

Article

Implementation of E-Government in Improving Public Services in the Cominfo Department Gorontalo City

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Abstract: Based on the New Public Management paradigm, this study aims to find out and describe at how E-Government is being implemented in the Communication and Information Service of Gorontalo City to enhance public services. It fills a knowledge gap about the real-world effects of regional autonomy laws on public service delivery. The study employed a qualitative methodology, gathering data via key informant interviews and observations, and utilizing Miles and Huberman's interactive model for analysis. The study's objective is to assess the results and critical success elements of e-governance programs. The findings demonstrate significant improvements in public trust, openness, and service efficiency, which are enabled by strong stakeholder collaboration, enough funding, and an innovative culture. These findings underscore the need for extensive support structures for effective policy creation and public administration. They also have important implications for successful E-Government implementation.

Keywords: Services, e-Government, Communication and Information, Public

1. Introduction

Demands for bureaucratic reform can be implemented within the framework of the New Public Management paradigm in order to realize Good Governance, where interaction between society, the private sector and civil society with state administrators is on an equal footing, regardless of background, based on broad public consensus, which allows poor community groups to and marginalized groups have more open access to the political decision-making process and public policy. E-Government or electronic-based government, offers a number of significant advantages in providing public services that are more efficient, accessible and transparent [1]. Avianto et al., (2022) [2] said that data security and integrity are also an important focus in implementing E-Government. By implementing sophisticated information security technology, the government can protect citizens' personal data and maintain the security of information related to public policy. This creates public trust in the E-Government system, which in turn strengthens the relationship between government and society.

The development of Indonesian positive law which has mandated the regulation of regional autonomy in Law No. 32 of 2004 concerning Regional Government, and the regulation of Public Services in Law No. 25 of 2009 concerning Public Services, has become part of the development of public services so far. Based on Article 1 paragraph (1) of Law No. 25 of 2009, it explains that: "Public service is an activity or series of activities in order to fulfill service needs in accordance with statutory regulations for every citizen and resident for goods, services, and/or providers. public service".

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Article 2 paragraph (3) of Law No. 32 of 2004 explains that: "Regional government as referred to in paragraph (2) carries out the broadest possible autonomy, except for government affairs which are the Government's business, with the aim of improving community welfare, public services and competitiveness. area". Thus, it can be understood that one of the aims of establishing regional autonomy is to improve public services. It is the obligation of every regional government to fulfill community service needs in accordance with the mandate of this law, including the services in Gorontalo City, especially those carried out by the Gorontalo City Communications and Information Service.

Based on the results of the government agency performance report (LKIP), the following data was found:

Table 1. Gorontalo City Communication and Information Service LKIP data

No	Aspect	Mark		Criteria
		Target	Achievements	
1	Community Satisfaction Index	89	90.54	Very Successful
2	SPBE Index	2.55	2.59	Successful (Enough)

Source: LKIP Gorontalo City Communication and Information Service, 2024

Based on the table above, it is clear that the problems related to the five dimensions of public service quality in the first dimension, namely physical evidence (Tangibles), are indicated by limited facilities and infrastructure such as inadequate waiting rooms, network capacity owned by the Gorontalo City Communication and Information Service which is still less than optimal, This results in less smooth access to applications, both government applications and applications integrated with other private systems. The second dimension, namely empathy, is shown by officers who are less than optimal in providing services both to the community and to other employees, one example of which is service officers who seem indifferent in providing services to service recipients.

The third dimension is reliability which is shown by the lack of ability of officers to complete work quickly and accurately in accordance with the expectations of service recipients. Many service aspects are still accessed manually even though the Gorontalo City Communication and Information Service is already based on E-Government which can be accessed manually. online access anytime and anywhere, apart from that there is still overlap in terms of service mechanisms/procedures. The fourth dimension is responsiveness which is shown by service providers who are less responsive in serving. The fifth dimension is assurance, which is shown by the absence of a guarantee of the right time from the service provider in completing a job. Sometimes people have to go back and forth to get clarity on the results. All of this is an indication that the public sector has not been able to provide services which still need to be addressed by optimizing E-Government in a sustainable manner.

