



## E-Government in the field of licensing

Gloria Gravelin Reda, Bonaventura, Wibisono Poespito Hadi

University of Merdeka Malang, Indonesia

### Abstract

The E-government Policy on Public Service Quality has been implemented in the licensing sector, based on Regulation No. 10 of 2024 concerning One Data Indonesia, at the West Sumba Regency Level, in the Public Service Mall. There are still several obstacles that need to be resolved by utilizing existing supporting factors. This study uses a descriptive, qualitative approach. Data collection is conducted through interviews using the Edward III Model and focus indicators: communication, resources, disposition, and bureaucratic structure. This study also explains the supporting and inhibiting factors, both internal and external, which will describe the progress of the implementation of the E-Government implementation policy in improving the quality of public services through the application of Regent Regulation Number 10 of 2024 concerning One Data Indonesia at the Public Service Mall (MPP) in the Licensing Sector of West Sumba Regency. The results of the study indicate that the implementation of the One Data Indonesia policy has been running, but is not optimal. From a communication perspective, the policy's socialization is not evenly distributed. In terms of resources, the apparatus's competence and the availability of digital infrastructure remain limited. The disposition of the implementers shows an exemplary commitment, but has not been followed by adequate technical capabilities. The bureaucratic structure is also not fully aligned due to differences in standard operating procedures (SOPs) between agencies. Overall, the implementation of One Data Indonesia in the MPP has the potential to improve the quality of public services, but requires strengthened policy communication, increased human resource capacity, improved digital infrastructure, and harmonization of standard operating procedures (SOPs) across agencies to ensure more effective data integration and digital services.

**Keywords:** E-government, One Data Indonesia, public services, policy implementation, public service mall

### Introduction

E-Government is a form of communication and information application in the realm of government that first appeared in the 20th century. Especially in developed countries, the integration of information technology into government institutions aims to strengthen public services, adapt to technological evolution that drives administrative reform, and encourage public participation in supporting policies through available facilities. The use of government applications is inseparable from the progress of information technology, which will continue to develop over time and gradually remove various existing limitations. The implementation of e-Government needs to be in line with the applicable legal framework, based on Presidential Instruction Number 3 of 2003 concerning the National Policy and Strategy for the development of e-Government, and strengthened by supporting regulations such as Regent Regulation Number 10 of 2003.

2024 concerning One Data Indonesia at the West Sumba Regency Level at the West Sumba Regency Public Service Mall. E-Government is designed to ensure alignment in the management and processing of electronic documents and information in order to build a more open public service system. E-Government is an initiative to create a more honest and accountable government that is responsive to community needs, effectively and efficiently. Therefore, e-Government is anticipated to continue evolving to eliminate all obstacles in public services and in government administration.

In addition, in line with Indonesia's wave of bureaucratic reform, e-Government is increasingly vital for improving the quality of public services and disseminating more optimal information to the public. It must be recognized

that, based on the mandate of the 1945 Constitution Article 18 Paragraph (2) and Article 34 Paragraph (3), improving public services must be the government's top priority, because these services constitute basic social rights and irreplaceable fundamental rights. E-Government services are part of the communication framework, with the West Sumba Regency Public Service Mall as the primary communicator, and the messages or information conveyed reflecting the community's needs. In conventional systems, the process is indeed time-consuming, so e-Government emerged as a solution to these limitations. As a result, e-Government has become a government instrument for improving services for its citizens, serving as the primary foundation for enhancing service quality and replacing outdated methods.

In fact, the implementation of e-Government in Indonesia has not reached an optimal level compared to other developed or developing countries. One potential cause is the minimal efforts of local governments to promote and educate the public about this service, including in West Sumba Regency, where socialization is still limited and current e-Government services mainly consist of websites listing various public facilities. In the current democratic era, optimizing e-Government will have a significant impact on the future. Complex bureaucracy makes people feel slow in processing administrative matters, so the duration required is prolonged. Therefore, public services must emphasize efficiency so that the public can enjoy the ease of administrative management in accordance with Presidential Instruction (Inpres) Number 3 of 2003. Thus, this study aims to describe the role of e-Government in the Licensing Sector (Policy Implementation Study Based on Regent Regulation Number 10 of 2024 concerning One Data

Indonesia at the West Sumba Regency Level at the West Sumba Regency Public Service Mall).

