



E-Government and Bureaucratic Reform: A Study in the Regional Government of West Nusa Tenggara

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A B S T R A C T

This study aims to analyze the implementation of e-government as part of bureaucratic reform at the local government level. The research method used is qualitative and uses NVivo 12 Plus to analyze the data. The results show that implementing e-Government in West Nusa Tenggara (NTB) Province has shown significant progress as an integral part of bureaucratic reform. Various digital platforms such as NTB Satu Data, NTB Care, SIPD, and SPBE-based services have successfully increased efficiency, transparency, and accountability in governance. The increase in the SPBE index value nationally and through internal assessments demonstrates a strong commitment from the local government to building an integrated digital government system that is responsive to public needs. NTB continues to encourage digital transformation with various strategies such as ICT training for civil servants, strengthening networks and data centers, and developing artificial intelligence-based applications. This step proves that digitalization is focused on providing public services and enhancing the internal capacity of the bureaucracy. NTB has positioned e-Government as a strategic instrument in realizing a more adaptive, professional, and participatory bureaucracy. By maintaining this positive trend and overcoming existing obstacles, NTB has great potential to become a model for best practices in digital government implementation in Indonesia, while accelerating the achievement of the vision of a clean, effective, and serving national bureaucratic reform.

INTRODUCTION

In the digital era, bureaucratic transformation is necessary to create a more effective, efficient, transparent, and accountable government (Fani et al., 2024). One strategic instrument supporting bureaucratic reform is the implementation of e-government (Busri et al., 2023). E-government refers to the use of information and communication technology (ICT) in the implementation of government administration to improve the quality of public services and speed up bureaucratic processes (Purwanto & Harsoyo, 2021). The Indonesian government has encouraged the implementation of e-government through various policies, such as Law No. 11 of 2008 concerning Electronic Information and Transactions, and Presidential Regulation No. 95 of 2018 concerning Electronic-Based Government Systems (SPBE) (Yasa et al., 2021).

The implementation of e-government aims to increase the efficiency and effectiveness of public services and strengthen accountability and public participation in the government process (Azis, 2022). Through digital services, the public can access information easily and quickly, submit service requests, and provide feedback on government performance (Ali & Murjiyanto, 2022). This creates a more open space for interaction between the government and its citizens, while strengthening the principles of good governance (Fauziah & Aziz Harahap, 2024).

Digital transformation in bureaucracy demands a paradigm shift in governance. The government is no longer the sole service provider; it must instead become a facilitator, providing access to data and information for the public and the private sector to participate in development (Kurniawan et al., 2021). Therefore,

adequate technological infrastructure, competent human resources, and regulations that support the comprehensive and sustainable implementation of digital systems are required (Wiranata, 2022).

However, in practice, the implementation of e-government still faces various challenges, especially at the regional level (Melinda, 2021). The digital infrastructure gap between regions is one of the main obstacles (Setiawan & Arti, 2024). Many areas in Indonesia, especially in the eastern and rural areas, do not yet have adequate internet access (Kamila & Haerah, 2024). This causes electronic-based public services to not be accessible equally to all members of society (Hidayat, 2022). In addition, the capacity and digital literacy of government officials is still a serious problem (Amri et al., 2023). Not all civil servants have the ability or willingness to adapt to digital systems (Gunarta, 2020).

Another obstacle is resistance to changes in work culture in the bureaucratic environment (Setiawati, 2022). The manual system that has been used for a long time is often considered more convenient or easier to operate by some officials (Harahap et al., 2024). As a result, the digitalization process tends to be slow or half-hearted (Habodin & Damayanti, 2021). In addition, cyber security issues are also a challenge in themselves (Rosidah, 2023). E-government systems are vulnerable to cyber threats such as hacking, data leaks, or misuse of information (Sari, 2023). Therefore, strengthening the information security system must be a priority in the development of an electronic-based government system (Arfian, 2022).

Nevertheless, various central and regional government initiatives show significant progress in developing e-government

(Prabaswari et al., 2022) One example is the implementation of the SP4N-LAPOR! application, which allows the public to submit complaints and aspirations online to relevant government agencies (Pribadi et al., 2024). This system not only simplifies communication between the government and citizens but also increases the transparency and responsiveness of public services. Furthermore, several regions have developed integrated digital service platforms, such as JAKI in DKI Jakarta, LAPOR NTB in West Nusa Tenggara, and Salam Satu Data in West Java (Ibrahim et al., 2019).

