

THE IMPLEMENTATION OF E-GOVERNANCE IN IMPROVING PUBLIC SERVICES AT THE MEDAN DENAI SUB-DISTRICT OFFICE MEDAN CITY

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Abstract

The implementation of E-Governance in improving public services at the Medan Denai District Office, Medan City, represents a digital transformation effort aimed at creating a transparent, accountable, and efficient government through information technology. However, its application at the district level has not yet been fully optimized. This study aims to describe the implementation of E-Governance at the Medan Denai District Office and to identify the factors inhibiting its effectiveness. The research employs a qualitative approach using primary and secondary data collected through observation, interviews, and documentation. Data were analyzed using an interactive analysis model consisting of data reduction, data presentation, and conclusion drawing. This study applies George C. Edward III's policy implementation theory, which emphasizes four variables: communication, resources, disposition, and bureaucratic structure. The findings indicate that E-Governance implementation at the Medan Denai District Office remains suboptimal. Information technology has improved service efficiency but is not yet fully integrated. Transparency is limited due to the lack of accessible public information, while accountability mechanisms such as complaint and reporting systems remain manual. The main obstacles include limited human resource capacity, inadequate technological infrastructure, weak inter-stakeholder communication, and a bureaucratic structure that does not fully support digital systems. Strengthening human resources, improving infrastructure, and optimizing digital systems are necessary to enhance public service quality.

Keywords: *Accountability, Efficiency, E-Governance, Public Service Delivery, Transparency.*

INTRODUCTION

Implementation is a process of applying policies, programs, or work plans that have been previously formulated so that they can be realized concretely in practice. According to George C. Edwards III (as cited in Bahrudin & Hidayat, 2023), policy implementation is a crucial stage in the public policy cycle because it functions as a bridge between political decisions and the outcomes experienced by society. Therefore, implementation can be understood as a concrete effort to achieve policy objectives through planned, coordinated, and results-oriented actions. In the era of modern governance, policy implementation cannot be separated from the utilization of information and communication technology as a means of enhancing the effectiveness, efficiency, and transparency of governmental administration. One form of such technological application is e-Governance. According to Maryam (as cited in Febrianti & Priyadi, 2022), e-Governance refers to the administration of government through the use of information and communication technology to improve the quality of public services, transparency, accountability, and public participation. Through the implementation of e-Governance, the government is expected to realize a system of governance that is open, efficient, and responsive to public needs.

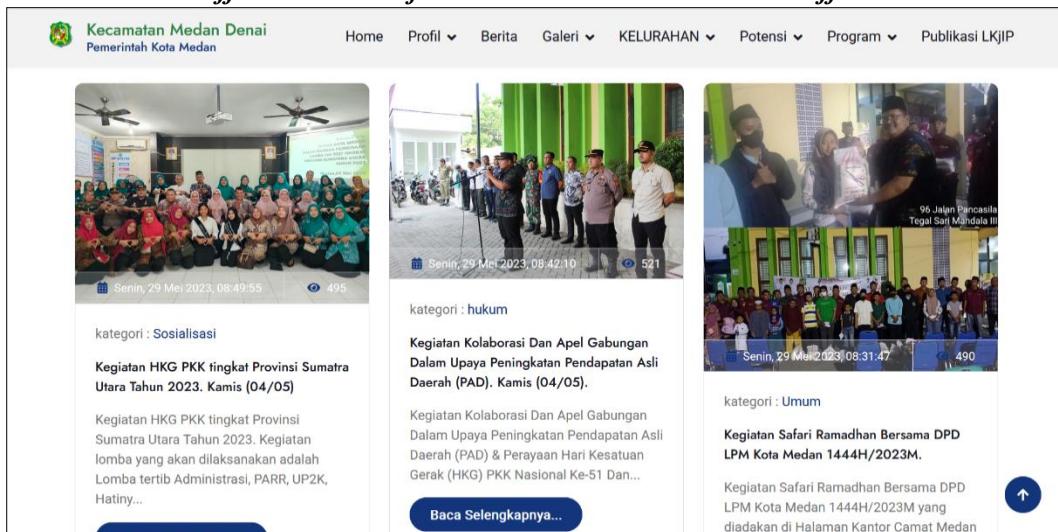
At the initial stage, e-Governance focuses on the provision of basic services, such as computer-based information and data related to governmental administration and development, as a form of public transparency. In addition, e-Governance functions as an effective communication medium among Regional Government Work Units (*Satuan Kerja Perangkat Daerah – SKPD*) as well as between the government and the public through various digital platforms, including electronic mail, official websites, and social media (Ilham & Bani, 2022). Thus, e-Governance not only plays a role in administrative aspects but also serves as a strategic instrument in realizing participatory and accountable governance. Based on observations and several local news reports, the public still frequently encounters