The purpose of this research is to describe and analyze the implementation of e-government policies in the field of licensing. To describe and analyze the supporting and inhibiting factors in the implementation of e-government policies in the field of licensing. This research is expected to provide valuable benefits in the following areas. Theoretically, it is expected to make a valuable contribution to the development of science, especially in the implementation of e-government policies in the field of licensing. In addition, it is expected that, in the future, it will provide thought and additional insight for researchers who want to conduct similar research. Practically, this research is expected to provide contributions and benefits for the West Sumba Regency Government, especially in the Public Service Mall and other Government Agencies in Indonesia, as input in the implementation of regional cooperation, and can be used as comparative material for similar research.

### Literature Review

Definition according to E-Government Falih Suaedi, Bintoro Wardianto (2010:54), E-Government is an effort to utilize information and communication technology to improve the efficiency and effectiveness, transparency, and accountability of the government in providing better public services. Meanwhile, According to Samodra Wibawa (2009:114) <sup>[29]</sup>, defines E-Government as a public service organized through a government website where the domain used also shows the Indonesian government domain, namely (go.id) Without diminishing the meaning of the various definitions that have been conveyed above, there are at least three similarities in the characteristics of each definition of Electronic Government (E-Government), namely: First, it is a new (modern) interaction mechanism between the government and the community and other interested parties (stakeholders). Second, it involves the use of information technology, especially the internet. Third, the goal is to improve the quality of service to the community.

Samodra Wibawa (2009:114) <sup>[28]</sup> stated that there are several benefits obtained by implementing the E-Government concept for a country, including: improving the quality of government services to its stakeholders (community, business circles, and industry) especially in terms of effectiveness and efficiency performance in various areas of national life; increasing transparency, control, and accountability of government administration in the context of implementing the concept of Good Corporate Governance; significantly reducing the total costs of administration, relations, and interactions incurred by the government and its stakeholders for daily activities; providing opportunities for the government to obtain new sources of income through interactions with interested parties; creating a new community environment that can quickly and accurately answer various problems faced in line with various global changes and existing trends; empowering the community and other parties as government partners in the process of making various public policies in an equitable and democratic manner.

The concept of E-Government is implemented to enable the government to interact with its citizens and business actors efficiently, effectively, and economically. This is necessary considering the dynamic movement of society today, so that the government must be able to adjust its functions within

the state, so that the people can enjoy their rights and carry out their obligations safely and comfortably, all of which can be achieved by improving the system of government itself, and E-Government is one way. In addition, the aim of implementing E-Government is to achieve good governance.

From the definition above, it can be inferred that E-Government is the process of using information technology to run government systems efficiently. There are main things that we can draw from the definition of E-Government above, namely the use of information technology (internet) as a new tool; the purpose of its use so that the government can run effectively, efficiently, and productively in the use of internet technology, and all complicated processes or procedures can be cut down.

The purpose of e-Government is solely to build effective, efficient, and economical relationships with the public. This is necessary given the current high demand for accelerated information. Therefore, the state, in this case, the Public Service Mall, must fulfill its role as a service provider to ensure the public feels comfortable and safe. All of this can be achieved by improving the government system itself, and e-Government is one way to achieve this.

### Research Method

#### 1. Research Design

This research uses a qualitative method to describe and illustrate the progress of E-government policy implementation in Improving the Quality of Public Services, based on the Regional Regulations of West Sumba Regency.

#### 2. Scope of Research

This research was conducted within a specific scope: the government's efforts to implement Regulation No. 10 of 2024 concerning One Indonesian Data at the West Sumba Regency Level, at the West Sumba Regency Public Service Mall, using George C. Edwards III's policy implementation theory as the main analytical framework.

#### 3. Research Focus

The focus of this research is the implementation of e-government policies in the licensing sector, supporting factors, and inhibiting factors.