Based on the results of the researcher's initial observations and based on the Strategic Plan document, it was found that the implementation of public services at the Gorontalo City Communication, Informatics and Encryption Service, generally reflects a Very Good quality level with an SKM value of 90.54. Meanwhile, the achievement of performance indicators regarding the coverage of the Electronic Based Government System (SPBE) in the City of Gorontalo was declared successful in reaching a value of 2.59 points from the target of 2.55 points, although the results of this assessment were categorized as "sufficient" by the Ministry of PAN R3 RI in 2023 because there were still several things that still need to be improved in terms of implementing SPBE in Gorontalo City. This is due to the lack of human resources that support application services and information systems, the absence of SOPs that support information communication services, the lack of firmness from OPD

leadership in implementing the e-government concept, the lack of e-government infrastructure and the high level of sectoral ego by OPD in implementing e-government services.

2. Research Methodology

This research was carried out at the Gorontalo City Communications and Information Service. The research time required by researchers to prepare this thesis starts from the process of preparing the research proposal until the examination. The time used to carry out this research was from March 2024 to June 2024. The research approach used was a qualitative method with descriptive research methods and research procedures carried out by observation and interviews with informants. The data analysis technique used is the interactive analysis model of Miles and Huberman.

3. Results

Exposure to the Application of E-Government in improving public services at the Gorontalo City Communication and Information Service (Kominfo)

a. Support

The results of interviews with several informants from OPDs, both OPDs providing services and OPDs receiving services, can be interpreted to mean that the implementation of E-Government in the Gorontalo City Communications and Information Service is supported by a clear legal framework and strong commitment from regional leaders. This support is strengthened by good cooperation and coordination between the Communications and Information Service and OPDs receiving services. Concrete efforts, such as training, workshops and development of technological infrastructure, show a real commitment to improving the efficiency and quality of public services through digital transformation. All parties involved are aware of the importance of E-Government and play an active role in ensuring its successful implementation, so that it can provide significant benefits for the people of Gorontalo City. The Communication and Information Service's vision and mission emphasizes the importance of digital transformation, and various efforts have been made to support this, including workshops, training and comparative studies to other regions that are more advanced in implementing E-Government. Adequate technological infrastructure, such as reliable servers and networks, has been built to support E-Government implementation.

b. Capacity

The results of interviews with several informants from OPDs, both OPDs providing services and OPDs receiving services, can be interpreted to mean that the Gorontalo City Communications and Information Service has taken comprehensive and strategic steps to ensure the availability and optimization of resources needed for the implementation of E-Government. Through careful strategic planning, collaboration with the private sector and academics, and a focus on internal development, the Communications and Information Service is able to overcome resource limitations and support E-Government initiatives effectively. Support and cooperation from OPDs receiving services also plays an important role in ensuring the success of E-Government implementation, which ultimately aims to improve the efficiency and quality of public services in Gorontalo City.

c. Value

The results of interviews with several informants from OPDs, both OPDs providing services and OPDs receiving services, can be interpreted to mean that the implementation of E-Government by the Gorontalo City Communications and Information Service has provided significant benefits for the community in terms of increasing efficiency, transparency

and accessibility of public services. Therefore, it can be concluded that the efforts of the Gorontalo City Communications and Information Service in implementing E-Government have succeeded in bringing positive value and improving the quality of public services. The implementation of E-Government by the Communications and Information Service provides many benefits for the community. The service process becomes faster, more efficient, transparent and easier to access, which ultimately increases public satisfaction with public services. Evaluations carried out together with the Communications and Information Service showed increased effectiveness in public services, such as reducing service time, increasing data accuracy, and reducing waiting times for the public.

Exposure to factors that determine the success of implementing E-Government in improving public services in the Gorontalo City Communication and Information Service (Kominfo)

a. Stakeholders (related parties)

The results of interviews with several informants from OPDs, both OPDs providing services and OPDs receiving services, can be interpreted to mean that involvement and effective communication with various stakeholders are key factors in the successful implementation of E-Government in the Gorontalo City Communication and Information Service. Concrete steps taken to identify, involve and manage stakeholder interests have helped ensure that this program runs smoothly and effectively. This shows that there are efforts to ensure good coordination and collaboration between the Communications and Information Service and OPDs receiving services. Therefore, it can be concluded that good collaboration with stakeholders is an important element in ensuring the success of implementing E-Government in improving public services.

b. Budgets (budget)