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difficulties in accessing information related to administrative service procedures and requirements. For instance, many residents are still required to visit the sub-district office in person merely to inquire about procedures for obtaining documents such as Family Cards, domicile certificates, or relocation letters. In fact, such information should be accessible online through the official sub-district website or regional e-Governance platforms (Dinas Kominfo Kota Medan, 2022). Article 28F of the 1945 Constitution of the Republic of Indonesia stipulates that every individual has the right to communicate and to obtain information for the purpose of developing their personal capacity and social environment. This provision serves as a fundamental legal basis for the government to ensure the availability of open and publicly accessible information. The principle of information openness constitutes an essential foundation for the implementation of transparent governance and serves as a key driving force in the adoption of e-Governance across various public service sectors. Based on preliminary interviews with Ms. Erni Chairani, Head of the General Affairs Subdivision at the Medan Denai Sub-District Office, it was revealed that the office already has an official website. However, the utilization of this website has not been focused on the provision of online public services. Instead, it is primarily used for internal activity reporting, documentation of governmental activities, and the publication of officials' work programs.

Figure 1.1
Official Website of the Medan Denai Sub-District Office



Sumber : <https://medandenai.medan.go.id/berita>

As shown in Figure 1.1, the official website of the Medan Denai Sub-District Office currently functions merely as a medium for publishing office activities, such as activity reports, internal agendas, and event documentation. This condition indicates that the utilization of the website has not yet been optimized as a platform for providing public information and delivering digital-based administrative services. This issue should be a major concern within the context of e-Governance implementation, in which government websites are ideally expected to serve as primary platforms for supporting information openness, service transparency, and ease of public access. As a result of this limitation, members of the public are still required to visit the sub-district office in person to obtain information regarding administrative service procedures and requirements.

Based on preliminary observations conducted through direct field observation by the researcher at the Medan Denai Sub-District Office, it was found that the office still relies on conventional media, such as informational banners displayed around the office premises, as the main means of information dissemination. This condition gives rise to several issues, including limited access to information for citizens who are unable to visit the office directly and the potential lack of transparency in service delivery processes. Based on preliminary observations conducted through direct field observation by the researcher at the Medan Denai Sub-District Office, it was found that the office still relies on conventional media, such as informational banners displayed around the office premises, as the primary means of information dissemination. This condition gives rise to several issues, including limited access to information for members of the public who are unable to visit the office in person, as well as the potential lack of transparency in service delivery processes. Consequently, the reach of information remains restricted, as only citizens who physically visit the sub-district office are able to obtain information related to administrative service procedures. As a result, individuals who reside far from the office location or who lack sufficient time to visit the office directly

