uses a quantitative approach with descriptive and explanatory survey methods. The aim is to analyze the influence of e-government on the quality of public services in the Public Complaints Service Section of the Bandung City Public Order Agency (Satpol PP). The study population was 156 people who

submitted digital complaints to the Bandung City Satpol PP during 2022. The sample was determined using the Slovin formula with a 10% error rate, resulting in 61 respondents through a simple random sampling technique. Data were collected using a closed-ended questionnaire based on a five-level Likert scale. The independent variable (e-government) was measured based on Yong's (2003) theory, which includes accessibility, availability, security, connectedness, and sustainability. The dependent variable (public service quality) refers to indicators from De Vreye in Rahayu et al. (2020), such as self-esteem, exceeding expectations, recovery, vision, improve, care, and empower. Data collection was carried out through observation, questionnaire distribution, and documentation studies. Validity was tested using Pearson correlation and reliability using Cronbach's Alpha. Data analysis was conducted descriptively and inferentially, using a simple linear regression test to examine the effect of e-government on the quality of public services. Normality testing was performed using the Kolmogorov-Smirnov test, and hypothesis testing was performed using the t-test at a significance level of 0.05.

Result and Discussion

This study was conducted to analyze the impact of e-government implementation on the quality of public services in the Public Complaints Service Section of the Bandung City Public Order Agency (Satpol PP). This unit was selected based on its strategic role in handling various forms of complaints and reports from the public related to public order and public safety. With the development of information and communication technology, the government sector is required to transform its services through digitalization, one way of doing so is by providing an e-government-based complaint service channel. Broadly speaking, data collection was conducted through the distribution of questionnaires to 61 respondents who were users of digital complaint services during 2022.

Table 2. Characteristics of Research Respondents

Characteristics	Frequency	Percent (%)
Gender		
Male	29	48
Female	32	52
Total	61	100
Age		
Under 20	1	2
20 - 30	48	79
30 - 40	8	13
Over 40	4	7
Total	61	100
Marital Status		
Married	27	44
Divorced	3	5
Single	31	51
Total	61	100
Last Education		
Master's Degree (S2)	1	2
Bachelor's Degree (S1)	26	43
Diploma (D1/D2/D3)	32	52
High School	2	3
Total	61	100
Current Occupation		
Student	5	8
Entrepreneur	1	2
Military/Police	6	10
PNS/ASN	37	61
Employee	12	20
Total	61	100

Source: Processed Primary Data

The research instrument was constructed from two main variables: e-government as the independent variable (X) and public service quality as the dependent variable (Y), each measured through specific indicators and dimensions as outlined in the research methodology.

Based on the data analysis obtained, e-government implementation at the Bandung City Satpol PP is categorized as "good." The overall average score was 4.14 on a five-level Likert scale. This indicates that the public is quite satisfied with the online complaint system. The accessibility indicator received the highest score, indicating that the complaint service system is easily accessible to the public. Services via WhatsApp, Instagram, and the LAPOR! app make it easier for citizens to submit complaints without having to visit the office in person. This is highly relevant to the evolving digital behavior of urban communities, who are increasingly accustomed to using communication technology. However, the system's trust and security indicators scored lower than other indicators. Several respondents expressed concerns about the confidentiality of data they submit via digital media. These concerns arose from a lack of clarity regarding how personal data and reports are handled, as well as the lack of feedback or notifications explaining the status of their complaints.

Table 3. Respondents' Answers Regarding E-Government

Code	Indicator/Item	% Respondents' Answers					Average score
		SA	A	D	DA	SD	
X ₁	Public access to information is easier.	37,7	59,0	3,3	0	0	4,34
X ₂	Public services are faster.	32,8	59,0	6,6	1,6	0	4,23
X ₃	Public service information is always available.	27,9	49,2	19,7	3,3	0	4,02
X ₄	Data provided by the public to employees is safe and secure.	32,8	55,7	11,5	0	0	4,21
X ₅	Available network access is supportive.	24,6	60,7	13,1	1,6	0	4,08
X ₆	Adequate facilities and infrastructure.	24,6	59,0	14,8	1,6	0	4,07
X ₇	Costs are lower, making it easier for agencies.	31,1	57,4	11,5	0	0	4,20
Average Respondent Responses to E-Government Variables		30,2	57,1	11,5	1,2	0	4,16