#### 4. Research Informants

Purposive sampling involves intentionally selecting informants to represent the population. Therefore, this technique is based on specific criteria. The informants in this study were the head of the investment and one-stop integrated service office, the head of the licensing division, licensing staff, and the community.

#### 5. Research Location

This research was conducted at the Public Service Mall in West Sumba Regency, an area used by sub-district officials for implementing e-government policies to improve the quality of public services.

#### 6. Data Types and Sources

The data used are qualitative. In the processing stage, data expressed as numbers or figures are described and interpreted. The data used in this study are both primary and secondary.

## 7. Data collection technique

Sugiyono (2009)<sup>[23]</sup> stated that data can be collected through observations, interviews, and documentation. This study collected data through interviews, observation, and documentation.

## 8. Data Analysis Techniques

The researcher used a qualitative analysis technique after completing data collection over a specific period. During the interviews, the researcher analyzed the interviewees' responses. The components of data analysis are data collection, data condensation, data presentation, and conclusion.

## Result & Discussion

### Result

The research findings indicate that communication plays a crucial role in the successful implementation of e-Government policies at the Public Service Mall (MPP) in West Sumba Regency. This communication encompasses not only the delivery of information from management to implementers, but also how digital service policies and procedures are understood by the public as service users. Interviews with various parties, including the Head of the DPMPTSP, the Head of the Licensing Division, staff, and the community, revealed that communication within the MPP has been fairly regular, though it still requires some strengthening.

The local government has developed a systematic communication mechanism through training, workshops, and information dissemination through digital channels such as official email, intranet, and coordination forums. Routine monthly training provided to DPMPTSP employees demonstrates that the agency consistently provides an understanding of the use of digital service applications, including SIPT and OSS. Regular inter-agency coordination meetings demonstrate that horizontal communication is also a priority to maintain data alignment and system integration in accordance with the Government Regulation on Electronic-Based Government Systems.

Programs like Smart Villages also help improve digital literacy among communities in remote areas. Interviews with the community indicate that they obtain information about digital services primarily from social media and regular outreach. However, challenges remain, including limited internet access and a limited understanding of technical terms. However, ongoing educational efforts have significantly improved the community's understanding of the digital permit application process. This helps prevent misinterpretations and expedite policy implementation on the ground. Despite improved community understanding, some groups still require additional support, particularly in areas with limited internet access.

The findings of this study indicate that the MPP has sought to implement policy communication in an open, hierarchical manner across various media. A combination of digital and face-to-face communication is a key strategy to ensure all stakeholders receive accurate information. However, communication quality can still be improved through expanding internet access, strengthening digital literacy in villages, and regularly evaluating the effectiveness of the communication channels used.

Resources are a crucial component in determining the success of implementing electronic-based services at the

Public Service Mall (MPP) in West Sumba Regency. This aligns with Regent Regulation No. 10 of 2024 concerning One Data Indonesia at the West Sumba Regency Level, which requires every regional apparatus, including the licensing department at the MPP, to provide adequate resource support for integrated data management and digital services.

Overall, resource support for e-Government implementation at the West Sumba Regency MPP, particularly in the licensing sector, has been quite successful and aligns with the requirements of Regent Regulation No. 10 of 2024 concerning One Data Indonesia. Nevertheless, improving employee capabilities, strengthening network infrastructure, and expanding access to digital services are crucial steps to ensure that electronic-based public services function optimally and provide maximum benefits to the community. Disposition indicators reflect policy implementers' willingness, commitment, and attitude toward fulfilling their duties in accordance with regulations. In the context of e-Government implementation at the Public Service Mall (MPP) in West Sumba Regency, this aspect is crucial because it supports the success of digital transformation as directed by Regent Regulation Number 10 of 2024 concerning One Data Indonesia. This regulation requires integrated, accurate data governance managed by officials capable of adapting to digital systems. Interviews with informants indicate that MPP officials generally have a good level of acceptance of the implementation of digital systems.