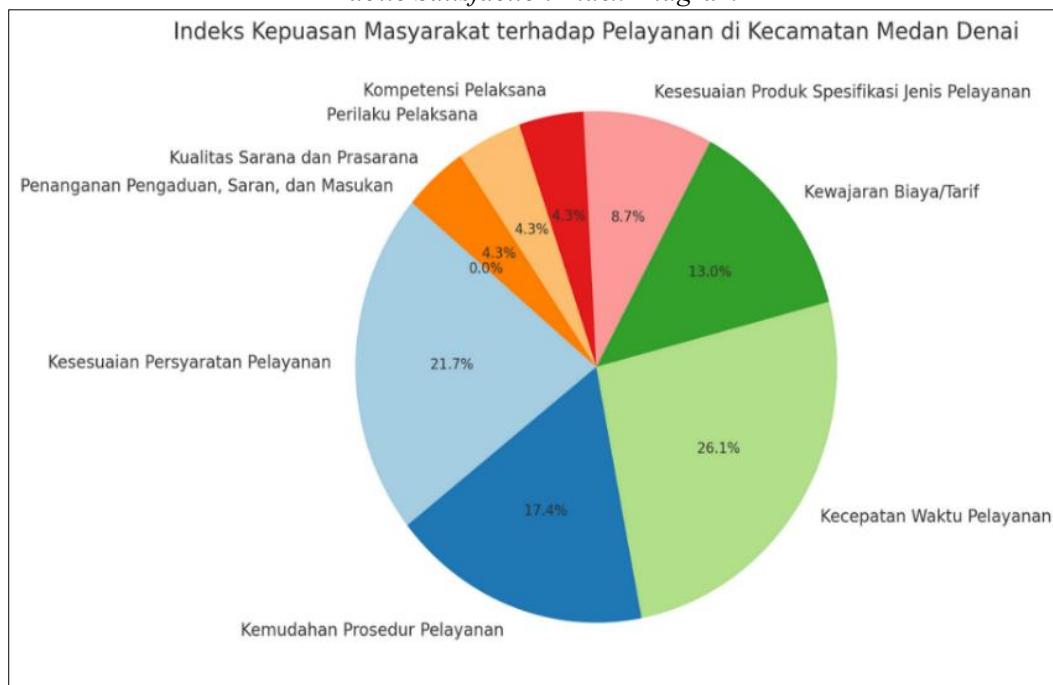
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face difficulties in accessing such information. In addition to the constitutional basis, the implementation of e-Governance is further reinforced by various regulatory frameworks, including Law Number 25 of 2009 on Public Services, which stipulates that all public service providers are required to deliver services that are transparent, accountable, efficient, and equitable. Furthermore, Law Number 14 of 2008 on Public Information Disclosure mandates that every public institution must provide relevant, accurate, and easily accessible information to the public. These two regulations emphasize that public information openness constitutes a fundamental element in the realization of good governance. As a concrete manifestation of digital government transformation, the Government of Indonesia issued Presidential Regulation Number 95 of 2018 on the Electronic-Based Government System (Sistem Pemerintahan Berbasis Elektronik—SPBE).

This regulation represents a significant milestone in the implementation of e-Governance, as it underscores the importance of utilizing information technology to create an integrated, efficient, transparent, and public service-oriented governmental system. Through SPBE, each government institution is expected to develop digital systems that enable public services to be delivered online, thereby allowing citizens to access services without the need to visit government offices in person. Minister of Home Affairs Regulation (Permendagri) Number 138 of 2017 on the Implementation of Integrated Services at the Sub-District Level specifically regulates public service standards at the sub-district level. This regulation requires sub-district offices to provide clear information regarding the types of services offered, Standard Operating Procedures (SOPs), and detailed information on service fees to be incurred by the public. This provision serves as an important legal foundation for every sub-district office, including the Medan Denai Sub-District Office, in implementing transparency in public service delivery (Ministry of Home Affairs, 2017). The diagram of the Public Satisfaction Index is presented in Figure 1.3 below.

*Figure 1.3
Public Satisfaction Index Diagram*



Sumber: Public Satisfaction Survey Implementation Report

Based on the Public Satisfaction Index data in Medan Denai Sub-District, the most highly appreciated aspect is service timeliness (26.1%), indicating that time efficiency is a primary factor in public evaluation. However, the strong emphasis on this aspect also suggests the persistence of challenges in service speed, which may result from lengthy procedures, limited human resources, or digital systems that have not yet been optimally implemented. Other aspects, such as the suitability of service requirements (21.7%) and procedural simplicity (17.4%), indicate that the public still experiences administrative complexity. Meanwhile, the lowest-scoring indicators are complaint handling (0%) and the competence and behavior of service providers (4.3%), highlighting the urgent need to improve professionalism and the management system for public complaints. These findings provide strong evidence that fundamental aspects of public service related to responsiveness, accountability, and human resource quality have not

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been functioning optimally. In particular, the zero percent score for complaint handling underscores the weakness of the public grievance management system, which should be a critical component of e-Governance-based public services. Furthermore, the low level of satisfaction with service facilities and infrastructure (4.3%) indicates that public service support infrastructure has not yet met public expectations. This condition potentially undermines service transparency and accessibility, especially for citizens who require accurate information that can be widely accessed through digital media. Information dissemination regarding digital service procedures and the utilization of electronic platforms has not been carried out effectively, resulting in limited public awareness of available online services. In addition, internal communication among staff remains ineffective, particularly in relation to updates to Standard Operating Procedures (SOPs), task coordination, and understanding of digital service mechanisms.

