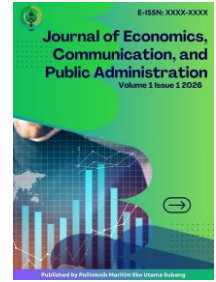




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# Digital Government Innovation and Public Service Transformation: Insights from E-Government Implementation in Sumedang Regency, Indonesia

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INFO ARTIKEL	ABSTRACT
<p>Submitted: 2025-11-04  Revised: 2025-11-17  Accepted: 2025-12-20  Published: 2026-01-03</p> <p><b>Keywords</b>  Digital Government, E-Government, Public Service Innovation, Local Government, Public Administration</p>	<p><i>The development of digital technologies has significantly transformed the way governments deliver public services and interact with citizens. Digital government initiatives have become an important strategy for improving the efficiency, transparency, and accessibility of public administration. In Indonesia, local governments are increasingly adopting digital platforms to modernize administrative processes and improve the quality of public service delivery. This study aims to examine the implementation of digital government innovation and its role in transforming public services in Sumedang Regency, Indonesia. The study uses a case study approach to explore how digital public service systems are implemented at the local government level and how stakeholders perceive their impact on administrative practices. Data were collected through semi-structured interviews with government officials and community members, supported by document analysis of local government policies and digital service platforms. The findings show that digital government initiatives have improved the accessibility, efficiency, and transparency of public services in Sumedang Regency. Digital platforms enable citizens to access administrative services more conveniently, streamline bureaucratic procedures, and enhance communication between government institutions and the public. However, several challenges remain, including disparities in digital literacy among citizens, limitations in technological infrastructure, and the need for organizational adaptation within government institutions. The study highlights the importance of strengthening digital infrastructure, improving public sector capacity, and promoting citizen engagement to ensure the successful implementation of digital government initiatives at the regional level</i></p>
<p><b>Kata Kunci</b>  Pemerintahan Digital, E-Government, Inovasi Pelayanan Publik, Pemerintah Daerah, Administrasi Publik</p>	<p><b>Abstrak</b>  Perkembangan teknologi digital telah membawa perubahan signifikan dalam cara pemerintah memberikan layanan publik dan berinteraksi dengan masyarakat. Inisiatif pemerintahan digital menjadi strategi penting untuk meningkatkan efisiensi, transparansi, dan aksesibilitas administrasi publik. Di Indonesia, pemerintah daerah semakin memanfaatkan platform digital untuk memodernisasi proses administrasi dan meningkatkan kualitas pelayanan publik. Penelitian ini bertujuan untuk mengkaji implementasi inovasi pemerintahan digital serta perannya dalam transformasi pelayanan publik di Kabupaten Sumedang, Indonesia. Penelitian ini menggunakan pendekatan studi kasus untuk memahami bagaimana sistem layanan publik berbasis digital diterapkan pada tingkat pemerintah daerah serta bagaimana para pemangku kepentingan memandang dampaknya terhadap praktik administrasi pemerintahan. Data penelitian dikumpulkan melalui wawancara semi-terstruktur dengan pejabat pemerintah daerah dan masyarakat, serta analisis dokumen kebijakan pemerintah daerah dan platform layanan digital yang digunakan. Hasil penelitian menunjukkan bahwa inisiatif pemerintahan digital telah meningkatkan aksesibilitas, efisiensi, dan transparansi pelayanan publik di Kabupaten Sumedang. Platform digital memungkinkan masyarakat untuk mengakses layanan administrasi dengan lebih mudah, menyederhanakan prosedur birokrasi, serta meningkatkan komunikasi antara pemerintah dan masyarakat. Namun demikian, masih terdapat beberapa tantangan seperti kesenjangan literasi digital di kalangan masyarakat, keterbatasan infrastruktur teknologi, serta kebutuhan adaptasi organisasi di dalam institusi pemerintahan. Penelitian ini menekankan pentingnya penguatan infrastruktur digital, peningkatan kapasitas aparatur pemerintah, dan partisipasi masyarakat untuk memastikan keberhasilan implementasi pemerintahan digital di tingkat daerah</p>

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## INTRODUCTION

The rapid development of information and communication technologies has significantly transformed governance practices around the world. Governments are increasingly adopting digital technologies to modernize administrative systems, improve service delivery, and enhance communication between public institutions and citizens. This transformation has led to the emergence of digital government initiatives that integrate technology into public administration in order to increase efficiency, transparency, and accountability in government operations (Mergel, Edelman, & Haug, 2019).