The urgency of implementing e-government in bureaucratic reform is increasing, given the ongoing challenges in regional governance. A report from the Ministry of Administrative and Bureaucratic Reform (KemenPAN-RB) shows that the bureaucratic reform index in several regions remains relatively low, with a national average score of 70.52 in 2023 (Basyo & Anirwan, 2023). Furthermore, based on the 2022 Electronic-Based Government System (SPBE) report, the maturity level of e-government implementation in local governments still varies, with some regions scoring below 2.5 on a scale of 5.0. This indicates that many regions are still not optimally implementing digital government administration (Faedlulloh et al., 2020).

The main challenges in implementing e-government include limited digital infrastructure, readiness of human resources (HR) of state civil servants (ASN), resistance to change, and lack of system integration between agencies. (Arifah, 2020) In many regions, we still find slow bureaucratic patterns, convoluted administrative procedures, and a lack of transparency in decision-making (Muttaqin et al., 2024) As a result, the quality of public services is suboptimal and has the potential to reduce public trust in the government (Farhaini et al., 2022).

The quality of public services in many local governments still does not meet public expectations (Rahmadany, 2024). Various forms of inefficiency are still found, such as long and complicated administrative procedures, unfriendly service, and uncertainty regarding information and service completion times (Katharina & Na, 2020) These things reduce public trust in government institutions, and create a gap between public expectations and bureaucratic performance (Saputri, 2021) In this context, e-government can be a strategic solution to improve the performance of public services (Iptidaiyah & Mulyawan, 2022) Digital systems can cut bureaucratic chains, provide real-time information, and make it easier for people to access services from anywhere and at any time (Sanjaya & Darma, 2023).

Seeing the complexity of the problems above, the implementation of e-government must be designed holistically as part of a larger framework for bureaucratic reform (Lutfim, 2022) E-government is not just a digitalization of processes, but also a tool for transforming bureaucratic work culture towards a results-oriented, information-openness, and strengthening public accountability (Putra et al., 2021). Therefore, the success of e-government depends heavily on the commitment of regional leaders, regulatory support, and the adaptability of civil servants (ASN) to technological change. This process requires systematic steps, starting with identifying regional needs, developing appropriate applications, training human resources, and continuing to evaluate and improve services.

This study aims to analyze the implementation of e-government as part of bureaucratic reform at the local

government level. It will explore the extent to which e-government can improve administrative efficiency, accelerate public services, and reduce the potential for corruption and maladministration. Furthermore, it will identify obstacles faced in implementing e-government and propose solutions that can be implemented to increase the effectiveness of digital-based bureaucratic reform.

Scholars rarely conduct research on E-Government and Bureaucratic Reform. As in the research Mensah & Mwakapesa, (2023) Focus on the impact of e-government information quality (EGIQ) dimensions on the adoption of e-government services. Information Development, research Mensah et al., (2020) focus on Adoption of e-government services: expansion of the integrated model of e-government adoption, further research Adam, (2020) Focus on ICT development, e-government development, and economic development: Does institutional quality matter?, Research Wirawan, (2020) focuses on the Implementation of E-Government in Welcoming the Contemporary Industrial Revolution 4.0 Era in Indonesia. Therefore, this research attempts to fill the Knowledge Gap that focuses on E-Government and Bureaucratic Reform: A Study in the Regional Government of West Nusa Tenggara.

METHOD

The methodology used in this study is descriptive qualitative to investigate in depth how e-government is implemented as part of bureaucratic reform at the local government level (Dhawara, 2022). By using a qualitative analysis approach, information on existing sources is collected using a structured method (Kurniawan et al., 2023) This study collected the primary data needed for this study by conducting data mining through news media with various informants who supported the research (Buhalis, 2020). The data used in this study were secondary data from various sources, including literature retrieved from the internet and social media platforms. Secondary data obtained by researchers were also obtained from other sources, such as readings or literature and various other data sources. Secondary data can be presented as news or publications from affiliated organizations or institutions. Alternatively, secondary data can be provided as attachments from official bodies, such as research results or theses and others. This study used a software application called Google N-capture, developed by QSR International, to collect the necessary data. After that, Nvivo 12 Plus can be used to perform further processing required on the resulting data. The study of e-government implementation as part of bureaucratic reform at the local government level is the main topic of this study.