From the perspective of accountability, the absence of clear mechanisms for performance reporting and the lack of transparency regarding service fees indicate that public officials have not yet demonstrated full accountability to the community. Moreover, in terms of responsiveness, the sub-district office has not been able to respond promptly to public needs, particularly in the provision of online information and the establishment of an effective complaint-handling system. If citizens are still required to visit the sub-district office to obtain basic information, this reflects that the e-Governance system has not been utilized optimally. These issues indicate that the principle of public information openness, which constitutes one of the core pillars of e-Governance, has not yet been fully realized. The limited use of digital media as a means of information dissemination, combined with insufficient socialization efforts by the sub-district office, has resulted in low public engagement with online information sources. Furthermore, limited staff competency in operating information technology has hindered the effective implementation of electronic-based services. Supporting infrastructure, such as internet networks, computer equipment, and integrated information systems, remains inadequate. In addition, some policy implementers have not demonstrated a full commitment to the adoption of e-Governance, as evidenced by a continued reliance on manual procedures that slows the digitalization process.

Task fragmentation among organizational units has led to decentralized and poorly controlled management of online services. The absence of a dedicated information technology unit at the sub-district level has further caused system development efforts to be unstructured, thereby impeding the optimization of electronic-based public services. The suboptimal implementation of e-Governance in Medan Denai Sub-District has resulted in the incomplete realization of the principles of efficiency, accountability, and transparency, as mandated by national policies. This condition is reflected in the limited utilization of digital technology, the absence of online-based reporting and supervision systems, and minimal public outreach and socialization efforts. To address these shortcomings, it is necessary to optimize the implementation of e-Governance through enhanced utilization of information technology, the development of online-based reporting and monitoring systems, and expanded public outreach initiatives. Such efforts are essential to ensure that the primary objectives of e-Governance namely, the delivery of public services that are effective, efficient, and transparent can be fully achieved, while also facilitating faster and more accurate access to information for the public.

LITERATURE REVIEW

Definition of Implementation

According to Wahab (2008:65), implementation refers to a series of actions undertaken by individuals or officials, as well as by governmental or private groups, which are directed toward the achievement of objectives that have been established in policy decisions. Based on this definition, implementation can be understood as the actions carried out by authorized and interested parties, both governmental and non-governmental, with the purpose of realizing the ideals and objectives that have been formally determined. Implementation is closely related to the various actions taken to execute and operationalize planned programs in order to achieve their intended goals, as essentially every established plan is designed to attain specific objectives or targets. Furthermore, Mazmanian and Sabatier, as cited in Wahab (2008:68), define implementation as the execution of fundamental policy decisions, typically in the form of laws, but which may also take the form of important executive orders, administrative directives, or judicial decisions.

Stages of Policy Implementation

As cited in Winarno (2008), the theory and model developed by George C. Edwards III identify four critical factors or variables in the implementation of public policy, namely:

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1. Communication. Edwards emphasizes three essential elements in the policy communication process: transmission, clarity, and consistency. Effective policy implementation depends on whether policy directives are properly transmitted, clearly understood, and consistently conveyed to the implementers.
2. Resources. Resources constitute a crucial factor in the implementation of public policy. These resources include an adequate number of staff with appropriate skills and expertise to perform their duties, as well as sufficient information, authority, and facilities required to translate policy proposals from written documents into concrete actions in the delivery of public services.
3. Disposition (Attitudes or Behavioral Tendencies). Disposition refers to the willingness and commitment of policy implementers to execute the policy. Competence alone is insufficient without a corresponding willingness and commitment to implement the policy. According to Edwards, many policies fall into what he terms a “zone of indifference.” Some policies are implemented effectively because they receive strong support from implementers, while others may directly conflict with implementers’ views or their personal or organizational interests. In such cases, policy implementers may exercise discretion and, at times, subtly obstruct the implementation process.
4. Bureaucratic Structure. This factor relates to the suitability of the bureaucratic organization responsible for policy implementation. Bureaucracies are among the institutions most frequently and often entirely responsible for implementing public policies. The organizational structure of implementing agencies significantly influences policy implementation. One critical aspect of organizational structure is the existence of standard operating procedures (SOPs), which serve as guidelines for implementers in carrying out their duties.