The results of interviews with several informants from OPDs, both OPDs providing services and OPDs receiving services, can be interpreted to mean that budget management is carried out through comprehensive annual planning, by prioritizing the allocation of funds for application development, HR training and maintenance of technological infrastructure. However, despite careful planning, an adequate budget is needed to support these activities. Political support and program priorities by the city government are also important factors in budget allocation, as stated by informants from OPDs receiving services. Adequate budget allocation, strong political support, and transparent and accountable budget management are key factors in increasing the success of implementing E-Government to improve public services in the Gorontalo City Communications and Information Service.

c. Innovation (innovation)

The results of interviews with several informants from OPDs, both OPDs providing services and OPDs receiving services, can be interpreted to mean that innovation plays an important role in improving public services through the implementation of E-Government in the Gorontalo City Communications and Information Service. This shows that efforts to encourage innovation are not only limited to new ideas, but also to implementing solutions that are practical and beneficial to society. Apart from that, the importance of change management is also seen in efforts to overcome obstacles in implementing innovation. This approach shows seriousness in facing the challenges that arise in changing paradigms and implementing innovative solutions.

Research Findings

Factors that determine the success of implementing E-Government in the Gorontalo City Communications and Information Service include collaboration with various stakeholders, adequate budget allocation, and an instilled culture of innovation. Collaboration with other OPDs, communities, the private sector and academia helps in identifying needs and obtaining valuable input for the development of effective E-Government solutions. In addition, adequate budget allocation ensures smooth development of infrastructure and human resource training, while a culture of innovation encourages the creation of creative solutions and is responsive to the demands of the times. Active involvement and support from various parties is the key to success in implementing E-Government to improve public services at the Gorontalo City Communications and Information Service.

The detailed description regarding optimizing factors for implementing E-Government in improving public services at the Gorontalo City Communications and Information Service is:

- 1) Urgency factor Stakeholders (related parties), Budgets (budget) and Innovation (innovation) to implementation of E-Government in improving public services at the Gorontalo City Communications and Information Service in terms of the Support aspect

In building E-Government infrastructure and services, participation and involvement from various stakeholders such as the community, OPD, private sector and academics is very important. They can provide valuable input, support the change process, and ensure that end-user needs are met. Support from stakeholders can also help in obtaining additional resources and maintaining positive momentum in implementation. Adequate budget allocation is the foundation needed to support the development and maintenance of technological infrastructure as well as human resource capacity development. Without sufficient financial support, the Communication and Information Service will have difficulty implementing E-Government projects effectively. Sufficient budgets also enable continuous innovation and adaptation to rapid technological developments.

A strong culture of innovation allows the Communications and Information Service to continue to create new solutions that can improve the quality of public services. Innovation is not only related to the development of new technology, but also includes processes, policies and service models. By encouraging creativity and experimentation, the Communications and Information Service can find innovative solutions to address challenges in implementing E-Government.

- 2) Urgency factor Stakeholders (related parties), Budgets (budget) and Innovation (innovation) to implementation of E-Government in improving public services at the Gorontalo City Communications and Information Service in terms of the Capacity aspect

Participation and collaboration from various stakeholders helps in building human resource capacity through the exchange of knowledge, training and experience. They can also help in ensuring the availability of qualified and competent human resources to manage E-Government technology effectively. Adequate budget allocation enables the development of the necessary technological infrastructure and continuous human resource training. Without sufficient financial support, the Communications and Information Service will have difficulty updating infrastructure, expanding networks, and updating E-Government applications regularly. A strong culture of innovation enables the Communication and Information Service to continue to increase human resource capacity in adopting new technology and developing innovative solutions to increase the efficiency and effectiveness of public services. Innovation also helps in strengthening technology infrastructure and managing change better.

- 3) Urgency factor Stakeholders (related parties), Budgets (budget) and Innovation (innovation) to implementation of E-Government in improving public services at the Gorontalo City Communications and Information Service in terms of the Value aspect

Participation and feedback from stakeholders helps ensure that the services provided by the Communications and Information Service are in line with the needs and expectations of the community. By involving the community and the private sector, the Communications and Information Service can identify areas that need improvement and adapt services according to real needs. Adequate budget allocation enables the development of quality and innovative services that provide significant added value to society. An adequate budget also ensures the adoption of advanced technology and maintenance of the infrastructure necessary to provide reliable and effective services. A strong culture of innovation enables the Communication and Information Service to continue to improve the quality of public services by introducing new solutions that are efficient and effective. Innovation helps in improving operational efficiency, increasing accessibility, and increasing user satisfaction, all of which create added value for society.