RESULTS AND DISCUSSION

The implementation of e-Government in West Nusa Tenggara (NTB) Province is part of a bureaucratic reform initiative aimed at improving efficiency, openness, and accountability in government through the use of information and communication technology. The NTB Provincial Government has developed various digital platforms, including NTB Satu Data, NTB Care, and the Regional Government Information System (SIPD), to improve public services and facilitate public access to government information and services. (NurJamilah, 2023) This program enhances inter-agency collaboration and enables real-time assessment of government performance (Puji Lestari et al., 2022).

However, its implementation still faces several obstacles that must be overcome. Inequality in technological infrastructure in rural areas results in uneven internet access. Furthermore, not all civil servants (ASN) have sufficient digital skills to effectively utilize e-government systems. This impacts the ineffectiveness of digital system implementation, particularly in technology-based public services. Another obstacle is the low level of digital literacy among the public, which hinders some from efficiently utilizing government digital services.

The NTB Provincial Government's dedication to improving e-government implementation is commendable. Key steps, including human resource training, funding for digital infrastructure improvements, and partnerships with the commercial and academic sectors, are essential components of this digital transformation initiative (Martin Rambe, 2022). Furthermore, NTB is actively involved in the national SPBE (Electronic-Based Government System) index assessment as an evaluation tool and incentive to improve the quality of digital services. Going forward, if comprehensive e-government implementation is further enhanced, NTB has significant potential to emerge as a leading province in government digitalization in Indonesia (Purnami, 2022).

Implementation of E-Government in NTB

NTB Province has shown significant progress in implementing the initiative E-Government. In 2023, the West Nusa Tenggara Provincial Government received an award as the most active agency in the provincial Electronic System Registration (PSE) from the Ministry of Communication and Informatics for initiating various online public service applications and improving ICT infrastructure, including data centers and internet networks. Further progress was the increase in the SPBE index from the Ministry of Administrative and Bureaucratic Reform to 3.4 in 2023 (good category), supported by innovations such as e-Samsat Delivery, a digital motor vehicle tax payment service that now operates in 10 regional service units and is recognized nationally (Wulandari & Widowati, 2023). The regulatory framework was strengthened by the enactment of NTB Governor Regulation Number 31 of 2024, which regulates the implementation of SPBE and establishes ICT governance, management, audit, and evaluation as the legal basis for improving the e-Government ecosystem in NTB.

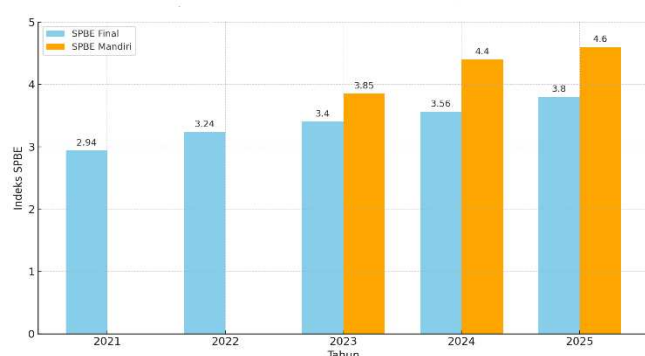


Figure 1. SPBE Index of West Nusa Tenggara

Figure 1 above shows that the development of e-Government implementation in West Nusa Tenggara (NTB) Province shows a very positive trend from year to year. Based on the SPBE (Electronic-Based Government System) index data from the national assessment version, there has been a consistent increase from 2.94 in 2021 (category "Sufficient"), to 3.24 in 2022 (category "Good"), then rising

to 3.40 in 2023, and continuing to increase to 3.56 in 2024. Projections for 2025 show a value of 3.80, approaching the "Very Good" category. This increase reflects continuous improvements in information technology governance, digital services to the public, and system integration between regional apparatus organizations (OPD).

The independent assessment conducted by the NTB Communications and Informatics Office even showed higher performance than the central assessment results. In 2023, the independent index was recorded at 3.85 and increased to 4.4 in 2024, with a projection of 4.6 in 2025. This indicates that internally, the NTB Provincial Government has developed and optimized digital infrastructure and electronic services more comprehensively, although some of these achievements may not yet be fully reflected in the national evaluation. This achievement is also supported by various innovations such as the Samsat Delivery service, the NTB Satu Data 2.0 portal, and the digitalization of other public services that accelerate the service process and increase government transparency.