Definition of E-Governance

Conceptually, e-Governance represents a form of innovation in public administration aimed at improving the quality of governance through the utilization of information and communication technology. According to Suaedi (2010:45), e-Governance refers to the conduct of governmental administration through the use of information technology to enhance efficiency, effectiveness, transparency, and accountability in public service processes. Through the implementation of e-Governance, governments are expected to deliver services that are faster, more accessible, and capable of strengthening interaction among government institutions, the private sector, and the public.

Principles of E-Governance

The implementation of e-Governance aims to establish modern, responsive, and public service-oriented governance. To achieve this objective, a set of fundamental principles is required to serve as guidelines for the implementation of an electronic-based government system. These principles are derived not only from global best practices but are also reinforced by national regulations, particularly Presidential Regulation Number 95 of 2018 on the Electronic-Based Government System (SPBE).

1. Transparency. Transparency is a principle that emphasizes openness in government by providing public access to information. Through digital platforms, citizens are able to access information related to service procedures, public policies, and budget utilization in a timely and transparent manner.
2. Accountability. Accountability requires that all government activities and decisions be publicly accountable. E-Governance systems facilitate the tracking of service processes and institutional performance in an open manner, thereby encouraging public officials to perform their duties professionally and in accordance with established regulations.
3. Public Participation. E-Governance creates new opportunities for public participation in governance. Through online forums, digital surveys, e-consultations, and e-voting mechanisms, citizens can actively engage in policy formulation, monitoring, and evaluation of government programs.
4. Efficiency. One of the primary objectives of e-Governance is to deliver services that are fast, accurate, and cost-effective. Lengthy and complex bureaucratic procedures can be streamlined through digitalization, such as online licensing services, electronic queuing systems, and digital archiving.
5. Service Quality. This principle emphasizes that digitalization is not an end in itself, but rather a means to improve the quality of public services. E-Governance should result in services that are faster, more accessible, more transparent, and user-friendly.
6. Security. In the digital era, the protection of personal data and information security is of paramount importance. Governments must ensure that all digital services are supported by adequate encryption systems, authentication mechanisms, and data backup procedures.

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7. Inclusivity. E-Governance must be accessible to all segments of society, including vulnerable groups such as the elderly, persons with disabilities, and those living in remote areas. Governments are required to provide digital services that are user-friendly, accessible, and non-discriminatory.
8. Collaboration. The implementation of e-Governance cannot be carried out in isolation. It requires synergy among central and local governments, the private sector, civil society organizations, and the public. Cross-sector collaboration can accelerate innovation and expand the reach of digital public services.

METHOD

The researcher selected Medan Denai Sub-District, Medan City, as the research location because this area experiences a relatively high level of public service activity while still facing various challenges in the implementation of e-Governance. Based on preliminary observations, the utilization of the official website and digital service systems in this sub-district has not been optimal. The existing digital systems are still primarily used as media for publishing internal activities and have not been fully developed as platforms for providing online administrative service information. These conditions make Medan Denai Sub-District a relevant and appropriate site for this study, as it enables an in-depth examination of how the implementation of e-Governance can enhance the effectiveness, efficiency, and transparency of public services at the sub-district level.

