

Effectiveness Of Online-Based Administrative Services In Ambon Ambon City Government

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Abstract

Digital transformation in the government sector is a crucial strategy for improving the quality of public services. This study aims to analyze the effectiveness of online-based administrative services within the Ambon City Government. The study employed a descriptive qualitative approach, with data collection techniques including observation, interviews, and documentation. The informants consisted of civil servants and service users. The results indicate that online-based administrative services improve service time efficiency, procedural transparency, and ease of access. However, service effectiveness still faces challenges such as limited network infrastructure, low digital literacy among the public, and suboptimal service dissemination. This study recommends strengthening human resource capacity, improving technological infrastructure, and providing digital education to the public to improve the quality of electronic-based public services.

Keywords: Service effectiveness, public services, online administration, e-government, Ambon City.

1. Introduction

Public service is a key indicator of successful governance in meeting public needs. Public demands for fast, transparent, and accountable services have driven the government to innovate information technology-based services through the concept of e-government.

Digitizing administrative services is one strategy of bureaucratic reform to improve the efficiency and quality of public services. Local governments, including the Ambon City Government, have begun implementing online-based administrative services to facilitate public access to services without the constraints of time and space.

However, the implementation of online services has not always been optimal. Frequently encountered issues include human resource readiness, limited technological infrastructure, and the public's ability to utilize digital services.

Based on these conditions, this research is important to be conducted to examine the effectiveness of online-based administrative services within the Ambon City Government.

Formulation of the problem:

The problem formulation in this research is: How effective is online-based administrative services in the Ambon City Government?

Research purposes:

The aim of the research is to: Analyze the effectiveness of online-based administrative services in improving the quality of public services.

2. Literature Review

2.1. Public Service Theory

Public service is the primary function of government in meeting the needs of the community. The concept of public service emphasizes providing quality, fair, and easily accessible services to all citizens.

According to Dwiyanto (2018), public service is a series of bureaucratic activities carried out by the government to meet the needs of the community effectively, responsively, and

accountably. The quality of public service can be seen from the ability of government organizations to provide services quickly, accurately, and transparently.

Meanwhile, Sinambela (2016) states that public service is any government activity aimed at providing satisfaction to the public as service users. Good service must be oriented toward the public interest (public-oriented service).

Furthermore, Hardiansyah (2019) emphasized that quality public services have the following characteristics:

- ease of procedure,
- clarity of information,
- speed of service,
- certainty of time,
- and comfort of service.

Thus, public service demands a change in the bureaucratic paradigm from being rule-oriented to being community-oriented.

2.2. Organizational and Service Effectiveness Theory

Effectiveness relates to the level of success of an organization in achieving its stated goals.

According to Gibson, Ivancevich, and Donnelly (2012), organizational effectiveness is the organization's ability to achieve goals through optimal use of resources. Effectiveness is measured through goal attainment, efficiency, member or service user satisfaction, and the ability to adapt to environmental changes.

Steers (1985) explains that organizational effectiveness is influenced by:

1. organizational characteristics,
2. environmental characteristics,
3. worker characteristics,
4. management policies and practices.

In the context of public services, effectiveness means that services are able to provide results according to the needs of the community with an efficient and quality process.

2.3. E-Government Theory

Online-based administrative services are part of the implementation of e-government in the public sector.

According to Indrajit (2006), e-government is the use of information technology by the government to improve relations between the government, the community and the business world through more effective and efficient public services.

Meanwhile, the World Bank (2015) defines e-government as the use of information and communication technology to increase transparency, accountability, and the quality of public services.

The implementation of e-government aims to:

- increase bureaucratic efficiency,
- speed up service,
- expanding public access,
- increase government transparency.

2.4. Theory of Public Service Effectiveness

The effectiveness of public services can be measured by the extent to which they optimally meet community needs. According to Siagian (2014), service effectiveness is measured by the success of achieving predetermined service targets. Services are considered effective if the public receives the benefits they expect.

Zeithaml, Parasuraman, and Berry (1990) Through the concept of service quality, it is explained that effective service is related to user perceptions of ease, speed and satisfaction of service.

In the context of digital-based services, effectiveness also includes ease of access to technology and the system's ability to provide services without obstacles.

2.5. Synthesis of Theoretical Framework.

Based on expert theory, the effectiveness of online-based administrative services is the result of integration between:

1. **Public Service Theory**→ emphasizes orientation towards society.
2. **Organizational Effectiveness Theory**→ assess the achievement of service objectives.
3. **E-Government Theory**→ use of technology to improve services.
4. **Service Effectiveness Theory**→ assess service outcomes from the user's perspective.

So the effectiveness of online-based administrative services can be analyzed through the following indicators:

- a. achievement of service objectives,
- b. time efficiency,
- c. ease of access,
- d. transparency of service,
- e. responsiveness of the apparatus,
- f. public satisfaction.

