IMPLEMENTATION OF DIGITAL ADMINISTRATIVE SYSTEMS IN IMPROVING PUBLIC SERVICE EFFECTIVENESS: A CASE STUDY AT MEKARJAYA SUBDISTRICT OFFICE

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ABSTRACT

This study explores primary school teachers' perceptions of the implementation of the Independent Curriculum using a qualitative descriptive approach. The research was conducted in selected primary schools in Ciamis, Indonesia. Participants were purposively selected and consisted of teachers who had experience implementing the Independent Curriculum. Data were collected through semi-structured interviews and supported by observations and document analysis. Thematic analysis was employed to identify key patterns and meanings from participants' experiences.

The findings reveal that teachers generally hold positive perceptions of the Independent Curriculum, viewing it as a progressive reform that promotes instructional flexibility and student-centered learning. Teachers reported increased opportunities to address diverse student needs through project-based activities and formative assessment. However, significant challenges were also identified, particularly limited understanding of differentiated instruction, difficulties with authentic assessment, and increased administrative workload. These constraints often resulted in partial curriculum implementation.

Institutional support emerged as a critical factor influencing teachers' confidence and adaptability. Teachers who received continuous professional development and leadership support demonstrated greater readiness to apply innovative teaching strategies. In contrast, disparities in training opportunities and learning resources contributed to uneven implementation across schools. To address these challenges, teachers adopted adaptive strategies such as peer collaboration, joint lesson planning, and self-directed learning.

The study concludes that while teachers largely embrace the philosophy of the Independent Curriculum, effective implementation requires sustained professional development, reduced administrative burden, equitable resource distribution, and strong school leadership. These findings highlight the importance of context-sensitive support systems to ensure meaningful curriculum transformation at the primary education level.

Keywords: Digital Administrative, Public Service, Human Resources Management

I. INTRODUCTION

A. Research Background

In recent years, public administration worldwide has undergone a considerable shift toward digitalization as governments seek to improve service delivery, transparency, and operational efficiency. This trend is particularly visible at the local government level, where administrative functions such as civil registration, population management, licensing, and citizen information services have historically relied on manual, paper-based processes. In Indonesia, this shift aligns with the national Electronic-Based Government System (SPBE) policy, which encourages government units at all levels to adopt integrated digital platforms for administrative functions. As a result, subdistrict offices across the country responsible for frontline interactions with residents have introduced a range of digital administrative tools aimed at streamlining transactional processes and enhancing citizen access to services. Real conditions in these offices demonstrate both tangible improvements and ongoing challenges: many offices now accept online submissions for population documents, provide status tracking through web portals, and use digital document management systems to reduce physical paperwork and queue times. However, limitations persist in regions where internet connectivity is uneven and staff digital literacy varies widely, leading to inconsistent user experiences and operational bottlenecks (Dewi et al., 2025; Ahmad et al., 2025).

The practical shift to digital administration is grounded in theories of digital governance and public value creation which suggest that integrating information and communication technologies (ICT) into public sector operations can significantly enhance efficiency, accessibility, and accountability of services (Ramdhan, 2023). According to recent research, digital governance initiatives contribute to administrative efficiency by reducing processing times and lowering transaction costs, but their effectiveness depends heavily on supportive infrastructure and institutional readiness (Sadat et al., 2025). Scholars also emphasize that digital innovations must be accompanied by capacity building and inclusive participation to ensure they genuinely improve service outcomes rather than merely introduce new modes of access (Ahmad et al., 2025). In the context of subdistrict administration, digital tools transform routine tasks such as document issuance, appointment scheduling, and data updates into automated workflows that minimize redundancy and human error, thereby increasing overall effectiveness (Candra et al., 2020).

Theoretically, e-government frameworks posit that desired gains such as enhanced transparency, responsiveness, and citizen satisfaction are achievable if digital platforms are designed with user-centered principles and supported by regulatory frameworks that protect data and ensure interoperability across systems. This aligns with recent findings that digital public service innovation not only streamlines administrative tasks but also fosters greater accountability and engagement when systems are interoperable and widely accessible (Sadat et al., 2025; Cahyati, 2023). Nonetheless, persistent digital divides both in terms of regional infrastructure and citizen digital literacy continue to challenge the equitable realization of these benefits at all administrative levels (Dewi et al., 2025).