1. Primary Data Sources

Primary data sources are sources that provide data directly to the data collector, for example through interviews with informants who are selected as research samples. In structured interviews, research instruments in the form of a list of questions are prepared in advance to serve as guidelines during the interview process. In this study, the primary data consist of interviews conducted by the researcher with informants at the Medan Denai Sub-District Office. The informants include Mr. Tommy Sidabalok, S.TP., M.A.P., Head of Medan Denai Sub-District, who stated that the sub-district is still in the process of digitalization. However, information dissemination is currently carried out through the social media platform Instagram to ensure that information is delivered quickly to the public. Ms. Erni Chairani, Head of the General Affairs Subdivision, also explained that Instagram has been very helpful in disseminating information to the public, although the internal office system has not yet been optimized because data input processes are still conducted manually. Furthermore, Ms. Leny Rangkuti, a staff member of the Social Welfare Section, stated that current services cannot yet be considered fast, as most service processes are still performed manually. In addition, Ms. Anita Br. Sembiring, a staff member of the Government and General Services Section at the Medan Denai Sub-District Office, stated that there is currently no specific application developed by the sub-district. As a result, digital media are only used temporarily for verification purposes and information dissemination.

2. Secondary Data Sources

Secondary data are data that are already available and can be obtained by researchers through reading, observing, or listening. Secondary data include textual data in the form of documents. In this study, primary data were collected through direct, face-to-face interactions with informants. Meanwhile, secondary data were obtained from sources that do not directly provide data to the researcher, such as news reports and official documents. The secondary data sources utilized in this research include news reports from the Medan City Office of Communication and Informatics (Dinas Kominfo Kota Medan), which contain public complaints regarding public services at the Medan Denai Sub-District Office. In addition, regulatory documents were used, including Presidential Regulation Number 95 of 2018 on the Electronic-Based Government System (SPBE) and Law Number 14 of 2008 on Public Information Disclosure.

RESULTS AND DISCUSSION

Implementation of E-Governance in Improving Public Services at the Medan Denai Sub-District Office

This study examines the implementation of E-Governance at the Medan Denai Sub-District Office, Medan City, by referring to three main principles of the Electronic-Based Government System (*Sistem Pemerintahan Berbasis Elektronik* SPBE), namely efficiency, transparency, and accountability. The data were obtained through interviews with sub-district officials and community members, field observations, and an analysis of relevant regulations.

Efficiency of Public Services

The results indicate that the implementation of E-Governance from the efficiency perspective has not yet been fully optimized. Most administrative service processes, such as data entry and the issuance of official letters, are still carried out manually. As a result, service delivery requires relatively more time and has not maximized the efficient

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use of resources. This condition was expressed by the Head of Medan Denai Sub-District, Mr. Tommy Prayoga Sidabalok, S.STP., M.AP, who stated: "Regarding efficiency, we are still in the process of moving toward digitalization, as most data entry is currently done manually, especially for administrative services such as certificates. However, information dissemination has already been carried out through social media, particularly Instagram." (Interview, May 24, 2025) Nevertheless, the sub-district office has initiated digital efforts through the use of social media as a medium for disseminating public service information. Instagram has been considered effective in accelerating information delivery and reducing the need for residents to visit the office merely to obtain preliminary information. This finding indicates that the principle of efficiency as mandated by Presidential Regulation No. 95 of 2018 on SPBE has begun to be implemented, although it remains limited to external communication and has not yet encompassed the digitalization of core service processes. Therefore, improving efficiency requires the integration of internal information systems to enable fully electronic service delivery.

Transparency of Public Services

From the transparency perspective, the findings reveal that public information disclosure at the Medan Denai Sub-District Office still faces several challenges, particularly in terms of consistency and completeness of information dissemination. Although service-related information has been provided through social media and information banners at the office, not all community members are able to access and utilize it effectively. This issue was highlighted by a resident of Medan Denai Sub-District, Ms. Yani Susanti, who stated: "The information is actually available on social media such as Instagram, but it is sometimes not updated regularly. I once had difficulty finding information about domicile certificate services, so I still had to come directly to the office." (Interview, May 24, 2025) In addition, the official sub-district website, which should serve as the primary platform for public information disclosure, has not functioned optimally due to technical constraints. Consequently, the public has not been able to access service information independently, promptly, and continuously. These findings indicate that transparency through E-Governance has not yet been fully realized in accordance with SPBE principles, emphasizing the need to strengthen technological infrastructure and ensure consistent updates of public service information.