Source: Processed primary data

In general, the quality of public service at the Bandung City Public Order Agency (Satpol PP) complaint service unit was also rated good, with an average score of 4.05. Respondents felt their complaints were received and processed more quickly than through conventional channels. Communication efficiency was a key point appreciated by the public. The exceeding expectations dimension, or meeting expectations, scored the highest, indicating public satisfaction with the initial service provided. This reflects Satpol PP's efforts to provide services that meet public expectations, particularly in the context of initial submission and confirmation of receipt of complaints. Conversely, the recovery dimension received the lowest score. This indicates that when complaints are not handled promptly or encounter obstacles, there is a lack of adequate service recovery mechanisms. People dissatisfied with the handling of their complaints tend not to receive explanations or reassuring follow-up action. In this context, the service system remains unresponsive in providing compensation or alternative responses to delays or service failures.

Table 4. Respondents' Answers Regarding Public Service

Code	Indicator/Item	% Respondents' Answers					Average score
		SA	A	D	DA	SD	
Y ₁	Developing Service Principles	32,8	60,7	6,6	0	0	4,26
Y ₂	Placing individuals according to their expertise	31,1	60,7	8,2	0	0	4,23
Y ₃	Determining futuristic service tasks and ensuring tomorrow's success is better than today's	45,9	52,5	1,6	0	0	4,44
Y ₄	Adjusting Service Standards	36,1	62,3	1,6	0	0	4,34
Y ₅	Understanding Customer Desires	44,3	52,5	3,3	0	0	4,41
Y ₆	Service according to staff expectations	31,1	57,4	11,5	0	0	4,20
Y ₇	Considering complaints as opportunities, not problems	37,7	54,1	6,6	1,6	0	4,28
Y ₈	Addressing customer complaints	36,1	57,4	6,6	0	0	4,30
Y ₉	Gathering information about customer desires	37,7	50,8	11,5	0	0	4,26
Y ₁₀	Trialing Service Standards	36,1	62,3	1,6	0	0	4,34
Y ₁₁	Listening to customer complaints	45,9	54,1	0	0	0	4,46
Y ₁₂	Planning for the Ideal Future	44,3	54,1	1,6	0	0	4,43
Y ₁₃	Maintaining Maximum Use of Technology	47,5	52,5	0	0	0	4,48
Y ₁₄	Providing Services that Meet Customer Needs	37,7	57,4	4,9	0	0	4,33

Y ₁₅	Continuous Improvement in Adaptation to Change	42,6	54,1	3,3	0	0	4,39
Y ₁₆	Involving Subordinates in Plan Development	42,6	50,8	6,6	0	0	4,36
Y ₁₇	Non-material Investments (Training)	39,3	55,7	4,9	0	0	4,34
Y ₁₈	Creating a Conducive Environment	39,3	55,7	4,9	0	0	4,34
Y ₁₉	Creating Responsive Standards	42,6	52,5	4,9	0	0	4,38
Y ₂₀	Developing a Service System that Satisfies Customers	54,1	42,6	3,3	0	0	4,51
Y ₂₁	Maintaining Quality	37,7	60,7	1,6	0	0	4,36
Y ₂₂	Implementing Appropriate Service Standards	32,8	62,3	4,9	0	0	4,28
Y ₂₃	Trialing Service Standards	39,3	54,1	4,9	1,6	0	4,31
Y ₂₄	Empowering Employees/Subordinates	44,3	54,1	1,6	0	0	4,43
Y ₂₅	Learning from Experience	45,9	52,5	1,6	0	0	4,44
Average Respondent Responses to Public Service Variables		40,2	55,3	4,3	0,1	0	4,36