Employees recognize that current public service demands faster, more transparent, and more accountable processes. This awareness fosters a commitment to adapting to new policies, particularly when backed by clear performance targets, leadership support, and oversight mechanisms that encourage employees to improve their work. However, some employees still face challenges adapting, particularly those previously accustomed to manual workflows. Concerns about data entry errors or unfamiliarity with certain features have led some employees to rely on more tech-savvy colleagues.

These obstacles were gradually overcome through intensive coaching and mentoring. The leadership of the DPMPTSP and the Licensing Division strived to foster a positive attitude toward digitalization by providing an understanding of the long-term benefits, regular training, and a work environment that encourages innovation. Appreciating employees who adapt quickly also helped build a work culture that supports policy implementation. These steps align with the principles of the One Data Indonesia policy, which requires officials to be more adaptive, thorough, and consistent in processing digital data.

Overall, this study shows that the disposition indicators for e-Government policy implementation at the West Sumba Regency MPP are in the good category. Employees are committed to supporting digital transformation, although some still require additional familiarization. Continuous training, technical assistance, and leadership-led efforts to develop work attitudes play a significant role in improving employee readiness. This positive employee attitude is a crucial element in driving the successful implementation of Regent Regulation Number 10 of 2024 and contributing to improving the quality of public services, particularly in the licensing sector.

The division of tasks within the organizational structure is clear. Each employee has specific responsibilities, such as managing the file verification process, inputting data, or assisting the public in using digital applications. Some officers are even explicitly assigned to handle system-based services such as SIMANDAELU and OSS-RBA. This demonstrates that, structurally, the MPP has directed human resources to meet the needs of digitalized services. SOPs are also continuously updated to reflect developments in national applications and regional service needs, ensuring work processes remain relevant and focused.

The implementation of e-government policies at the Public Service Mall (MPP) in West Sumba Regency has received strong internal organizational support, particularly since the enactment of Regent Regulation No. 10 of 2024 concerning One Data Indonesia. This regulation encourages each work unit to operate in a more coordinated, integrated, and adaptive manner to digital change. Interviews revealed four key aspects that underpin policy implementation: internal communication, resource availability, employee attitudes, and a firm bureaucratic structure.

Human resource support, both in terms of employee competency and work equipment, contributes to strengthening the digitalization process. Some employees have mastered the use of service applications, and for those who still need to improve their skills, regular training and mentoring provide a means to develop these skills. Employee disposition and bureaucratic structure also contribute significantly to service effectiveness. Employees demonstrate a positive attitude and readiness to adapt to digital systems, thereby enabling faster, more measurable service processes. An organized, bureaucratic structure, complemented by clear SOPs at each service stage, helps ensure a systematic, easily understood workflow.

Bureaucratic disposition and structure also contribute to the success of e-government implementation. Regional leaders' directives to accelerate digitalization and focus on service improvement provide legitimacy and encouragement for staff to enhance service quality. Public input also serves as a reference for system adjustments and refinements. Meanwhile, regulations and technical policies from both the central and regional governments provide clear standards, guidelines, and workflows, facilitating inter-agency coordination. This synergy between communication support, resources, disposition, and bureaucratic structure creates a conducive external environment, enabling digital licensing services at the MPP to run more efficiently, transparently, and standardly.

From the public perspective, obstacles such as unstable internet connections and devices that do not fully support them also impact the experience of using digital services. Employee disposition and bureaucratic structure also significantly influence the effectiveness of e-government implementation. Some employees have not fully adapted to digital systems, especially those accustomed to manual work or those new to them. High workloads sometimes result in suboptimal responsiveness from digital systems.

Limited external resources also contribute to the constraints. While training and mentoring from ministries or third parties are available, they are limited, so not all employees receive adequate guidance. Some applications from external technical agencies are not yet fully connected to the MPP system, requiring manual checks. Technical support from developers or the Communications and Information

Technology Agency is also sometimes delayed during disruptions, while unstable internet connections also limit access to online services. This demonstrates that limited external resources can impact the smooth operation and quality of digital services.