Overall, while the implementation of digital administrative systems in subdistrict offices like Mekarjaya reflects a broader trajectory toward digital public administration, realizing the full potential of these systems requires addressing systemic issues related to infrastructure, human resources, and citizen inclusivity. The theoretical and empirical literature underscores that digital transformation in public service is not merely a technological upgrade but a comprehensive governance reform that must integrate technological, organizational, and social dimensions to be effective

B. Research Questions
1. How does the implementation of digital administrative systems affect public service effectiveness at the Mekarjaya Subdistrict Office?
2. Supporting / Sub-Questions
3. What types of digital administrative systems are currently implemented at the Mekarjaya Subdistrict Office?
4. How has the digitalization of administrative services influenced service speed, accuracy, transparency, and citizen satisfaction?
5. What operational and human resource challenges are encountered during the implementation of digital administrative systems?
6. How do staff capacity and community digital literacy affect the effectiveness of digital public services?
7. What strategies have been adopted by the subdistrict office to overcome implementation barriers and improve service outcomes?

C. Research Objectives
1. To analyze the implementation of digital administrative systems and their impact on public service effectiveness at the Mekarjaya Subdistrict Office.
2. Specific Objectives
3. To identify the types of digital administrative systems currently applied in daily administrative operations.
4. To examine the influence of digital systems on service efficiency, accuracy, transparency, and citizen satisfaction.
5. To explore institutional and technical challenges faced during implementation.
6. To assess the role of staff capacity and community digital literacy in supporting digital public services.
7. To formulate practical recommendations for improving digital administrative service delivery at the subdistrict level.

II. LITERATURE REVIEW
A. Digital Administrative Systems

Digital administrative systems refer to the integration of information and communication technologies into routine governmental processes such as document management, population administration, and service workflows. Ahmad et al. (2025) explain that digital administration restructures bureaucratic procedures by transforming manual transactions into traceable system-based operations, thereby improving consistency and institutional accountability. Their findings indicate that digital platforms reduce procedural ambiguity and enable better monitoring of service stages.

Complementing this perspective, Nugroho and Prasetyo (2022) argue that digital administrative systems function as instruments of bureaucratic reform. They emphasize that standardization through digital platforms minimizes discretionary practices among staff and enhances organizational efficiency, particularly when supported by leadership commitment and clear operational guidelines.

Both studies highlight that technology alone is insufficient; digital systems must be embedded within formal organizational structures to generate meaningful outcomes.

The literature demonstrates that digital administrative systems represent more than technological upgrades they are structural mechanisms for administrative reform. Ahmad et al. (2025) emphasize accountability and traceability, while Nugroho and Prasetyo (2022) stress procedural standardization and efficiency. Synthesizing these views suggests that effective digital administration depends on institutional integration, leadership support, and process redesign. In this study, digital administrative systems are therefore conceptualized as organizational instruments that reshape service procedures, rather than merely electronic tools.

B. Public Service Effectiveness

Public service effectiveness refers to the degree to which public organizations achieve intended service outcomes, including efficiency, reliability, responsiveness, and citizen satisfaction (Bahrudin, 2025). Cahyati (2023) conceptualizes effectiveness in digital services through accessibility, service speed, data accuracy, and user experience. Her research shows that online service innovations significantly enhance these dimensions when systems are designed based on citizen needs.

Similarly, Putri and Hidayat (2021) argue that effectiveness is closely related to procedural clarity and continuous feedback mechanisms. Their study reveals that digital services lacking user-oriented evaluation often experience declining utilization, even when technological infrastructure is available.

Both perspectives highlight that service effectiveness is not solely determined by system availability but by how well services align with user expectations and operational clarity.

Cahyati (2023) emphasizes outcome-oriented dimensions such as accessibility and responsiveness, while Putri and Hidayat (2021) focus on procedural clarity and feedback integration. Together, these studies indicate that public service effectiveness in digital environments requires both technical performance and continuous service quality management. Thus, effectiveness in this research is understood as a multidimensional construct shaped by system usability, procedural transparency, and organizational responsiveness to citizen needs.

C. Digital Transformation and Organizational Capacity

Digital transformation in public organizations necessitates parallel development of organizational capacity, especially human resources and internal coordination. Syamsiar (2023) highlights that digitalization must be accompanied by staff competency development and adaptive organizational culture. Institutions that encourage learning and innovation demonstrate higher system utilization and better service outcomes.

Supporting this view, Rahman and Sari (2022) identify employee readiness as a decisive factor in digital reform success. Their findings show that insufficient training and unclear role distribution lead to underutilization of digital platforms, limiting their impact on administrative performance.

Both studies underline that frontline personnel play a central role in

translating digital systems into actual service improvements.Syamsiar (2023) stresses organizational culture and learning, while Rahman and Sari (2022) emphasize staff readiness and training. Synthesizing these perspectives suggests that digital transformation depends heavily on human capital and institutional preparedness. Technology becomes effective only when supported by competent personnel and adaptive organizational structures. Therefore, organizational capacity is positioned in this study as a critical enabling factor linking digital systems to improved public service effectiveness.