Digital government, often referred to as e-government, involves the use of digital platforms and information systems to support government administration and public service delivery. Through digital government systems, administrative processes can be simplified and public services can be delivered more efficiently. Citizens are able to access government services through online portals, mobile applications, and integrated service platforms without the need to visit government offices directly. These technological developments have significantly changed the way governments interact with citizens and manage public services (United Nations, 2022).

In the context of public administration, digital transformation plays a crucial role in improving the quality of governance and public service performance. Traditional bureaucratic systems often involve complex administrative procedures that can create inefficiencies, delays, and limited accessibility for citizens. Digital technologies provide opportunities for governments to redesign administrative processes, reduce bureaucratic complexity, and provide more responsive services to the public. As a result, digital government initiatives have become an important tool for improving public sector performance and strengthening citizen trust in government institutions (OECD, 2021).

In Indonesia, the development of digital government has become a strategic priority in efforts to modernize public administration and improve governance effectiveness. The Indonesian government has introduced various policies and initiatives aimed at strengthening the implementation of electronic-based government systems, known as Sistem Pemerintahan Berbasis Elektronik (SPBE). The SPBE framework aims to integrate information technology into government

administration and public service delivery in order to improve efficiency, transparency, and inter-agency coordination.

The implementation of digital government initiatives is not limited to national-level institutions but also extends to regional governments across Indonesia. Local governments play a critical role in delivering public services directly to citizens, making digital transformation at the regional level particularly important. Regional governments are increasingly encouraged to develop innovative digital public service platforms that can simplify administrative procedures, improve service accessibility, and enhance citizen satisfaction.

One example of regional digital government innovation can be observed in Sumedang Regency, West Java. The local government of Sumedang has actively promoted the development of digital public service systems as part of its efforts to improve administrative efficiency and service accessibility. Various digital initiatives have been introduced to support public administration, including online licensing services, digital population administration systems, and integrated public service platforms designed to facilitate communication between citizens and government institutions.

Digital government initiatives in Sumedang Regency reflect broader efforts by local governments to adopt technology-based governance systems that support more effective public administration. By utilizing digital platforms, the Sumedang government aims to streamline administrative processes, reduce bureaucratic delays, and improve transparency in service delivery. These initiatives are expected to enhance the overall quality of public services and strengthen citizen trust in local government institutions.

However, the implementation of digital government at the regional level also presents several challenges. Local governments must address issues related to digital infrastructure development, technological integration across government agencies, and differences in digital literacy among citizens. In addition, public sector organizations must undergo organizational and cultural changes to effectively adopt digital technologies in administrative processes. Without adequate institutional readiness, the implementation of digital government initiatives may not achieve the intended improvements in public service performance.

Furthermore, digital government transformation requires strong collaboration among government agencies, technology providers, and community stakeholders. The success of digital public service systems depends not only on technological infrastructure but also on the ability of government institutions to manage digital innovation and ensure that services remain accessible and inclusive for all citizens.

Although digital government initiatives have been widely promoted in Indonesia, research examining their implementation at the regional level remains limited. Many studies have focused on national-level digital governance strategies, while less attention has been given to how local governments manage digital transformation in public administration. Understanding how regional governments implement digital government initiatives and how these initiatives influence public service delivery is essential for identifying both the opportunities and challenges associated with digital governance.

Therefore, this study aims to explore digital government innovation and its role in transforming public service delivery in Sumedang Regency, Indonesia. By examining how e-government initiatives are implemented and how stakeholders perceive their impact on public administration practices, this research seeks to provide deeper insights into the role of digital technologies in improving governance and strengthening public service performance at the local government level.

## **METHODS**

This study adopts a qualitative research approach to explore the implementation of digital government innovation and its role in transforming public service delivery in Sumedang Regency, Indonesia. A qualitative approach was chosen because it allows for an in-depth understanding of how digital government initiatives are implemented within local government institutions and how stakeholders perceive the impact of these initiatives on public administration and service delivery. Through this approach, the study seeks to examine the experiences, perceptions, and challenges faced by government officials and community stakeholders in the implementation of e-government systems.

The research design uses a case study approach focusing on Sumedang Regency as a regional government that has implemented various digital government initiatives to improve public services. The case study method is appropriate for this research because it enables a comprehensive examination of complex administrative and technological processes within a specific local governance context. By focusing on Sumedang Regency, the study aims to gain a deeper understanding of how digital public service systems are implemented at the regional level and how these initiatives influence governance practices.

