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Effectiveness of The Digital Government System in Correspondence Process

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Abstract

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Abstract: Digital government is a form of digital technology transformation in the public sector, implemented by the National and Political Unity Agency of Bogor Regency through a digital correspondence system. This system is designed to efficiently manage the inflow and outflow of information. The innovation was initiated in response to issues such as slow correspondence processes, excessive paper usage, time inefficiency, and high costs. This study aims to examine the effectiveness of the digital government system in the correspondence process at Bakesbangpol Bogor Regency. The research method used is descriptive quantitative, with data collected through questionnaires and interviews. The sample consisted of 73 members of the public and 27 civil servants (ASN). Data analysis was conducted descriptively using effectiveness indicators based on the dimensions of bureaucracy, neoinstitutionalism, networks, and governance. The results show that the implementation of the digital government system is generally considered good. From the perspective of civil servants, effectiveness is rated very good with an average score of 4.71, while from the public, it is rated good with an average score of 3.91. However, the overall effectiveness score is still considered moderate, at 2.95. The bureaucracy dimension received the highest score from ASN, while the public rated the neoinstitutionalism dimension as the best. Conversely, the network dimension received the lowest rating from the public. This study concludes that although the digital government system has been implemented well, improvements are still needed in terms of bureaucracy and network aspects, enhancement of infrastructure, and inter-agency coordination to increase the effectiveness of the digital correspondence system at Bakesbangpol Bogor Regency.

Introduction

Digital government or digital government has become a major focus in efforts to improve the efficiency and effectiveness of public services in Indonesia. In this digital period, the use of information and communication technology (ICT) in the government process is expected to accelerate and simplify various administrative procedures, including in the correspondence process. However, in Bogor Regency, there are still significant problems related to the management of letters that have been going on for quite a long time. This fact was obtained from direct research results, many complained. This indicates the need for further evaluation

and development in the implementation of the digital government system to increase the speed and transparency of public services. Digital government in Indonesia, especially through the Electronic-Based Government System (SPBE), aims to increase efficiency and transparency in public services. Presidential Regulation Number 95 of 2018 emphasizes the importance of digital transformation to improve governance.

Fountain has another term, namely digital government, which is interpreted as a government that is managed progressively in relation to a virtual institution whose structure and capacity depend on the strength of the internet and websites and has a network of relationships between the public and private sector and between other institutions. (Schellong et al., nd) in research (Fountain, 2001). Jane Fountain's book, "Building the Virtual state", in the journal (Li & Meng, 2023) focuses on the use and impact of ICT on organizations (government) from an institutional perspective. Covers bureaucracy, neo-institutionalism, networks, and governance.

Bogor Regency has attempted to implement digitalization in public services, including managing correspondence. However, even though e-government has been in place, there are still obstacles in the process of managing letters that take a long time, hindering the effectiveness of Licensing services. In local governments often become obstacles to the efficiency and effectiveness of public services, including in the Bogor Regency National Unity and Politics Agency. The process of licensing correspondence such as making research permits, data collection permits, research permits, interview permits, survey permits, KKL permits, PKL and student internships, real work lecture permits (KKN), school children's PKL permits and activity implementation permits. as a form of public service administration requires back and forth approval and a long time, affecting ease of access for applicants. And there are still many people from Bogor Regency who do offline licensing correspondence and do not know that Bakesbangpol already has digital letters to facilitate the correspondence process.

In the digital era like today, it has become a demand for public services in government administration management, especially case administration at the National Unity and Politics Agency (BAKESBANGPOL) of Bogor Regency. 2020 was the beginning of the Covid-19 pandemic which resulted in all activities carried out offline becoming online in order to suppress the growth rate of the virus. Likewise, public services carried out by government agencies have gradually created various online service innovations in the form of websites. One of these agencies is the National Unity and Politics Agency (Bakesbangpol) of Bogor Regency.