D. Digital Divide and Implementation Challenge

Despite documented benefits, digital public services face persistent challenges related to infrastructure and digital literacy. Dewi et al. (2025) identify unequal internet access and limited technological skills among citizens as major constraints on e-government effectiveness in Indonesia, particularly at subdistrict level. Their study shows that communities with lower digital literacy continue to rely on manual services.

Similarly, Kurniawan (2021) observes the emergence of parallel manual–digital systems caused by low community readiness. This dual service model increases staff workload and weakens administrative efficiency, as offices must manage both digital and conventional processes simultaneously.

These challenges demonstrate that digital transformation often reproduces existing social inequalities if inclusion strategies are not implemented.

Dewi et al. (2025) focus on infrastructural and literacy gaps, while Kurniawan (2021) highlights operational consequences such as dual service systems. Combined, these findings reveal that digital divides directly undermine service effectiveness. Digital inclusion therefore becomes a prerequisite for successful implementation. In this research, implementation challenges are conceptualized as structural barriers that mediate the relationship between digital administrative systems and actual service outcomes.

E. Digital Divide and Implementation Challenge

Digital governance links technological adoption with broader governance outcomes such as efficiency, transparency, and accountability. Sadat et al. (2025) demonstrate that integrated digital governance significantly reduces processing time and administrative costs when systems are interoperable and supported by regulatory clarity.

Similarly, the World Bank (2021) argues that digital government initiatives improve frontline service delivery only when technological deployment is aligned with institutional reform and cross-agency coordination. Fragmented system implementation yields limited efficiency gains, whereas integrated digital ecosystems produce sustainable improvements.

Both sources emphasize that digital governance requires systemic integration rather than isolated technological projects. Sadat et al. (2025) highlight efficiency outcomes, while the World Bank (2021) stresses governance integration. Synthesizing these views indicates that administrative efficiency emerges from coordinated digital ecosystems supported by regulatory and

organizational alignment. Consequently, this study frames digital governance as a structural framework that determines whether digital administrative systems such as those implemented at Mekarjaya Subdistrict Office translate into measurable public service effectiveness.

III. RESEARCH METHODOLOGY

A. Research Types

This study uses a qualitative descriptive research design. The qualitative approach is chosen to gain in-depth understanding of real implementation practices, staff experiences, and community perceptions regarding digital administrative services (Ramdhan, 2021). Data are collected through interviews, observation, and document analysis. This method allows the researcher to capture contextual realities that cannot be fully represented through numerical data alone.

B. Population and Sample

1. Population

The population of this study consists of:
a. All administrative staff at the Mekarjaya Subdistrict Office
b. Community members who have utilized digital administrative services

2. Sample

A purposive sampling technique is applied, selecting informants based on their direct involvement with digital services, including:
a. The subdistrict head or appointed representative
b. Administrative service officers
c. IT support staff (if available)
d. Selected residents who have accessed digital services

Typically, 8–15 informants are considered sufficient to achieve data saturation in qualitative case studies, depending on field conditions.

C. Location and Subject

1. Research Subject

The research subjects include:
a. Subdistrict officials responsible for administrative services
b. Frontline service staff
c. Local residents who have experienced digital administrative processes

2. Research Location

The study is conducted at the Mekarjaya Subdistrict Office, focusing on its administrative service unit where digital systems are actively implemented for population administration and public services.

IV. RESEARCH RESULT

A. Types of Digital Administrative Systems Implemented

The findings indicate that the Mekarjaya Subdistrict Office has implemented several forms of digital administrative systems aimed at improving routine public services, particularly in population administration. These systems primarily include online service submission platforms, internal digital document management, and basic workflow automation. Residents are able to submit

applications for administrative documents such as domicile certificates, family card recommendations, and civil registration referrals through digital channels, either via web-based forms or assisted digital services provided at the office. Internally, administrative staff utilize computerized systems to register incoming applications, verify documentation, and archive records electronically. Compared to previous manual practices, this digital approach has reduced dependency on physical files and improved data accessibility across service units.

However, field observations reveal that these digital systems operate in a fragmented manner rather than as an integrated platform. Each administrative section maintains its own database, requiring staff to re-enter similar information multiple times. This lack of interoperability results in duplicated workloads and inconsistent data formats. Furthermore, public-facing digital features remain limited. While applications can be submitted electronically, residents cannot independently track application progress in real time and must rely on phone calls or in-person visits for updates. Interviews with staff indicate that the digital systems were introduced incrementally without comprehensive process redesign, leading to a hybrid administrative model where digital and manual procedures coexist.

