

## **DIGITAL TRANSFORMATION OF PUBLIC SERVICES: A CASE STUDY OF E-GOVERNMENT IMPLEMENTATION IN MELONG SUB-DISTRICT, SOUTH CIMAHI, INDONESIA**

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### **ABSTRACT**

This study analyzes the implementation of web-based public service digitalization through the LAPAKAMI system in Melong Subdistrict, South Cimahi District, Cimahi City. Guided by Indrajit's e-government framework, the research focuses on three key aspects: support, capacity, and value. Using a qualitative approach with a case study method, data were collected through purposive interviews with key informants, including the Head of the Subdistrict, the Secretary, the System Operator, and community users. The data were analyzed using an interactive approach and supported by SWOT analysis. The findings indicate that LAPAKAMI has positively contributed to improving the effectiveness and accessibility of administrative services, particularly for digitally literate citizens. Nevertheless, challenges persist, such as infrastructure limitations, uneven digital literacy, and technical issues within the system. To address these, strategies involving human resource capacity building, infrastructure enhancement, and continuous digital education are essential to ensure more inclusive public service digitalization.

**Key words:** Digitalization; Public Service; E-Government; Public Service Effectiveness

### **INTRODUCTION**

In the contemporary digital era, governments are increasingly required to transform their administrative systems to meet citizens' expectations for fast, transparent, and efficient services. Digitalization has become a pivotal element in realizing good governance, particularly through the adoption of e-government, which integrates information and communication technology into public administration (Mursalin et al., 2024; Yunaningsih et al., 2021). The use of digital platforms not only enhances accessibility but also promotes transparency and accountability in public service delivery.

Public service quality represents a key indicator of government performance in modern societies (Diasuti & Ayyustia, 2025). In Indonesia, the state's obligation to fulfill citizens' needs for goods, services, and administrative assistance is mandated in Law No. 25 of 2009 on Public Services. Furthermore, Presidential Instruction No. 3 of 2003 provides the policy foundation for the development of e-government across governmental levels. Through these regulations, Indonesia aims to achieve effective and responsive service systems capable of reaching all layers of society (Andry & Sawir, 2024).

Nevertheless, the implementation of digital public services in Indonesia continues to encounter various obstacles. Several studies have shown that limited technological infrastructure, insufficient human resource capability, and low digital literacy among citizens have hindered the success of digital transformation (Satria & Putrianti, 2024). These barriers are particularly evident at the local government level, where disparities in access and readiness between regions remain substantial. The effectiveness of e-government, as defined by Sobandi et al. (2023), depends on the extent to which digital initiatives achieve their intended goals in practice—an outcome that requires not only advanced technology but also institutional support and active community participation.

In response to these challenges, the City of Cimahi, particularly Melong Subdistrict in South Cimahi District, has developed an innovative web-based platform known as LAPAKAMI (Layanan Publik Kelurahan Melong). Initiated in 2023, LAPAKAMI was designed to facilitate population administration services such as certificate issuance, family card applications, and demographic data updates. The platform integrates features like online submission, digital document upload, and automated verification, all aimed at accelerating administrative processes and improving service accuracy. A notification system also allows residents to monitor their application progress in real time.

Table 1. Condition of Digital Public Service

No	Observation Focus	Observed Aspect	Indicator	Achievment	
				Yes	No
1	<i>Support</i>	Leadership Support	Active support from the Head of Subdistrict (Lurah) and local officials toward digitalization	√	
		Supporting Regulation	Existence of internal policies and the implementation of the Electronic-Based Government System (SPBE)	√	
		Community Support	Citizens' willingness to adapt to digital services		√
2	<i>Capacity</i>	Human Resource Readiness	Officers are able to operate the application and provide technical assistance	√	
		Workload of Officers	Officers can focus on managing the digital system without being distracted by other tasks		√
		Availability of Infrastructure and Facilities	The quality and number of supporting devices are adequate		√
3	<i>Value</i>	Service Effectiveness	Services are delivered more quickly	√	
		Public Accessibility	Citizens can independently access the service		√
		Service Satisfaction Improvement	Residents feel more satisfied and find it easier to manage administrative services	√	

Despite these technological innovations, several challenges persist. Field observations indicate that while the Head of Subdistrict and local officials actively support the digitalization effort, public participation and infrastructure readiness remain limited. Officers often face high workloads, and internet connectivity issues continue to impede service delivery. Moreover, some citizens still experience difficulties in accessing online platforms due to limited digital literacy and device availability.

These conditions highlight that the success of digital public service initiatives such as LAPAKAMI is influenced not only by the sophistication of the technology but also by human, institutional, and societal factors. Therefore, this study seeks to analyze the effectiveness of web-based public service implementation in Melong Subdistrict by focusing on three key aspects: institutional support, capacity, and public value. The findings are expected to provide insights into how local governments can enhance the sustainability and inclusiveness of digital transformation in public administration.

## METHOD

This study employed a qualitative approach with a case study method to examine the extent to which the digitalization of public services through the LAPAKAMI platform has been effectively implemented in Melong Subdistrict, South Cimahi District, Cimahi City. The selection of informants was conducted purposively (Sugiyono, 2008), involving individuals directly engaged with or experienced in the digital service process, namely the Head of Subdistrict (Lurah), the subdistrict secretary, the LAPAKAMI system operator, and community members as service users.