Setiawan & Arti, (2024) Digital transformation in the NTB government is not only occurring quantitatively through increasing index scores, but also qualitatively through strengthening systems, increasing human resource capacity, and providing more responsive and efficient services. If this trend continues to be maintained and strengthened, NTB has the potential to become one of the pilot provinces in the implementation of e-Government in Indonesia, especially in terms of transparency, effectiveness of public services, and modern and participatory governance (Arman et al., 2024).

Contribution of E-Government to Reform Bureaucracy

E-Government makes a significant contribution to bureaucratic reform by accelerating the transformation of governance to become more transparent, efficient, accountable and responsive (Dwiyanto, 2022). Through the digitalization of public services, the integration of information systems, and the use of technologies such as open data portals, online licensing systems, and public complaint applications, e-Government minimizes cumbersome bureaucratic practices and opens up wider space for public participation (Lathifah et al., 2024). In West Nusa Tenggara Province, various initiatives such as NTB Satu Data, NTB Care, and SPBE have become important instruments in strengthening the performance of the apparatus, increasing public trust, and building a bureaucracy that is adaptive to current developments.



Figure 2. Contribution of E-Government to Bureaucratic Reform

Figure 2 above shows a direct link between various e-Government initiatives in West Nusa Tenggara (NTB) Province and the six main themes of bureaucratic reform: transparency, accountability, excellent service, efficiency, integrity, and strengthening human resources and technology. Each digital program does not stand alone but makes specific contributions to more than one aspect of reform. For example, the NTB Satu Data 2.0 Portal and the Public Complaints Application directly support the value of transparency by opening public access to data and creating a space for

participation. This reflects NTB's positioning of information technology as a strategic tool for creating an open and participatory government. Furthermore, programs such as the OPD Performance Dashboard and Non-Cash Transactions and Digital Licensing reinforce the principles of accountability and integrity. With real-time performance reporting and a system-based licensing process, the potential for data irregularities and manipulation can be further reduced. This integration also promotes service efficiency, as reflected in the implementation of e-Samsat Delivery and the Online Administration Application, which reduce bureaucratic time and costs. Simultaneously, the SPBE and SIPD programs help build an integrated government system, addressing the challenges of inter-OPD coordination and promoting consistency in digital policies across sectors. Equally important is strengthening human resources and supporting technology. Civil servant training programs related to ICT, as well as the development of cloud data centers, internet networks, and the use of AI-based applications, demonstrate NTB's commitment to building a sustainable digital bureaucratic foundation. Maulani & Setiawan, (2024) This indicates that bureaucratic reform in NTB is not solely focused on the final results of public services, but also on building robust internal systems and capacity. Overall, this visualization demonstrates that digital transformation in NTB is a comprehensive approach that connects technological innovation with the core values of clean, responsive, and professional governance.

CONCLUSION

The implementation of e-Government in West Nusa Tenggara (NTB) Province has shown significant progress as an integral part of bureaucratic reform. Various digital platforms such as NTB Satu Data, NTB Care, SIPD, and SPBE-based services have successfully increased efficiency, transparency, and accountability in governance. The increase in the SPBE index both nationally and through internal assessments demonstrates a strong commitment from local governments to building an integrated digital government system that is responsive to public needs. Despite challenges such as disparities in technological infrastructure in rural areas and limited digital literacy among both civil servants and the general public, NTB continues to promote digital transformation with various strategies such as ICT training for civil servants, strengthening networks and data centers, and developing artificial intelligence-based applications. These steps demonstrate that digitalization is not only focused on providing public services, but also on strengthening the internal capacity of the bureaucracy. Overall, NTB has positioned e-Government as a strategic instrument in realizing a more adaptive, professional, and participatory bureaucracy. By maintaining this positive trend and overcoming existing obstacles, NTB has great potential to become a model for best practices in digital government implementation in Indonesia, while accelerating the achievement of the vision of clean, effective, and serving national bureaucratic reform. The limitation of this study is that it is only in one region and therefore cannot be generalized. Therefore, future research is recommended to conduct broader research with a focus on evaluating e-government to improve bureaucratic reform in West Nusa Tenggara.

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