The achievements of the community satisfaction index at the Gorontalo City Communication and Information Service (Kominfo) over the last 5 years are presented in the following graph:

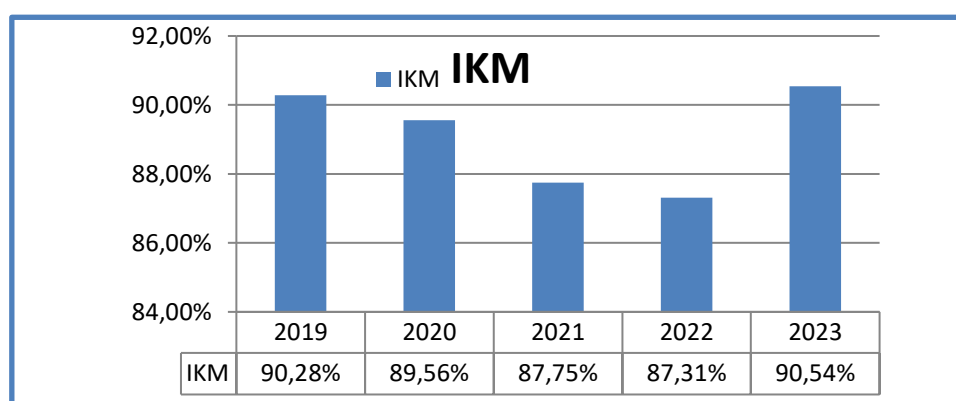


Figure 1. IKM Trends at the Gorontalo City Communications and Information Service

Based on the table above, it can be seen that the Community Satisfaction Index (IKM) value for public services provided by the Gorontalo City Communications and Information Service tends to be less stable. This can be seen from the consistent decline in the value of SMEs from 2019 to 2022, namely in 2019 it was 90.28% which then fell to 89.56% in 2020, fell again to 87.75% in 2021 and decreased again in 2022 it will be 87.31%. There are several factors that are the cause of this decline, one of which is deficiencies in the services provided, such as slow response to public requests or complaints, lack of transparency in the process, or the inability to access information easily. Apart from that, external factors such as policy changes, economic conditions, or social changes can also contribute to fluctuations in the value of SMEs. For example, if there are changes in regulations or policies that result in disruption in the provision of services, this may affect the public's perception of the quality of the services provided.

Meanwhile, in 2023 it will increase to 90.54%, which is the highest IKM value over the last 5 years. This shows that there has been an improvement or improvement in the quality of public services provided by the Gorontalo City Communications and Information Service. This could be the result of various improvement efforts undertaken by relevant agencies, such as improvements in response to public input or complaints, improvements in transparency and accountability, or the introduction of new innovations in service provision. This increase in the value of IKM can also be interpreted as the result of better communication efforts between the Communications and Information Service and the community, as well as efforts to better understand and meet the needs and expectations of the community. This increase could also be the result of policy changes or strategies that are more effective in providing better services.

The score achievements for each dimension of the Community Satisfaction Index (IKM) for public services provided by the Gorontalo City Communications and Information Service in 2023 are presented in the following graph:

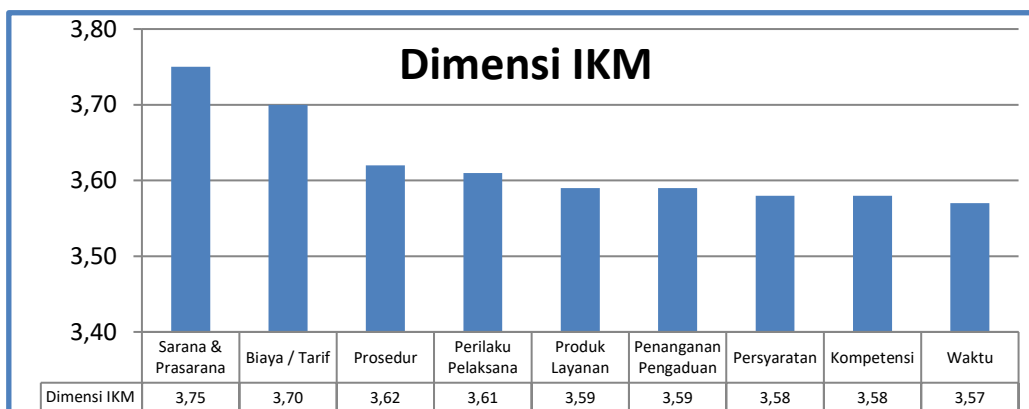


Figure 2. Scores for each SMI dimension at the Gorontalo City Communications and Information Service