Data were collected through several qualitative data collection techniques. First, semi-structured interviews were conducted with key informants who are directly involved in the implementation and management of digital public services. These informants included local government officials, public service administrators, information technology staff within government agencies, and community

members who have experience accessing digital public services. Purposive sampling was used to select informants who possess relevant knowledge and experience related to the implementation of digital government systems in Sumedang Regency.

Second, document analysis was conducted to review official policy documents, government reports, and strategic plans related to digital government implementation in Sumedang Regency. These documents provided important information regarding government policies, institutional frameworks, and technological systems used in the delivery of digital public services. In addition, local government publications and official websites were analyzed to understand the structure and features of existing digital service platforms.

The collected data were analyzed using thematic analysis. This analytical process involved several stages, including data organization, coding of interview transcripts and documents, identification of recurring themes, and interpretation of patterns related to digital government implementation and public service transformation. Thematic analysis allowed the researcher to identify key factors influencing the effectiveness of digital government initiatives as well as the challenges faced by local government institutions in implementing technology-based public services.

To ensure the credibility and reliability of the research findings, this study applied data triangulation by comparing information obtained from interviews, document analysis, and secondary sources. This triangulation process helped validate the research findings and ensured that the conclusions were supported by multiple sources of evidence. Through this methodological approach, the study provides a comprehensive understanding of how digital government innovation contributes to public service transformation in Sumedang Regency.

## **RESULTS AND DISCUSSION**

The findings of this study reveal several important insights regarding the implementation of digital government initiatives and their role in transforming public service delivery in Sumedang Regency. Based on interviews with government officials, analysis of policy documents, and observations of existing digital public service platforms, the study identified several major themes that illustrate how digital government initiatives influence governance practices, administrative efficiency, and citizen engagement at the local government level.

### **Improvement of Public Service Accessibility**

One of the most significant impacts of digital government implementation in Sumedang Regency is the improvement of accessibility to public services. Through the development of online

service platforms and digital administrative systems, citizens are now able to access various government services more conveniently without needing to visit government offices physically. Services such as population administration, business licensing, and public information services have increasingly been provided through digital platforms.

This transformation has reduced the barriers that previously existed in traditional administrative processes. Citizens no longer need to spend significant time waiting in government offices or traveling long distances to obtain services. Instead, service requests can be submitted online through digital portals, allowing residents to interact with government institutions in a more flexible and efficient manner.

Furthermore, digital platforms provide easier access to information related to administrative requirements, service procedures, and processing timelines. This transparency enables citizens to better understand how to access government services and reduces confusion regarding administrative procedures. As a result, digital government initiatives contribute to more inclusive and accessible public services for the community.

#### **Increased Efficiency in Administrative Processes**

Another important finding of this study is the improvement in administrative efficiency within government institutions in Sumedang Regency. The introduction of digital systems has simplified various bureaucratic procedures that were previously conducted manually. Administrative tasks such as document verification, application processing, and data recording can now be performed through integrated digital systems.

The use of digital platforms allows government officials to process service requests more quickly and accurately. Information can be stored and retrieved through centralized databases, reducing the risk of document loss and minimizing repetitive administrative tasks. In addition, digital systems enable faster coordination between different government departments because data can be shared electronically across administrative units.

Government officials interviewed in this study indicated that the implementation of digital systems has significantly reduced processing time for many public services. Tasks that previously required several days to complete can now be processed more efficiently through automated systems and digital workflows. This improvement in efficiency contributes to better service performance and enhances the overall effectiveness of local government administration.

#### **Strengthening Transparency and Accountability**

Digital government initiatives in Sumedang Regency also contribute to increased transparency and accountability in public administration. Digital platforms allow citizens to track the progress of

their service applications and obtain real-time updates regarding the status of their requests. This feature helps reduce uncertainty in administrative processes and ensures that citizens are informed about the progress of their applications.

In addition, the availability of digital records creates a more transparent administrative environment within government institutions. All service transactions and administrative processes are documented electronically, making it easier to monitor service performance and evaluate administrative procedures. This digital documentation system helps reduce the potential for irregularities and promotes more accountable governance practices.

Transparency is also strengthened through the availability of online information regarding government programs, public service procedures, and administrative requirements. Citizens can access this information through government websites and digital platforms, which encourages more open communication between government institutions and the public.