Accountability of Public Services

In terms of accountability, the study found that performance accountability mechanisms and administrative management at the Medan Denai Sub-District Office are still largely manual. Employee performance reporting and document archiving have not been supported by an integrated digital system, which limits the effectiveness of monitoring and evaluation processes. This condition was explained by Mr. Tommy Prayoga Sidabalok, S.STP., M.AP, who stated: "At present, the employee performance reporting system is still mostly conducted manually. Some reports are already submitted in digital formats such as Word or PDF, but there is no integrated application specifically used for digital performance evaluation." (Interview, May 24, 2025) The absence of an integrated reporting and evaluation system results in unstandardized documentation and difficulties in tracking performance data over time. Furthermore, the lack of an official online service evaluation platform limits public participation in providing structured feedback.

Although public input is still received through social media channels, such informal mechanisms have not sufficiently supported accountability as required in the implementation of SPBE. Overall, the implementation of E-Governance at the Medan Denai Sub-District Office demonstrates initial efforts toward the digitalization of public services, particularly through the utilization of social media platforms. However, its implementation has not yet fully met the principles of efficiency, transparency, and accountability as mandated by Presidential Regulation No. 95 of 2018 on SPBE. Key obstacles include limited internal system integration, underdeveloped digital service infrastructure, and low digital literacy among certain segments of the community. Therefore, the development of integrated information systems, the digitalization of core public services, and capacity building for both government personnel and the public are essential to achieving effective, transparent, and accountable E-Governance at the sub-district level.

Barriers to the Implementation of E-Governance in Improving Public Services at the Medan Denai Sub-District Office

The implementation of E-Governance at the Medan Denai Sub-District Office is part of an effort to improve the quality of public services through the utilization of information technology. However, the findings indicate that its implementation still faces various barriers that affect the effectiveness of E-Governance. The analysis of these

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barriers employs George C. Edward III's policy implementation framework, which emphasizes four key variables: communication, resources, disposition, and bureaucratic structure.

Communication Barriers

The results show that communication barriers constitute one of the main factors affecting the implementation of E-Governance in Medan Denai Sub-District. Public service information has not been evenly disseminated to all community members due to the lack of integrated communication channels and unequal access among residents. This issue was expressed by a resident of Medan Denai Sub-District, Ms. Yani Susanti, who stated: "Regarding information from the sub-district office, we often receive it late. Sometimes announcements are only posted at the office or shared through neighborhood WhatsApp groups or Instagram, but not all residents are active on those platforms." (Interview, May 24, 2025) This statement indicates that although the sub-district government has utilized digital media such as Instagram and WhatsApp, communication effectiveness remains limited due to differences in access and participation levels within the community. Reliance on informal communication media and physical announcements causes information to be received unevenly. This condition shows that the principles of clear, consistent, and comprehensive communication as emphasized by Edward III have not been fully achieved, thereby hindering the optimization of E-Governance implementation.

Resource Barriers

From the resource perspective, the study finds that limitations in human resources, technological infrastructure, and budget allocation constitute significant barriers to the implementation of E-Governance. Although the number of employees is considered sufficient, technical competencies in operating digital systems are unevenly distributed. In addition, the availability of technological devices such as computers and stable internet connectivity remains limited and has not been evenly distributed across work units. This condition was revealed by Ms. Erni Chairani, SE, Head of the General Affairs Subdivision of the Medan Denai Sub-District Office: "In terms of human resources, the number is actually sufficient, but not all employees are accustomed to using digital technology. The equipment is also still limited, and there is no specific budget allocated to support E-Governance." (Interview, May 25, 2025) These findings indicate that resource constraints lie not only in quantity but also in the quality and readiness of personnel, as well as in the availability of supporting facilities and funding. This condition aligns with Edward III's argument that policy implementation cannot function effectively without adequate resources, including human resources, facilities, and financial support.