Some residents are still unfamiliar with using online services, so some steps are still performed manually. Furthermore, the lack of uniform integration between central and regional regulations and slow inter-agency coordination mean that some digital procedures must be adjusted or checked manually, making service flows more complex and less efficient. Overall, communication barriers, limited resources, disposition, and external bureaucratic structures slow the implementation of digital services in MPPs.

## Discussion

The communication aspect of policy implementation is crucial to ensure that all parties involved understand the policy's objectives and procedures. In this case, information regarding Regent Regulation Number 10 of 2024 concerning One Data Indonesia at the West Sumba Regency Level is conveyed at the Public Service Mall for Licensing. Public policy implementation is inseparable from the quality of communication, both between policymakers and implementers and between work units at the implementing level.

Interviews and observations indicate that the West Sumba MPP has established a fairly structured internal communication system. Vertical communication, which occurs between department heads and employees, focuses on conveying policy directives and technical instructions, as well as on evaluating implementation. Clear direction enables employees to understand the objectives of the One Data Indonesia policy, enabling them to adapt workflows and procedures to established standards.

Despite the availability of resources, challenges remain. Some employees require skill enhancement to master more complex digital systems, while some technological devices require updates to optimize data integration between units. Edward emphasized that resource availability alone is not enough; the effectiveness of policy implementation also depends on how optimally those resources are utilized. Therefore, the MPP regularly provides training and mentoring for employees to ensure all staff are equipped to implement digital procedures in accordance with the One Data Indonesia principles.

From a Public Service Theory perspective, resources relate not only to the availability of personnel and technology but also to the organization's ability to utilize them to achieve public satisfaction. At the West Sumba Regency Public Service Agency (MPP), competent human resource management and adequate technology enable faster, more precise, and more responsive public services. The synergy between human resources, technology systems, and available budgets ensures the effective implementation of Regent Regulation Number 10 of 2024, supports data integration, and directly improves the quality of public services for the community.

The disposition of implementers is one of the main factors influencing the success of public policy implementation. According to George C. Edward III, disposition encompasses employee motivation, commitment, and understanding of the policies being implemented.

Employees with positive dispositions tend to implement policies consistently, adapt to procedural changes, and respond more effectively to community needs. In implementing Regulation No. 10 of 2024 concerning One Data Indonesia, employee disposition at the Public Service Mall (MPP) of West Sumba Regency has proven crucial in supporting e-government implementation.

From a Public Service Theory perspective, a positive disposition is closely linked to service quality. Motivated employees who understand their roles tend to provide prompt, accurate, and professional service, thereby increasing public satisfaction. Challenges remain, especially for new employees who require guidance in understanding e-government systems and data integration procedures. To address this, the MPP regularly conducts internal training and mentoring to ensure all employees develop a disposition that supports consistent policy implementation.

Bureaucratic structure is a crucial element influencing the successful implementation of public policy. According to George C. Edward III, a clear and orderly organizational structure enables the adequate flow of policies from policymakers to implementers, minimizes confusion, and supports coordination between work units. A sound structure also forms the basis for consistent and efficient procedure implementation. At the Public Service Mall (MPP) in West Sumba Regency, the bureaucratic structure has been adjusted to support the implementation of Regent Regulation Number 10 of 2024 concerning One Data Indonesia.

Each unit has clear functions and responsibilities, defined by written Standard Operating Procedures (SOPs) that explain workflows and data management processes. This systematic division of tasks helps employees understand their respective roles and carry out service procedures accurately. Coordination between units is a crucial aspect of the MPP bureaucratic structure. The data integration process requires collaboration between various sectors, including licensing, administration, and population data management. A clear structure facilitates information exchange, shortens decision-making time, and reduces the risk of overlapping tasks.

From a Public Service Theory perspective, a well-organized bureaucratic structure enables faster, more accurate, and more transparent service delivery. A straightforward workflow helps staff provide accurate information to the public and process services efficiently. This not only improves administrative effectiveness but also increases public satisfaction with public services. Despite the well-established bureaucratic structure at the Public Service Authority (MPP), several challenges remain. Coordination between units sometimes requires increased attention to ensure real-time data integration, and new employees require guidance to understand digital workflows and procedures. To address these challenges, the MPP regularly conducts internal outreach, mentoring, and updates SOPs to ensure all units work harmoniously and support the implementation of e-government.