### **Citizen Engagement and Public Participation**

Another important dimension of digital government implementation in Sumedang Regency is the enhancement of citizen engagement in governance processes. Digital platforms provide new channels through which citizens can interact with government institutions, submit feedback, and report public service issues.

For example, online complaint systems and digital communication platforms allow residents to report problems related to public services and infrastructure more easily. These platforms enable government institutions to respond to citizen concerns more quickly and improve the responsiveness of public administration.

The availability of digital communication channels also encourages greater public participation in governance processes. Citizens are able to provide input regarding government programs and administrative services through online platforms, which helps strengthen democratic governance at the local level.

### **Challenges in Digital Government Implementation**

Despite the significant benefits associated with digital government initiatives, the study also identified several challenges faced by the Sumedang Regency government in implementing digital public service systems. One major challenge involves disparities in digital literacy among citizens. While many residents are familiar with digital technologies, some segments of the population—particularly elderly citizens and residents in rural areas—may experience difficulties in using online service platforms.

Another challenge relates to digital infrastructure and technological capacity. The effective operation of digital government systems requires stable internet connectivity, reliable data servers, and well-integrated information systems across government agencies. In some cases, technical limitations such as system downtime or limited server capacity can affect the accessibility of digital services.

Organizational readiness within government institutions also represents an important factor influencing the success of digital government initiatives. Government officials must develop the necessary technical skills to manage digital systems and respond to citizen service requests through online platforms. Continuous training programs and institutional support are therefore essential to ensure that public servants are able to adapt to digital administrative systems.

### **Implications for Local Governance and Public Administration**

The findings of this study demonstrate that digital government innovation plays a crucial role in improving governance and public service delivery at the local government level. By integrating digital technologies into administrative processes, local governments can modernize public administration systems and provide services that are more responsive to citizen needs.

For Sumedang Regency, digital transformation represents an important step toward strengthening governance capacity and improving the quality of public services. However, the success of digital government initiatives depends on the ability of local governments to address challenges related to infrastructure development, institutional capacity, and citizen digital literacy.

Overall, the experience of Sumedang Regency illustrates how digital government initiatives can support more effective, transparent, and citizen-centered public administration. These findings provide valuable insights for other regional governments in Indonesia that seek to implement digital governance systems and improve the quality of public services through technological innovation

### **CONCLUSION**

This study examined the implementation of digital government initiatives and their role in transforming public service delivery in Sumedang Regency, Indonesia. The findings indicate that the adoption of digital technologies in local government administration has contributed significantly to improving the accessibility, efficiency, and transparency of public services. Through the development of digital platforms and online administrative systems, the Sumedang Regency government has been able to simplify bureaucratic procedures and provide services that are more responsive to the needs of citizens.

One of the key findings of this study is that digital government initiatives have improved the accessibility of public services by enabling citizens to access administrative services through online platforms. The availability of digital service systems allows residents to obtain government services without the need for physical visits to government offices, thereby reducing time and administrative barriers. This improved accessibility contributes to more inclusive public service delivery and enhances citizen convenience in interacting with government institutions.

The study also shows that digital government systems have increased administrative efficiency within local government institutions. The integration of digital technologies into administrative processes has streamlined bureaucratic procedures, improved data management, and enabled faster processing of service requests. As a result, government agencies are able to provide services more effectively and reduce delays that were commonly associated with manual administrative systems.

Furthermore, digital government initiatives contribute to strengthening transparency and accountability in public administration. Digital platforms provide citizens with greater access to information regarding public service procedures and allow them to track the progress of their service applications. The digital recording of administrative transactions also enables better monitoring of government performance and supports more accountable governance practices.

Despite these positive outcomes, the study also identifies several challenges in the implementation of digital government at the regional level. Differences in digital literacy among citizens, limitations in digital infrastructure, and the need for organizational adaptation within government institutions remain important issues that must be addressed. Successful digital government implementation therefore requires continuous investment in technological infrastructure, development of digital skills among public officials, and efforts to increase community awareness of digital public services.

Overall, the experience of Sumedang Regency demonstrates that digital government innovation can play a significant role in improving the quality of public service delivery and strengthening governance at the local level. By effectively integrating digital technologies into public administration, local governments can enhance service performance, promote transparency, and build stronger relationships with citizens. The findings of this study provide useful insights for policymakers and regional governments seeking to implement digital governance systems and support the ongoing transformation of public administration in Indonesia.

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