Disposition Barriers

Disposition, or the attitude of implementers, also influences the implementation of E-Governance in Medan Denai Sub-District. The findings show that, in general, employees demonstrate a relatively positive and open attitude toward digital system adoption. However, differences in readiness and adaptability persist, particularly among long-serving employees who are more accustomed to manual systems. This was conveyed by Ms. Anita Br. Sembiring, a staff member of the Government and Public Service Section: "Most staff are actually willing to learn and adapt, but not everyone can adjust quickly to digital systems. Employees who have worked for a long time usually require more assistance." (Interview, May 25, 2025) This statement indicates that disposition-related barriers do not stem from resistance to policy implementation, but rather from limited confidence and experience in using digital technology. According to Edward III, weak implementer disposition can undermine policy implementation even when adequate structures and resources are in place. Therefore, continuous training and mentoring are necessary to strengthen employee commitment and readiness.

Bureaucratic Structure Barriers

In terms of bureaucratic structure, the findings indicate that, formally, the division of tasks and functions at the Medan Denai Sub-District Office is clear. However, the existing structure has not fully supported the implementation of E-Governance due to the absence of integrated digital systems and a dedicated information technology unit or team. This was stated by the Head of Medan Denai Sub-District, Mr. Tommy Prayoga Sidabalok, S.STP., M.AP: "The organizational structure is actually clear, but because there is no dedicated IT team and employee capabilities vary, the implementation of digital systems has not been able to run optimally." (Interview, May 24, 2025) These findings suggest that bureaucratic structure barriers do not lie in organizational clarity, but rather in institutional readiness to support digital transformation. The absence of digital-based standard operating procedures

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(SOPs) and integrated service systems causes public services to remain dependent on physical documents and manual mechanisms. This condition hinders the acceleration and consistency of E-Governance-based public services.

Overall, the findings indicate that the barriers to E-Governance implementation at the Medan Denai Sub-District Office are multidimensional and interrelated, encompassing communication, resources, disposition, and bureaucratic structure. While initial efforts toward digitalization have been made, they have not yet been supported by integrated systems, adequate resources, and comprehensive employee readiness. Based on Edward III's theoretical framework, all four variables must function simultaneously for policy implementation to achieve optimal outcomes. Therefore, strengthening integrated public communication systems, enhancing human resource capacity, providing adequate infrastructure and budgetary support, and adapting bureaucratic structures to be more responsive to digital transformation are essential steps. These efforts are expected to promote more effective E-Governance implementation in improving the quality of public services at the sub-district level.

CONCLUSION

Based on the results of field research on the implementation of E-Governance in improving public services at the Medan Denai Sub-District Office, Medan City, several conclusions can be drawn as follows:

1. The implementation of E-Governance in improving public services at the Medan Denai Sub-District Office has not yet been optimal. This condition is reflected in the limited utilization of information technology, which has not fully supported the delivery of digital-based public services. The official sub-district website still functions primarily as a medium for publishing internal governmental activities and does not yet provide electronic administrative service features. Consequently, community members continue to visit the sub-district office in person to obtain information, indicating that the objectives of E-Governance in realizing accessible, fast, transparent, and efficient public services have not been fully achieved. In terms of efficiency, the use of information technology has contributed to information dissemination; however, it has not been integrated into a comprehensive service system. As a result, bureaucratic processes remain time-consuming and have not significantly reduced face-to-face interactions. Regarding transparency, the delivery of public information has not been fully open or easily accessible online. Information related to procedures, requirements, service fees, and processing time is still largely conveyed through conventional media such as banners within the office area and uneven dissemination via social media. In terms of accountability, reporting mechanisms and the handling of public complaints have not yet been digitized and are still conducted manually. This condition weakens service performance control systems and limits the realization of strong accountability principles in accordance with the characteristics of E-Governance.
2. The factors inhibiting the implementation of E-Governance at the Medan Denai Sub-District Office include issues related to communication, resources, disposition, and bureaucratic structure. From the communication aspect, socialization regarding the utilization of digital services has not been conducted effectively, resulting in limited public understanding of electronic-based service procedures. In addition, information exchange among internal government units remains inconsistent, thereby hindering service coordination. From the resource perspective, the availability of technological infrastructure and internet connectivity is still limited and insufficient to optimally support digital services. Furthermore, the competencies of government personnel in operating information technology based systems are uneven, causing the implementation of E-Governance to progress slowly.

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