Based on the table above, it can be seen that service time gets the lowest value, namely 3.57. Furthermore, implementing competency which received a score of 3.58 was the second lowest score. Likewise, the requirements include the three lowest elements. Meanwhile, the three service elements with the highest scores, namely Facilities and Infrastructure, got the highest score of 3.75 from the service element, and Costs/tariffs got the next highest score, namely 3.70 and Procedures got a score of 3.62. Based on the results of the recapitulation of suggestions/criticisms as well as complaints that came in through the various complaint channels that have been provided, several complaints were obtained that were of concern as follow-up plans, namely service counters were added and accelerated, data input could be done using internet services, service was improved, service with a smile and friendly. And service officers have never been given special training regarding service excellence and there has been no implementation of giving awards to officers who excel.

As for achievements Electronic Based Government System (SPBE) in the Gorontalo City Communication and Information Service (Kominfo) for the last 3 years is presented in the following graph:

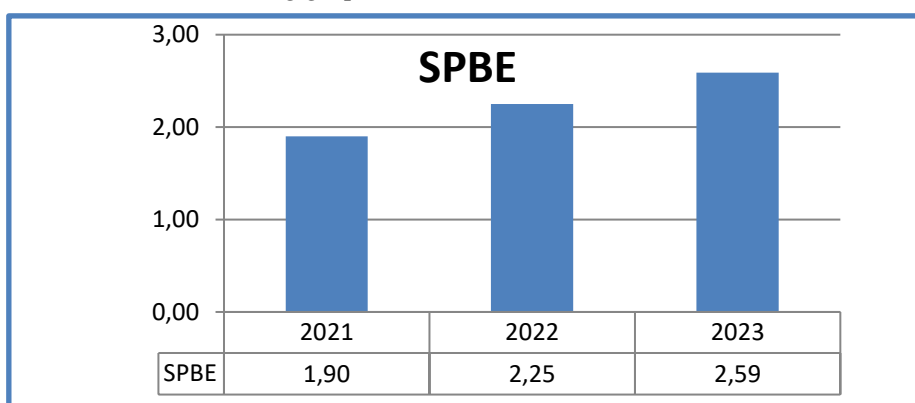


Figure 3. SPBE at the Gorontalo City Communications and Information Service

Based on the table above, it can be seen that Electronic Based Government System (SPBE) in 2021 is 1.90 units. Then it will increase to 2.25 units in 2022 and increase again in 2023 to 2.59 units. This shows the Gorontalo City government's commitment to increasing efficiency, transparency and accessibility of public services through digital platforms. This

includes processes such as online registration, tax payments, information services and others that are increasingly being integrated into electronic systems. An increase in the SPBE value may indicate that the IT infrastructure and technical capacity of the Gorontalo City government has increased. This includes investment in hardware and software, application development, HR training, and system security and reliability improvements. This progress may be the result of a planned and sustainable technology development strategy, which allows improving the quality and scope of e-services.

The increase in SPBE also reflects the adoption of innovation and best practices in E-Government implementation. The Gorontalo City Government may have adopted models that have proven effective from other regions or even other countries in introducing electronic services. Although the increase in the SPBE score is a positive thing, it does not guarantee that the Gorontalo City government has achieved its full potential in implementing E-Government. There is still room for improvement, especially in ensuring that the services provided appropriately meet the needs and expectations of the community. This requires ongoing evaluation of service effectiveness, as well as efforts to continually improve the accessibility, quality and inclusivity of e-services. Increasing SPBE must also be seen in the context of broader social, economic and political impacts. The implementation of E-Government can bring great benefits in increasing bureaucratic efficiency, reducing corruption, and increasing public participation in the policy process. However, it can also give rise to challenges such as the digital divide, data privacy and inequality of access. Therefore, it is important to continue to monitor and evaluate the impact of E-Government in quality public services.