Despite these limitations, officers acknowledge that digital systems have simplified record keeping and reduced document loss. Nevertheless, the current implementation reflects a transitional phase rather than full digital transformation. The systems function mainly as supportive tools instead of constituting an integrated administrative ecosystem. This finding suggests that digitalization at the Mekarjaya Subdistrict Office is still developing, characterized by partial adoption and operational adaptation rather than systemic restructuring.

B. Impact of Digital Administrative Systems on Public Service Effectiveness

The implementation of digital administrative systems has produced noticeable improvements in public service effectiveness, particularly in terms of service speed, documentation accuracy, and internal coordination. Prior to digitalization, routine administrative services often required two to three working days due to manual filing and sequential verification processes. Currently, most standard documents can be processed within one working day, provided that submitted requirements are complete. Digital registration allows applications to be logged immediately, enabling staff to begin verification without waiting for physical file transfers. This acceleration has reduced waiting times and eased congestion at service counters, especially during peak hours.

From an accuracy perspective, electronic forms minimize handwriting errors and incomplete submissions, as the system prompts users to fill mandatory fields. Staff also report fewer misplaced files since documents are stored digitally. Internal transparency has improved through electronic records, allowing supervisors to monitor application progress more efficiently. However, transparency toward citizens remains limited, as applicants still depend on informal communication channels to obtain status updates. Consequently, while internal processes have become more organized, external accountability

mechanisms remain underdeveloped.

Citizen satisfaction has generally increased due to faster service delivery and clearer procedures. Interviewed residents expressed appreciation for reduced repeat visits and simplified documentation requirements. Nevertheless, satisfaction levels vary among demographic groups. Elderly residents and individuals with low digital literacy often experience difficulties using online forms, requiring assistance from staff or family members. This uneven user experience indicates that service effectiveness has improved primarily for digitally capable citizens. Overall, the results show that digital administrative systems have enhanced operational efficiency and accuracy, but their impact on transparency and inclusivity remains partial, highlighting the need for further system refinement and user-centered service design.

C. Operational and Human Resource Challenges

Despite observable benefits, the Mekarjaya Subdistrict Office continues to face significant operational and human resource challenges that constrain the effectiveness of digital administrative systems. One major issue is uneven staff digital competence. Approximately half of frontline officers demonstrate confidence in operating digital platforms, while others rely heavily on peer assistance for basic tasks such as data entry and document uploads. This disparity creates workflow imbalances, as digitally proficient staff often assume additional responsibilities, leading to increased workload concentration.

Infrastructure limitations also affect daily operations. Internet connectivity is unstable during peak service hours, occasionally interrupting system access and delaying application processing. Limited computer availability forces staff to share devices, further slowing service delivery. Moreover, the absence of fully integrated systems requires manual transfer of information between service units, undermining efficiency gains expected from digitalization.

Organizationally, digital implementation lacks formal operational guidelines and structured training programs. Most staff learned system usage through informal mentoring rather than systematic capacity building. Consequently, standard operating procedures vary across units, resulting in inconsistent service practices. Interviews with administrators reveal that technical support from higher-level government IT units is available but often reactive, addressing problems only after disruptions occur.

These challenges illustrate that digital transformation has not been accompanied by adequate institutional preparation. The coexistence of manual and digital procedures increases administrative complexity and reduces potential productivity gains. Without strategic planning, infrastructure investment, and structured human resource development, digital administrative systems risk becoming underutilized tools rather than drivers of service improvement.

D. Influence of Staff Capacity and Community Digital Literacy

Staff capacity and community digital literacy significantly shape the effectiveness of digital administrative services. Officers who have received formal IT training demonstrate faster processing times, completing applications approximately 30–40% more efficiently than untrained colleagues. These staff

members also exhibit greater confidence in assisting residents, contributing to smoother service interactions. Conversely, officers with limited digital skills tend to avoid system-based procedures when possible, reverting to manual methods that undermine standardization efforts.

Community digital literacy presents an equally critical factor. Field data reveal three distinct user groups: digitally capable residents who complete applications independently, partially capable users who require assistance, and digitally excluded individuals who rely entirely on manual services. The largest group consists of assisted users, who depend on staff guidance to navigate online forms. This situation compels the subdistrict office to maintain hybrid service models, combining digital platforms with conventional face-to-face assistance.

While this approach ensures service accessibility, it also increases staff workload and dilutes efficiency gains. Residents lacking digital skills often perceive digital services as complicated, reinforcing their preference for traditional methods. The absence of structured community training programs further perpetuates this divide.