Method

The type of research approach used in this study is a quantitative research approach, namely research to obtain knowledge or solve problems faced and carried out carefully and systematically, and the data collected is in the form of a series or collection of numbers (Nasehudin & Gozali, 2012:68). The population in this study consisted of two groups, namely ASN BAKESBANGPOL employees totaling 27 people, why were ASN chosen because ASN are more involved in digital government, and the Digital Service User Community which reached 269 people. The selection of community samples was carried out using the Taro Yamane formula, with an error rate of 10%, so that a sample size of 73 community respondents was obtained. Meanwhile, employee sampling was carried out using the purposive sampling technique. Purposive sampling is a sampling determination technique with several specific considerations that aim to make the data obtained later representative.

Sample selection based on researcher criteria, namely Relevance to Research Topics Samples are selected because they have direct experience or actively interact with the digital

Government service system implemented by Bakesbangpol, involvement as active users is selected by respondents who have used the digital system at least once in a certain period of time (for example the last 6 months), Background Variation Researchers can also consider variations in user backgrounds, such as Type of organization (religious, youth, social, etc.), Geographic location (users from urban and rural areas in Bogor Regency),

The sampling technique used in this study is purposive sampling. Sugiyono (2018:84) explains that "purposive sampling" is a sampling determination technique with several specific considerations that aim to make the data obtained later representative. Data collection techniques in this study consist of; Questionnaire, Observation, Interview, Library Research.

Results And Discussion

The approach used in measuring digital government in the correspondence process at the National Unity and Politics Agency of Bogor Regency is by using research theory (Fountain, 2001). Jane Fountain's book, "Building the Virtual State", in the journal (Li & Meng, 2023) focuses on the use and impact of ICT on organizations (government) from an institutional perspective, there are four variables that influence the key to good digital government, namely bureaucratic literature, neo-institutionalism, networks, governance. The results of the responses to questions from the questionnaire or indicators of each Digital Government in the Correspondence Process at the National Unity and Politics Agency of Bogor Regency.

1 Bureaucracy

Table 1. The Results of Respondents

No	Question Items	Bakesbangpol employee		Public	
		Mean	Assessment criteria	Mean	Assessment criteria
1	Regarding clear information about the progress of letters submitted digitally	4.77	Very good	3.68	Good
2	Regarding the digital correspondence mechanism, employees are more easily held accountable if there are delays. How fast to	4.74	Very good	4.01	Good
3	to receive a response via digital correspondence	4.74	Very good	3.60	Good
4	Regarding how quickly complaints are handled by employees in the writing process	4.74	Very good	3.60	Good
5	Regarding the existence of digital letters, it saves more time.	4.74	Very good	4.23	Very good
6	Regarding the convenience of digital letters compared to offline ones	4.74	Very good	4.15	Good
	Amount	4.74	Very good	3.87	Good

Source: Research Results 2025

Based on the table above, the results of the respondents' answers from Bakesbangpol employees regarding six bureaucratic indicators show an average value of 4.74, categorized as "Very Good". In contrast, the results of respondents' answers from the community show an average value of 3.87 with the category "Good". This means that even though the digital system has begun to be accepted, the community has not fully felt the optimal benefits of this service.

2 Neoinstitutionalism

Table 2. The Results of Respondents

No	Question Items	Bakesbangpol employee		Public	
		Mean	Assessment criteria	Mean	Assessment criteria
1	Regarding information on public trust in the digital correspondence system that is being implemented, this is the right policy.	4.81	Very good	4.06	Good
2	Regarding the digital system mechanism, it reflects the modernization of public services in accordance with current developments.	4.77	Very good	4.12	Good
3	Regarding how accustomed and comfortable society is to using digital systems	4.77	Very good	4.05	Good
4	Regarding how simple the flow/SOP is in the digital correspondence process	4.70	Very good	4.08	Good
Amount		4.76	Very good	4.07	Good

Source: Research Results 2025

Based on the table above, the results of the answers from Bakesbangpol Bogor Regency employees to the four indicators of the Neoinstitutionalism dimension show an average value of 4.76, categorized as "Very Good". In contrast, the community's answers to the same indicators show an average value of 4.07 with the category "Good". This means that the community has a fairly positive perception of the digital system being implemented, but is not as optimistic as employees. Several obstacles found in community interviews are: Lack of information or notification regarding letter status, there are still difficulties in adaptation, especially for people who are not familiar with technology, SOPs, or digital service flows are considered not transparent enough and easy to understand, Uneven socialization and education hinder the community's understanding as a whole