4. Discussion

Implementation of E-Government in improving public services at the Gorontalo City Communication and Information Service (Kominfo)

The results of the analysis found that the implementation of E-Government in the Gorontalo City Communications and Information Service has had a positive impact in improving public services. Various innovations, such as online reporting systems and mobile applications, have accelerated responses to community needs. Through the use of information and communication technology, the Gorontalo City Communications and Information Service has optimized easier and more transparent access to public services. Steps such as surveys, public consultations and regular evaluations also help ensure that the digitalization of services provided is in line with the needs and expectations of the OPD and the community. Overall, the implementation of E-Government has changed the traditional paradigm of public services to become more effective, efficient, responsive and inclusive.

The results of each sub-focus regarding the application of E-Government in improving public services at the Gorontalo City Communication and Information Service (Kominfo) are described as follows:

- a. The implementation of E-Government in improving public services at the Gorontalo City Communications and Information Service is viewed from the Support aspect

The "Support" aspect in the context of E-Government implementation refers to the support provided by various parties, both internally and externally, for the implementation of information technology-based systems and services. In the context of the Gorontalo City Communications and Information Service, this support is very important to ensure the success and sustainability of E-Government projects. Internal support from the Communications and Information Service itself is an important foundation for the implementation of E-Government. This includes a commitment from leadership and staff to adopt and integrate technology in daily operations. A competent and experienced IT team is also needed to design, develop and maintain the required IT infrastructure and applications.

In addition, ongoing training for employees on the use of new technologies and E-Government processes is also important so that they can effectively implement and manage the system. This result is in accordance with the opinion of [3] that external support from related parties, including central government institutions, private institutions, academics and civil society, is also needed. This may take the form of technical assistance, financial resources, or partnerships in the development and implementation of E-Government projects. Collaboration with external parties can help the Communication and Information Agency gain additional perspectives, additional resources, and political support needed to overcome obstacles and accelerate project progress.

- b. The application of E-Government in improving public services at the Gorontalo City Communications and Information Service is viewed from the Capacity aspect

The "Capacity" aspect in the context of implementing E-Government refers to the ability of an organization or government institution to adopt, manage and utilize information technology to provide quality public services. This result is in accordance with the opinion of [3] that increasing capacity in this case is very important to ensure the effectiveness and sustainability of E-Government projects. The Communications and Information Service needs to build strong internal capacity in terms of HR (Human Resources). Collaboration and partnerships with external parties, such as private institutions, academic institutions and civil society, can also increase the capacity of the Communications and Information Service. This collaboration can provide access to additional resources, technical knowledge, and experience that can strengthen an organization's ability to better adopt and manage information technology. By increasing internal capacity and IT infrastructure, as well as strengthening management processes and organizational frameworks, the Gorontalo City Communications and Information Service will be better prepared to implement E-Government projects successfully. This will enable them to provide more efficient, transparent and responsive public services to the public.

- c. The application of E-Government in improving public services at the Gorontalo City Communications and Information Service is viewed from the Value aspect

The "Value" aspect in the context of implementing E-Government refers to the benefits or added value provided by the adoption of information technology in improving public services. In this case, the implementation of E-Government in the Gorontalo City Communications and Information Service can be assessed by how much benefit is felt by the community and local government. With the adoption of E-Government, people can access public services online without having to come directly to government offices. This allows them to carry out various administrative processes, such as tax payments, permits, or registration, quickly and easily via digital platforms. Thus, the implementation of E-Government increases the value of public services by providing easier access and efficiency in administrative processes.

This result is in accordance with the opinion of [3] that the implementation of E-Government can also increase the efficiency of government administration by reducing manual processes and complicated bureaucracy. Automating administrative processes, such as document processing and sending letters, can save time and operational costs for the government. This can result in significant efficiencies in resource management and cost savings. By adopting information technology, the Gorontalo City Communications and Information Service can improve the quality of public services provided. E-Government applications and platforms can be designed to provide a better and more responsive user experience. In addition, the use of technology such as data analytics and artificial intelligence can help governments analyze people's needs and design more appropriate services.