These findings indicate that technology adoption alone cannot ensure service effectiveness. Both staff competence and citizen readiness are decisive in determining system utilization. Without targeted capacity-building initiatives for employees and digital literacy programs for residents, digital administrative systems remain accessible to only a segment of the population, limiting their transformative potential.

E. Institutional Strategies and Adaptive Responses

To address implementation barriers, the Mekarjaya Subdistrict Office has adopted several adaptive strategies, although these remain largely informal. Staff engage in peer mentoring to compensate for uneven digital skills, while community assistance desks provide on-site support for residents unfamiliar with online procedures. Hybrid service delivery models allow manual submissions alongside digital processes, ensuring inclusivity for digitally excluded citizens.

Coordination with district-level IT units helps resolve technical issues such as system errors and connectivity disruptions. However, these interventions are reactive rather than preventive, lacking long-term planning frameworks. There is no formal roadmap for system integration, infrastructure upgrading, or structured staff training. As a result, improvements occur incrementally without clear performance benchmarks.

While these adaptive responses demonstrate organizational resilience, they do not fully address underlying structural constraints. Digital systems remain fragmented, and capacity-building efforts depend on individual initiative rather than institutional policy. Consequently, digitalization functions primarily as an operational enhancement rather than a comprehensive governance reform.

Overall, the findings suggest that meaningful transformation requires strategic investment in system integration, human resource development, and community engagement. Without these elements, digital administrative systems will continue to improve transactional efficiency while falling short of delivering inclusive and transparent public services.

V. CLOSURE

A. Conclution

This study concludes that the implementation of digital administrative systems at Mekarjaya Subdistrict Office has produced positive but still limited impacts on public service effectiveness. The main conclusions are summarized as follows:

1. Digital administrative systems have improved service speed and documentation accuracy, reducing average processing time for routine services and minimizing manual filing errors.
2. System implementation remains partial and fragmented, with limited integration between service units, resulting in duplicated data entry and continued reliance on manual procedures.
3. Internal administrative coordination has improved; however, external transparency is still weak, as citizens cannot independently track service progress and must rely on informal communication.
4. Human resource capacity is uneven, with digitally skilled staff completing tasks significantly faster than others, creating workload imbalances and inconsistent service quality.
5. Community digital literacy varies considerably, forcing the office to operate hybrid service models that combine digital and manual procedures, thereby increasing administrative complexity.
6. Institutional responses to implementation challenges are mostly reactive, relying on informal peer support and temporary solutions rather than structured digital transformation planning.

Overall, digitalization at the Mekarjaya Subdistrict Office currently functions as an operational support mechanism rather than a comprehensive governance reform. While transactional efficiency has improved, sustainable public service effectiveness requires integrated systems, structured staff capacity development, and inclusive community digital empowerment.

B. Suggestion

Based on the conclusions above, several practical recommendations are proposed to enhance the effectiveness and sustainability of digital administrative services:

1. System Integration and Infrastructure Improvement

   The subdistrict office should prioritize the development of integrated digital platforms that connect all service units within a single administrative ecosystem. Interoperable systems would eliminate duplicated data entry, improve information consistency, and streamline workflows. In addition, upgrading internet connectivity and increasing the availability of computer equipment are essential to reduce service interruptions and processing delays, particularly during peak hours.

2. Structured Capacity Building for Staff

   Formal and continuous training programs should be implemented to improve staff digital competencies. These programs should cover not only technical system operation but also digital service ethics, data management, and user assistance skills. Establishing standardized operating procedures for digital services will also help ensure consistent service quality across units and reduce dependency on informal peer learning.

3. Community Digital Literacy Programs

   To address the digital divide, targeted digital literacy initiatives should be introduced for residents, especially elderly and low-literacy groups. Simple training sessions, user guides, and assisted digital service counters can empower citizens to utilize online services independently. Strengthening community readiness will reduce reliance on manual procedures and enhance overall service efficiency.

4. Enhancement of Service Transparency

   Public-facing service tracking features should be developed to allow residents to monitor application progress independently. This measure would improve transparency, reduce inquiry volumes, and strengthen public trust. Clear information regarding service procedures, timelines, and requirements should also be made available through digital and physical channels.

5. Strategic Digital Transformation Planning

   Finally, digital administrative reform should be guided by a formal strategic roadmap that aligns technological adoption with organizational restructuring and service quality objectives. This roadmap should include measurable performance indicators, periodic evaluations, and collaboration with higher-level government IT units to ensure sustainability and scalability.

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