The success of public policy implementation at the Public Service Mall (MPP) in West Sumba Regency is heavily influenced by internal organizational factors. According to George C. Edward III, clear communication is the primary foundation for accurately conveying policy directives from leaders to implementers. At the MPP, internal communication is conducted through coordination meetings,

app-based messaging, and written SOPs that govern workflow and data management. These mechanisms ensure that all employees understand the policy's objectives, each unit's responsibilities, and the operational procedures to be followed, thereby minimizing errors and ensuring effective coordination between units.

Bureaucratic structure and resource availability are also significant supporting factors. Each unit has clear functions and responsibilities, supported by systematic standard operating procedures (SOPs) to facilitate inter-unit coordination in data integration. Competent staff in information technology and digital administration utilize integrated database systems and available technological tools to deliver services quickly, accurately, and efficiently. The presence of adequate human resources and technology enables smooth digitalization procedures, supports the effectiveness of public services, and ensures the accountability of the resulting data.

External supporting factors play a crucial role in strengthening public policy implementation, particularly in the context of e-government. According to George C. Edward III, although internal factors heavily influence policy implementation, external support can help implementers achieve policy objectives more effectively. At the Public Service Mall (MPP) in West Sumba Regency, external support comes from the provincial government, ministries, and related institutions, providing training, technical guidance, and guidance on the use of digital systems. This assistance helps MPP employees understand data integration procedures and enhances their ability to operate e-government systems, thereby enhancing public service efficiency and accuracy.

The implementation of e-government at the Public Service Mall (MPP) in West Sumba Regency faces several internal obstacles that impact the effectiveness of Regent Regulation No. 10 of 2024 concerning One Data Indonesia. One major obstacle is uneven internal communication, leading to inconsistent information about system and procedure updates across units and potentially leaving employees and the public with conflicting or incomplete information.

Resource limitations also pose obstacles, including the need for additional employee training to operate new applications, device and network disruptions, and imperfect system integration that continues to require manual processes. Furthermore, some employees' lack of adaptability to digital systems and high workloads reduces the effectiveness of technology utilization in public services. In implementing e-government at the Public Service Mall (MPP) in West Sumba Regency, several external obstacles have arisen. One of these is communication with external parties, such as partner agencies and related institutions, which is sometimes slow. The coordination process for system updates is not yet fully optimized, online licensing socialization is uneven, and information provided through the website or social media is often incomplete. This makes it difficult for the public and employees to obtain accurate and up-to-date information.

Limited external resources also pose a challenge. Third-party training and mentoring are limited, so not all employees receive equal guidance. Some applications are not yet integrated with the MPP system, technical support is sometimes delayed, and community internet connections are unstable, requiring some service processes to be performed

manually. These obstacles impact the smooth operation and operational efficiency of the MPP.

Other influencing factors include the disposition of external actors and external bureaucratic structures. External responses are not always prompt, and some citizens are not yet accustomed to using online services, so service processes remain manual. Furthermore, regulatory integration between the central and regional governments is not yet uniform, cross-agency coordination is often slow, and some digital procedures must be adjusted manually. These conditions complicate service flows and make them less efficient. From a Public Service Theory perspective, these external obstacles emphasize the need for improved coordination, system integration, and technical support to ensure smoother, faster e-government implementation in MPPs and improve the quality of public services.

### Conclusion

In the Communication Indicator, the mechanisms for policy delivery and system usage are not fully understood by all service implementers and users, which impacts the consistency of policy implementation in the field. While human resources are sufficient, technical skills for operating digital systems remain limited. Infrastructure, such as internet networks and supporting devices, is unstable, often hindering service processes. Application integration between agencies is also suboptimal due to technical and budgetary constraints.

Policy implementers support the implementation of digitalization. However, individual readiness levels vary. Some officers have adapted, while others are still reluctant to shift from manual systems. Organizational commitment is strong, but personal commitment still needs to be strengthened through training and mentoring. Service structures and standard operating procedures (SOPs) are in place, but coordination between agencies is not fully synchronized. Differences in work systems, data standards, and applications result in services that are not well integrated. This bureaucratic fragmentation slows the process and undermines the effectiveness of One Data.