This result is in accordance with the statement from [4] which states that as stated in the 1945 Constitution as a valid regulation, the State has an obligation to implement public services to serve all citizens and residents in order to carry out government processes and prosperous community life. The implementation or provision of public services carried

out by the relevant government in all sectors are interconnected in the field of service, especially public services. Aneta et al., (2021) [5] also added that the quality of public services received directly by the community is a benchmark for assessing the quality of government. One effort to make effective public services is digitalized services.

These results are also in accordance with the statement from Avianto [2] saying that data security and integrity are also an important focus in implementing E-Government. By implementing sophisticated information security technology, the government can protect citizens' personal data and maintain the security of information related to public policy. This creates public trust in the E-Government system, which in turn strengthens the relationship between government and society. E-Government enables more equitable and inclusive access to public services. Society is not limited by geographic or time factors, because services can be accessed online at any time and from anywhere. This makes it easy for residents who live in remote areas or have limited mobility to still get services without having to come directly to the service office.

Factors that determine the success of implementing E-Government in improving public services in the Gorontalo City Communication and Information Service (Kominfo)

The ability to innovate and adopt new technology is key in improving the quality and efficiency of public services through E-Government [6]. The results of the analysis found that the factors that determine the success of implementing E-Government in the Gorontalo City Communications and Information Service include collaboration with various stakeholders, adequate budget allocation, and an instilled culture of innovation. Collaboration with other OPDs, communities, the private sector and academia helps in identifying needs and obtaining valuable input for the development of effective E-Government solutions. In addition, adequate budget allocation ensures smooth development of infrastructure and human resource training, while a culture of innovation encourages the creation of creative solutions and is responsive to the demands of the times. Active involvement and support from various parties is the key to success in implementing E-Government to improve public services at the Gorontalo City Communications and Information Service.

The results for each sub-focus of the factors that determine the success of implementing E-Government in improving public services at the Gorontalo City Communication and Information Service (Kominfo) are:

- a. Stakeholders (relevant parties) as a factor that determines the success of implementing E-Government in improving public services at the Gorontalo City Communication and Information Service

Stakeholders, or related parties, are an important element in implementing E-Government in improving public services at the Gorontalo City Communications and Information Service. Stakeholders include various entities that have an interest or are involved in the process of implementing and using the E-Government system. The community as the main stakeholder has an important role in encouraging the adoption and use of E-Government services. The public is the end user of the services provided by the Communications and Information Service. By understanding people's needs, preferences and level of technological readiness, the Communications and Information Service can design and implement solutions that better suit user needs. The success of implementing E-Government in improving public services at the Gorontalo City Communications and Information Service is very dependent on the involvement and cooperation of various stakeholders. By understanding the needs, contributions and expectations of each related party, the Communications and Information Service can design and implement more effective and sustainable E-Government solutions.

- b. Budgets as a factor that determines the success of implementing E-Government in improving public services in the Gorontalo City Communication and Information Service

Budget, or budgets, is a key factor that determines the success of implementing E-Government in improving public services at the Gorontalo City Communication and Information Service. Implementation and operationalization of an E-Government system requires significant financial investment in developing information technology infrastructure, software procurement, HR training, system maintenance, and promotion and outreach to the public. With adequate budget allocation, the Communications and Information Service can accelerate the development and launch of a comprehensive and sustainable E-Government system. Investments in information technology infrastructure, such as the development of web portals, mobile applications, and database management systems, are critical to ensuring the availability of reliable and responsive online services to the public.

In addition, promotion and outreach to the public about E-Government services also requires a sufficient budget to ensure widespread awareness and adoption of the system. Effective outreach programs, such as information campaigns, user training, and the provision of technical assistance, require adequate budget allocations to achieve desired results. Thus, an adequate budget is very important to support the successful implementation of E-Government in improving public services at the Gorontalo City Communications and Information Service. With appropriate and efficient budget allocation, the Communication and Information Service can optimize the use of its financial resources to achieve development goals and improve the quality of life of society as a whole.

- c. Innovation (innovation) as a factor that determines the success of implementing E-Government in improving public services at the Gorontalo City Communication and Information Service

Innovation plays a crucial role in the successful implementation of E-Government in improving public services at the Gorontalo City Communications and Information Service. In this context, innovation refers to the use of technology and new ideas to design, develop and improve public services that are more effective, efficient and responsive to community needs. With innovation, the Communications and Information Service can find better solutions in providing services to the community. For example, the use of the latest technology such as artificial intelligence or data analytics can help optimize public service processes and increase operational efficiency.