Data collection was carried out through in-depth interviews, field observations, and document studies, providing a comprehensive understanding of digital public service practices in the research site.

The collected data were analyzed interactively following the stages of data reduction, data display, and conclusion drawing, as outlined by Miles & Huberman (1992). Furthermore, to enrich the analysis and obtain a strategic perspective, this research also utilized a SWOT approach to map the strengths, weaknesses, opportunities, and threats in the implementation of LAPAKAMI.

The validity of the findings was ensured through source triangulation and member checking, the results of which indicated no significant discrepancies between the information obtained by the researcher and the statements provided by the informants (Fiantika et al., 2022).

## **RESULTS AND DISCUSSION**

The implementation of public service digitalization through the LAPAKAMI web platform in Melong Subdistrict reflects national e-government policies, guided by Presidential Instruction No. 3 of 2003 and reinforced by Presidential Regulation No. 95 of 2018 on SPBE. These policies emphasize the importance of digitalizing bureaucracy to achieve more transparent, effective, and accountable governance. Despite the official launch in mid-2023, active public utilization only became visible in 2024, highlighting challenges related to infrastructure readiness, human resource adaptation, and public awareness. Many residents only learned about LAPAKAMI upon visiting the subdistrict office, indicating limited outreach and awareness. Discrepancies also exist between city-level policy and field implementation due to gaps in training, infrastructure, and inter-unit coordination.

Institutional support for LAPAKAMI is evident through its integration into SPBE frameworks and formal city policies, providing a legal and strategic foundation for digital public services. Outreach activities are conducted through community meetings, local organizations, and health or civic groups, while technical support from the Cimahi Communication and Informatics Department (Diskominfo) includes administrative accounts and operational guidance. Nevertheless, uneven information dissemination and high staff workloads limit the effectiveness of assistance, demonstrating that successful e-government requires both government commitment and active citizen participation alongside continuous communication strategies.

Capacity encompasses human resources, infrastructure, and operational systems. Technical training for operators, system trials, and coordination with Diskominfo strengthen internal readiness. Infrastructure, including computers and Wi-Fi, is available but limited, and internet stability can be problematic during peak service hours. LAPAKAMI handles basic services such as domicile letters and SKU applications, though some processes still require manual verification due to regulatory constraints. Access is also influenced by citizens' digital literacy, with younger residents more capable of independent use, while vulnerable groups face obstacles. Capacity therefore involves not only technical readiness but also sustained support to ensure equitable access.

The value of LAPAKAMI is reflected in its practical benefits for both government and citizens. The platform improves administrative efficiency through digital documentation, tracking, and archiving, while facilitating monitoring of incoming and outgoing correspondence. Citizens, particularly technology-savvy youth, benefit from convenient and flexible access without visiting the office. However, older residents and those with limited digital literacy still require guidance, and occasional technical issues, such as file upload errors or system interruptions, remain. This highlights that value creation in e-government depends not only on technical functionality but also on inclusive, continuous user support.

Implementation is shaped by multiple supporting and inhibiting factors. Internal supporting factors include active staff involvement, leadership backing, strong teamwork, available devices and network, internal training, and routine briefings for problem-solving. External supporting factors include strategic guidance and technical support from Diskominfo, staff training, public demand for fast and flexible services, enthusiasm of young users, and potential benefits such as reduced queues and faster data validation. Inhibiting factors internally include limited staff and uneven technical skills, occasional system malfunctions, incomplete digital service coverage, low digital literacy, and incompatible user devices. External barriers include power outages, internet disruptions, unequal access among lower-income citizens, incorrect document formats, limited public understanding, and some citizens' preference for conventional services.

Overall, LAPAKAMI has enhanced the effectiveness of public service delivery by reducing physical queues, accelerating administrative processes, and improving document management. Basic services such as domicile letters, SKTM, and SKCK referrals are more accessible, consistent with transparency and efficiency principles. Effectiveness is not yet uniform due to technical challenges and low digital literacy among certain groups, particularly the elderly and citizens with limited device access. Active staff engagement, routine training, and integrated internal systems have improved service speed and quality. SWOT analysis positions LAPAKAMI in the Strength–Opportunity quadrant, supporting aggressive development strategies. Strategic recommendations include enhanced internal training, coordination with Diskominfo to optimize infrastructure and citizen education, and long-term community-based digital literacy programs. While LAPAKAMI demonstrates initial effectiveness, further technical strengthening, expanded outreach, and adaptive digital service development are needed to address citizens' needs inclusively and sustainably.

## **CONCLUSION**

The implementation of public service digitalization through the LAPAKAMI system in Melong Subdistrict demonstrates effectiveness in accelerating service processes, facilitating citizen access, and improving administrative performance. Government support, staff training, and collaboration with Diskominfo constitute the primary enabling factors, although challenges remain, including limited devices, network disruptions, and low

digital literacy among residents. The system provides tangible benefits, particularly for technology-savvy citizens, yet it still requires enhanced guidance and public outreach to ensure broader accessibility. By strengthening internal capacity and promoting community education, the effectiveness of digital public services in this subdistrict can be sustainably improved.

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