The implementation of e-government in the West Sumba MPP remains hampered by several major obstacles. Limited human resource competency prevents some employees from operating applications and managing data effectively, often leading to digital processes reverting to manual methods. Technological infrastructure remains unstable, with issues ranging from inconsistent internet connectivity to inadequate equipment, which impact service delivery. Inter-agency systems are not yet fully integrated, leading to data duplication, information inconsistencies, and the need for manual verification. Unequal communication of policy leads to differing understandings among implementers and the public about digital services. Diverse employee attitudes and resistance to change also slow down adaptation.

Differences in standard operating procedures (SOPs) between agencies also hamper alignment of service flows. Low levels of digital literacy in the public lead many citizens to prefer face-to-face services, thus maintaining a high manual service burden. Local governments need to strengthen policy communication patterns by developing more targeted and sustainable information delivery systems. Furthermore, the use of digital communication channels—such as coordination groups, online information boards, and regular notifications—is necessary to ensure that all

implementers receive the same, clear message and avoid multiple interpretations. Structured communication will help create a unified understanding of policy implementation.

To support optimal policy implementation, human resource capacity needs to be enhanced through technical training focused on mastering technology, integrating data, and using e-government systems. In addition to strengthening competencies, the government also needs to add and update supporting infrastructure, such as internet networks, computer equipment, and service applications. Adding technical personnel with expertise in digitalization will significantly support One Data Indonesia's ongoing operations at the MPP. Adequate resources are a key foundation for successful implementation.

The attitudes and readiness of policy implementers need to be fostered by creating a work environment that encourages dedication, integrity, and responsibility. The government can provide incentives, performance awards, or coaching mechanisms to ensure implementers remain committed to implementing policies in accordance with established objectives. Furthermore, it is crucial to strengthen alignment between leadership goals and implementers' understanding through regular dialogue, mentoring, and training in public service ethics. Implementers with a positive attitude will consistently and professionally implement policies.

Bureaucratic structure alignment needs to be implemented by simplifying and standardizing standard operating procedures (SOPs) across all involved agencies to avoid overlapping procedures. The bureaucracy must be directed to support service integration through a single-window system at the Public Service Provider (MPP), ensuring smooth data processing, document verification, and service delivery. Regular evaluation of bureaucratic processes is also crucial to ensure the organizational structure remains adaptive to technological developments and the need for digital services. The more uncomplicated and more harmonious the bureaucratic structure, the more quickly and effectively services can be provided to the public.

### References

1. Aprianty DR. Implementation of E-government Policy in Improving the Quality of Public Services at the Sambutan District Office, Samarinda City. *Journal of Government Science*, 2016;4(4):1589-1602. <https://ejournal.ip.fisip-unmul.ac.id/site/?p=2135> accessed on October 21, 2016, 10:30 AM.
2. Bungin B, Moleong LJA. Types and Approaches to Research. *KBL Work Process in Implementing Corporate Social Responsibility Programs at PT. Pelindo 1 (Persero) Pekanbaru Branch for 33*, 2007.
3. Elysia V, Wihadanto A. Implementation of E-Government to Promote Integrated Public Services in Indonesia. Open University, South Tangerang, 2017. <http://repository.ut.ac.id/id/eprint/7083> accessed on, 2017, 08:28.
4. Kurniasih D, Fidowaty T, Sukaesih P. The influence of e-government policy implementation on the performance of Cimahi city officials. *Sociohumanities*, 2013;15(1):6-14. <http://jurnal.unpad.ac.id/sosiohumaniora/article/view/5234>.
5. Muliawaty L, Hendryawan S. The role of e-government in Public Services (case study: Sumedang Regency Public Service Mall). *Policy: Journal of Administrative*