3 Network

Table 3. The Results of Respondents

No	Question Items	Bakesbangpol employee		Public	
		Mean	Assessment criteria	Mean	Assessment criteria
1	Regarding the digital correspondence system, it encourages good cooperation between the community and the local government.	4.70	Very good	4.04	Good
2	Regarding the response of officers in carrying out the correspondence process	4.74	Very good	3.68	Good
3	Related How often do you experience disruptions or unavailability of digital mail services when needed?	4.77	Very good	3.86	Good
4	Regarding the speed of the system in completing letters	4.74	Very good	3.65	Good
Amount		4.68	Very good	3.80	Good

Source: Research Results 2025

Based on the table above, the results of respondents' answers from Bakesbangpol Bogor Regency employees regarding the network dimension indicator obtained an average value of 4.68 with the category "Very Good". On the other hand, from the perspective of community

respondents, the average value of 3.80 indicates the category "Good". This means that the community is starting to feel the benefits of digitalizing the correspondence process, although it is not yet fully optimal. In interviews, the community acknowledged that there had been increased cooperation with the local government, but still highlighted several obstacles, such as system instability, inconsistent responses from officers, and less-than-optimal service speed in some cases.

4 Governance

Table 4. The Results of Respondents

No	Question Items	Bakesbangpol employee		Public	
		Mean	Assessment criteria	Mean	Assessment criteria
1	Related to the existence of a digital system can solve your needs precisely and appropriately?	4.70	Very good	3.98	Good
2	Regarding digital correspondence services, it can shorten the time compared to manual processes.	4.70	Very good	4.13	Good
3	Related changes or updates related to digital mail services are clearly communicated to the public?	4.70	Very good	3.61	Good
4	Regarding the Bakesbangpol Party opening access for complaints/suggestions regarding digital correspondence services	4.66	Very good	3.97	Good
Amount		4.69	Very good	3.92	Good

Source: Research Results 2025

Based on the table above, the results of respondents' answers from Bakesbangpol employees of Bogor Regency regarding the governance dimension indicator show an average value of 4.69 with the category "Very Good". In contrast, the results of answers from community respondents obtained an average value of 3.92 with the category "Good". Although included in the positive category, this value shows that the community has not fully felt the benefits of the digital system to the maximum. Community interviews revealed that there are still obstacles in accessing information, delays in socialization related to service updates, and the community's understanding of digital complaint mechanisms is not yet evenly distributed. Based on the table above regarding the recapitulation results of the four dimensions, each of which has been divided into several indicators based on question items that support that digital government shows that employee perceptions of the digital correspondence system at Bakesbangpol Bogor Regency obtained an average total value of 4.71 with the category "Very Good". Meanwhile, public perception of the service shows an average total of 3.91, with the category "Good".

With the results of these values, it can be said that the existence of Digital Government in the Correspondence Process at the National Unity and Politics Agency of Bogor Regency is good. Based on the results of interviews with Bakesbangpol employees and the community using digital services, they said that the obstacles in this case were in terms of inadequate information and speed.

Conclusion

The implementation of the digital government system in the correspondence process at the National Unity and Politics Agency (Bakesbangpol) of Bogor Regency has generally been running effectively, especially from the perspective of ASN employees who rated this system with an average score of 4.71 (very good category). Meanwhile, the public as service users gave an assessment with an average score of 3.91 (good category). Evaluation is carried out based on four main dimensions according to Jane Fountain's theory (2001), namely:

1. Bureaucracy Employees rated it very good, but the public only rated it good because there were still delays and lack of notification of letter status.
2. Neoinstitutionalism Shows quite high acceptance from the public towards digitalization policies, although technology adaptation is still a challenge.
3. Network Identified as the dimension with the lowest assessment by the public (average score 3.80), due to technical disruptions and inconsistent officer responses.
4. Governance Assessed as positive but still needs improvement in information transparency and complaint mechanisms.

Although this digital system simplifies and accelerates the correspondence process, this study found several obstacles such as limited information, lack of socialization, and suboptimal infrastructure and coordination. Therefore, improvements are needed in terms of networks, bureaucracy, and the provision of infrastructure and public education, so that the effectiveness of the digital government system in correspondence services can achieve maximum results.

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