Source: Processed primary data

Hypothesis testing was conducted using simple linear regression analysis to determine the extent to which e-government influences the quality of public services. Based on the calculation results, the following regression equation was obtained:

$$Y = 8.321 + 0.402X \quad (1)$$

This equation indicates that if the e-government value increases by one unit, the quality of public services is estimated to increase by 0.402 units. The significance test results show that the calculated t-value of 4.156 is greater than the t-table of 1.670 (at $\alpha = 0.05$), thus accepting the alternative hypothesis. This means there is a statistically significant effect between e-government implementation and public service quality. The coefficient of determination (R^2) is 0.229, meaning that 22.9% of the variation in public service quality can be explained by e-government variables. The remaining 77.1% is influenced by factors outside this model. This indicates that although e-government has a positive contribution, it is not the sole determinant in shaping good public service quality. These results confirm the initial assumption that digitizing government services through e-government can provide greater convenience, efficiency, and accessibility to the public in the complaints process. However, the speed and clarity of report follow-up remain a challenge. Limited interviews and observations revealed that not all complaints can be followed up in real time due to the limited number of personnel tasked with monitoring and verifying incoming reports. Furthermore, the process of assigning complaints to authorized technical units or regions is still manual and time-consuming. This reduces the quality of the recovery and empowerment dimensions in digital public services. The fact that e-government only contributes 22.9% of the overall variation in service quality demonstrates that digital transformation cannot stand alone. The quality of human resources, internal coordination flows, response speed, and monitoring of report follow-up are critical elements that determine the success of public services. In the context of the SDGs, particularly goals 16 and 9, these findings are highly relevant. Public complaint services are at the heart of citizen participation in governance. Inclusive, secure, and accountable digitalization will strengthen public trust and enhance institutional legitimacy. However, focusing solely on the availability of digital channels without strengthening service management will not yield optimal results.

In comparison, the Surabaya and Semarang City Governments have implemented smart city-based public complaint channels that are fully integrated with government administration systems. In Surabaya, a system called "WargaKu" not only receives complaints in real time but also provides features for monitoring the progress of report handling, follow-up notifications, and documentation of report resolutions. This system directly increases transparency and accountability in public services, and fosters trust between citizens and the government. Meanwhile, Semarang City, through the Lapor Hendi platform, has successfully accelerated the data-driven decision-making process based on citizen reports. Compared to Bandung City, particularly the Public Order Agency (Satpol PP), there are still gaps in the speed and tracking of complaint handling. Bandung City has active digital channels, but they have not been fully integrated into the internal management system, so they still rely on manual or in-person confirmation from officers. This difference demonstrates that robust e-government requires a systemic approach—not just infrastructure, but also data integration and commitment from leadership.

Nationally, Indonesia has targeted an increase in the SPBE (Electronic-Based Government System) index as a key indicator of e-government success. According to data from the Ministry of Administrative and Bureaucratic Reform (PAN-RB), the average national SPBE score in 2023 reached 2.58 on a scale of 5. This means that most government agencies are still in the early stages of development and have not yet fully

implemented e-government. Globally, the 2022 United Nations E-Government Development Index (EGDI) shows that countries such as Denmark, South Korea, and Estonia rank among the top. Their success is due not only to their technological infrastructure but also to the development of regulations that support data transparency, the strengthening of citizens' digital rights, and an active service audit system. This situation demonstrates that Indonesia is still in the digital transition phase. While most public services are now available online, the quality of service has not yet fully met public expectations. This demonstrates the need for a long-term commitment, encompassing not only technical aspects but also an adaptive and participatory bureaucratic culture.

In this study, the quality of public services was measured based on seven dimensions: self-esteem, exceeding expectations, recovery, vision, improvement, care, and empowerment. Each dimension has strategic significance in the context of public complaint services. Self-Esteem: This dimension indicates the extent to which the service respects the dignity and rights of citizens. The study found that officers were quite polite and professional, but lacked empathy when responses were provided automatically via reply messages. Exceed Expectation: The highest score was achieved here. This means that the complaint service successfully exceeded citizens' initial expectations, particularly in terms of ease of access. However, it is important to remember that public expectations will also increase over time, necessitating continuous innovation. Recovery: This dimension is the weakest point. The system is not yet able to fully respond to service failures, for example, when reports are not followed up within the promised timeframe. The lack of follow-up notifications makes citizens feel their reports are being ignored. Vision: This study shows that not all officers understand the holistic mission of digital-based public services. There is still a perception that digital services are merely complementary, not the primary means of service delivery. Improve: Service innovation is not yet active enough. There is no feature in the system that invites users to provide direct evaluations of service satisfaction. This makes it difficult for institutions to identify areas for improvement. Care: Responses given to citizens are often formal and impersonal, despite the fact that citizen complaints are often emotional. An enhanced humanistic approach to digital services is needed. Empower: This dimension assesses whether the public feels empowered. Currently, reporters lack control or access to independently monitor the progress of their reports. However, features such as tracking systems can provide a sense of control and active participation.