- Sciences,2020:11(2):45-57.  
<https://journal.unpas.ac.id/index.php/kebijakan/article/view/2898> accessed on April 13, 2020, 15.35.
6. Satiawati W, Rumapea P. Implementation of E-Government Policy in the Provision of Public Services at the Population and Civil Registration Office of Mamuju Regency, West Sulawesi Province. *Journal of Public Administration*, 2016, 3(400). <https://ejournal.unsrat.ac.id/v3/index.php/JAP/article/view/13655>.
  7. Suherman D. Implementation of E-Government in Bandung Regency as an Effort to Improve the Quality of Public Services. *Publika: Journal of Public Administration Thought*,2020:12(2):101-111. <https://journal.uinsgd.ac.id/index.php/publica/article/view/10>.
  8. Bungin B. *Quantitative Research Methodology: Communication, Economics, and Public Policy and Other Social Sciences (Second Edition)*. Jakarta: Kencana, 2017.
  9. Darmadi H. *Educational and Social Research Methods*. Bandung: Alfabeta CV, 2013.
  10. Sujianto M. *Implementation of Public Policy in Practice: Implementation of Food Security Policy in Rembang Regency*. Sidoarjo: Dwiputra Pustaka Jaya, 2008.
  11. Hidayaturrehman M, Sholahuddin A. *Social research methodology: Qualitative–quantitative perspectives*, 2021.
  12. Kartikaningdyah. *Analysis of the Public Satisfaction Index for Public Services at the Tanjungpinang City BP2T*. Batam Polytechnics Parkway Street, 2007.
  13. Mazmanian DA *et al.* *Implementation and Public Policy*. USA: Scott Foresman and Company, 2005.
  14. Miles M, Huberman A. *Qualitative Data Analysis*. Translated by Tjetjep Rohidi and Mulyarto. Jakarta: UI Printing, 1992.
  15. Moleong LJ. *Qualitative Research Methodology Revised Edition*. Bandung: PT Remaja Rosdakarya, 2011.
  16. Nazir. *Qualitative Research Methodology*. Bandung: Ghalia Indonesia, 2014.
  17. Pasolang H. *Global Trends in Improving Public Services: E-government and Its Problems for Developing Countries*. In *Public Services from Domination to Participation*. Surabaya: Airlangga University Press, 2013.
  18. Praptining S. *New Governance Model in Good Governance*. Malang: Postgraduate Program, Brawijaya University, 2012.
  19. Praptining S. *Social Change & Environmentally Conscious Development Policy*. Malang: Banyumedia Publishing, 2011.
  20. Rahmayanty N. *Public Service Management: Preventing Defection and Building Customer Loyalty*. Jakarta: Graha Ilmu, 2013.
  21. Sinambela LP. *Public Service Reform*. Jakarta: Bumi Aksara, 2006.
  22. Sinambela LP. *Principles of Public Service*. Jakarta: Bumi Aksara, 2011.
  23. Sugiyono. *Business Research Methods (Qualitative Approach and R&D)*, Fourteenth Edition. Bandung: Alfabeta, 2009.
  24. Sugono D. *Dictionary Big Indonesian Language Center*. Jakarta: Gramedia Pustaka Utama, 2008.
  25. Surmayadi. *Important Elements in the Implementation Process*. In Syukur, 2005, 79. [www.dosenpendidikan.com](http://www.dosenpendidikan.com).
  26. Syaekani. *Public Policy for Developing Countries: Models of Policy Formulation, Implementation, and Evaluation*. Jakarta: PT Elex Media, 2004.
  27. Wardiyanto B. *E-Government and E-Procurement: Construction of Bureaucratic Accountability and Transparency*. In *Revitalization of State Administration: Bureaucratic Reform and E-Governance*. Yogyakarta: Graha Ilmu, 2010.
  28. Wibawa S. *Examining the use of e-government by Local Governments in Indonesia*. Jakarta: Perkumpulan Prakarsa, 2009.
  29. Wildavsky B. *Public Policy Implementation*. Yogyakarta: Center for Academic Publishing Service, 2004.
  30. Winarsih R. *Principles of Electronic Government Public Services (Strategy for the Development and Expansion of Digital Technology-Based Public Service Systems)*. Yogyakarta: Andi, 2005.