In addition, innovation also involves developing new business models or creative implementation strategies. Collaboration with the private sector or research institutions, the use of approaches such as user-based design, or experimentation with new technologies can open opportunities to improve the quality and scope of services provided through E-Government. The importance of innovation is also related to the Communication and Information Service's ability to adapt to rapid environmental and technological changes. By continuing to innovate, they can maintain the relevance and sustainability of their E-Government system, and continue to meet society's demands and expectations for better public services.

These results are in line with the opinion of [7] that E-Government aims to provide services without the intervention of public institution employees and long queuing systems just to get a simple service. This is also in line with the statement from [3] that the implementation of E-Government can be focused on three main aspects: support, capacity, and value. Meanwhile, success is determined by factors such as stakeholders, budget and innovation. By understanding and applying these theories effectively, the government can optimize the application of E-Government in improving public services. In facing the complex dynamics of modern society, the implementation of E-Government is becoming increasingly urgent for the government. This is not just about utilizing technology, but also

about building a system that is responsive, inclusive, and oriented to community needs. Thus, implementing E-Government is not only a necessity, but also a strategic necessity in building a better and more administratively efficient society.

5. Conclusion

Based on the results of the research and discussion in the previous chapter, it can be concluded that:

1. The implementation of E-Government in the Gorontalo City Communications and Information Service has had a positive impact in improving public services. Various innovations, such as online reporting systems and mobile applications, have accelerated responses to community needs. Through the use of information and communication technology, access to public services is easier and more transparent and changes the traditional paradigm of public services to become more effective, efficient, responsive and inclusive. From the Support aspect, it can be seen that strong support from local governments in the form of resources, infrastructure and policies supports the implementation of E-Government for better public services. The Capacity aspect shows that adequate and skilled human resource capacity in managing information and communication technology is the key to success in implementing E-Government for successful services for OPD and the community. As well as the Value aspect, it is illustrated that E-Government provides added value by increasing efficiency, transparency and quality of public services to OPD and the community, in accordance with the needs and values of the community (local wisdom).
2. Factors that determine the success of implementing E-Government in the Gorontalo City Communications and Information Service include collaboration with various stakeholders, adequate budget allocation, and an instilled culture of innovation. The first important factor is stakeholders where collaboration with other OPDs, the community, the private sector, and academics helps in identifying needs and obtaining valuable input for the development of effective E-Government solutions. The next important factor is a culture of innovation and the ability to adopt new technology effectively playing a crucial role in improving public services through E-Government. And the last important factor is budget allocation where an adequate budget ensures the smooth development of infrastructure and human resource training, temporarily. The most influential factor is Stakeholders because active involvement and support from various parties is the key to success in implementing E-Government to improve public services at the Gorontalo City Communications and Information Service.

6. Suggestion

Based on the research results and conclusions described above, suggestions are made this research is as follows:

1. It is important for the leadership (Mayor) of Gorontalo City to encourage the development of policies that support wider and more comprehensive implementation of E-Government in all OPDs in Gorontalo City. Then determine an adequate budget for the development of information technology infrastructure and HR training to strengthen the implementation of E-Government.
2. It is important for the governor or the Gorontalo Province Communications and Information Service to support collaboration between the provincial government and city government in the development and implementation of integrated E-Government solutions. As well as providing technical guidance and financial support to the Gorontalo City Communications and Information Service in an effort

to improve the quality and scope of E-Government implementation at the local level.

3. It is important for the head of the Gorontalo City Communications and Information Service to carry out continuous updates to E-Government applications and systems to increase responsiveness, security and efficiency. As well as promoting training and outreach programs about E-Government to other OPDs and the community to increase understanding and acceptance of this technology.
4. It is important for the heads of OPDs within the Gorontalo City government to actively participate in the development and implementation of E-Government solutions that suit the needs of the community and their respective OPDs. As well as ensuring that sufficient budget is allocated to support infrastructure development and implementation of E-Government in each OPD.
5. It is important for the people of Gorontalo City to actively utilize the E-Government services provided by the Communications and Information Service to speed up and simplify government administration processes. As well as providing regular input and feedback to the government regarding their experiences and expectations of E-Government services.

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