The findings of this study indicate that the impact of e-government on the quality of public services is real but limited. Therefore, e-government implementation should be viewed as part of broader institutional reform. The Bandung City Government, particularly the Public Order Agency (Satpol PP), needs to formulate internal policies that prioritize digital public services, not merely add-ons. Some policies to consider include: Integrating complaint channels with the population database, so reporters do not need to input data repeatedly. Standard operating procedures (SOPs) for service digitization should be developed with target resolution times for each type of complaint. Periodic service audits involving civil society to independently evaluate service quality. Providing performance incentives for officers with the highest response speed and public satisfaction levels. Transparency and open data regarding the status of report handling, so the public can monitor the extent to which the government is acting on their complaints.

This research directly relates to Goal 16 of the SDGs (Peace, Justice, and Strong Institutions), which emphasizes the importance of transparent, effective, and inclusive institutions. Digital-based public complaints services are not merely administrative tools but part of efforts to build state legitimacy through accountable services. Through e-government, citizens can directly assess government performance and play a role in oversight of public policy. However, if the system is not well-designed, it can actually foster new distrust, especially if complaints are not responded to appropriately. Therefore, e-government is not an end in itself, but rather a means to strengthen the relationship between the state and citizens. It will be successful only if accompanied by a commitment to providing fast, clear, and accountable services.

The implication of this research is the need to strengthen e-government systems not only technologically but also managerially. Some recommendations include: Human resource development: Regular training for digital service officers to improve responsiveness and public communication capacity. Report monitoring: An automatic notification system for citizens regarding the status of their reports needs to be established to promote transparency. Digitalization SOPs: Standardization of digital complaint handling procedures is needed so that each complaint is followed up within the specified timeframe. System integration: Integration of complaint channels with database systems and internal reporting is needed to automate complaint transfer. Periodic evaluation: Evaluation of digital complaint service performance must be conducted quantitatively and qualitatively to identify areas that need improvement.

Conclusion

This study shows that the implementation of e-government has a significant impact on the quality of public services in the Public Complaints Service Section of the Bandung City Public Order Agency (Satpol PP). Statistical analysis reveals that key e-government dimensions, such as accessibility, information availability, and trust in digital systems, have made it easier for the public to submit complaints. The average indicator score is in the high category, indicating that the system has made a positive contribution to service convenience. Meanwhile, the quality of public services is also in the very high category, particularly in terms of accuracy of problem resolution and clarity of initial information. However, the recovery dimension and community empowerment in monitoring follow-up complaints are still not optimal. These findings indicate that although e-government has opened up wider space for public participation, the system's success depends heavily on the organization's response capacity to follow up on complaints quickly and transparently. With a contribution of 22.9%, there are still 77.1% other variables that also determine the quality of public services, such as human resource competence, infrastructure support, and bureaucratic work culture. Therefore, digital transformation needs to be balanced with managerial reform to achieve adaptive, responsive, and accountable public services in accordance with the spirit of the sustainable development goals (SDGs), especially goal 16 on effective and inclusive institutional development.

Based on the results of this study, it is recommended that the leadership of the Bandung City Public Order Agency (Satpol PP), particularly the Public Complaints Service Section, conduct a comprehensive evaluation of the effectiveness of e-government implementation as a public service instrument. One strategic step that can be taken is to strengthen the complaint handling management system by providing a real-time complaint tracking feature and expediting the process of providing feedback to reporters. In addition, increasing the capacity and competence of human resources through regular training is crucial to improve the speed and accuracy in handling public reports, especially in terms of service recovery when complaints are not immediately addressed. Improving supporting infrastructure such as a stable internet network and an integrated database system between units is also an urgent need to support the smooth operation of digital-based services. From a policy development perspective, internal regulations are needed that emphasize technology-based minimum service standards, as well as a performance evaluation mechanism based on digital service indicators. For scientific development, it is recommended that further research consider a longitudinal approach to measure the effectiveness of e-government implementation over a certain period, as well as adding other external variables such as community participation, transparency, and transformational leadership as determinants in improving the overall quality of public services.

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