3. Research Methods

3.1 Research Approach

This study uses a descriptive qualitative approach to understand the phenomenon of online-based administrative services in depth.

3.2 Research Location

The research was conducted at public service agencies within the Ambon City Government.

3.3 Research Informants

Informants were selected purposively, including:

- State Civil Apparatus (ASN)
- Online service operator
- Community users of administrative services

3.4 Data Collection Techniques

Data is collected through:

- Direct observation of the service process
- In-depth interview
- Administrative documentation of services

3.5 Data Analysis Techniques

Data analysis using interactive models:

1. Data reduction
2. Data presentation
3. Drawing conclusions/verification.

4. Research result.

4.1 Service Time Efficiency

Online-based services speed up the administrative process because people can register and submit documents online without having to come directly to the service office.

4.2 Ease of Access to Information

The online system provides information on service requirements and procedures openly so that the public can more easily understand the service flow.

4.3 Service Transparency

The use of digital systems increases transparency because service status can be monitored directly by users.

4.4 Implementation Constraints

Some of the obstacles encountered:

- the internet network is not stable yet,
- limited technological facilities,
- people's digital literacy is still low,
- service socialization is not yet evenly distributed.

5. Discussion

Research analysis was conducted by interpreting field findings based on public service effectiveness indicators and linked to the concept of public administration and organizational effectiveness theory.

1. Analysis of Service Goal Achievement

The research results show that online-based administrative services have achieved the primary goal of digitalization, which is to increase the ease and speed of service delivery to the public. This is evident in the reduced need for in-person visits to service offices.

Theoretically, organizational effectiveness is achieved when service output aligns with established objectives. The implementation of online services in the Ambon City Government has supported the principles of bureaucratic reform by simplifying service procedures. Thus, the achievement of service objectives can be categorized as effective, although not yet evenly distributed across all community groups.

2. Analysis of Service Time Efficiency

Digitizing services has been proven to increase time efficiency because administrative processes are conducted electronically. The reduction in physical queues indicates a shift in service patterns from conventional to digital systems.

From a modern public administration perspective, efficiency is a key indicator of e-government success. However, its effectiveness is still influenced by technical factors such as internet network stability and application system readiness. Therefore, service efficiency can be considered quite effective but not optimal.

3. Analysis of Ease of Service Access

Ease of access to services is an indicator that has seen significant improvement. The public can independently obtain service information through online platforms, indicating increased accessibility to public services.

However, research has found a digital divide, particularly among older adults and those with limited technological capabilities. This situation suggests that the success of online services depends not only on technology but also on the social preparedness of the community as service users.

4. Analysis of Service Transparency

Service transparency is increased through online systems, as each stage of the service is digitally documented and can be monitored by the public. This transparency strengthens the accountability of officials and minimizes inefficient bureaucratic practices.

This finding aligns with the principles of good governance, which emphasize openness of public information. With a service monitoring system, the relationship between the government and the public becomes more open and trustworthy. Therefore, transparency indicators can be deemed effective.

5. Analysis of Apparatus Responsiveness

The responsiveness of service personnel is quite good. Civil servants are able to respond to public inquiries and complaints through digital media. However, the increase in the number of service users has not been fully matched by the number of service operators.

In public administration, responsiveness indicates an organization's ability to respond quickly and appropriately to community needs. Limited human resources result in suboptimal service, so this indicator is considered quite effective.

6. Community Satisfaction Analysis

Public satisfaction has increased because online services offer convenience, cost efficiency, and time flexibility. This satisfaction is an indicator that public services have moved toward citizen-centered service.

However, satisfaction is not entirely equal due to technical constraints and technology proficiency. This indicates that improvements in the quality of digital systems and education are still needed.

Synthesis of Service Effectiveness Analysis

Based on all indicators, the effectiveness of online-based administrative services within the Ambon City Government can be classified as quite effective towards effective, with the following characteristics:

- faster and more practical service,
- increased transparency,
- wider access to services,
- increased public satisfaction,
- but there are still obstacles to infrastructure and digital literacy.

The digital transformation of public services in Ambon City shows that technological innovation has had a positive impact, but long-term success depends heavily on human resource readiness, strengthening of technological systems, and community adaptation to digital services.

5. Conclusion

Online-based administrative services within the Ambon City Government have increased efficiency, transparency, and ease of access to public services. However, implementation effectiveness still needs to be improved through strengthening digital infrastructure, enhancing civil servant competency, and educating the public about digital literacy.

6. Suggestions.

1. Ambon City Government needs to improve the quality of its online service systems and networks.
2. Digital training for ASN must be carried out continuously.
3. Socialization of online services to the public needs to be expanded.
4. Provision of combined online and offline services for technology-vulnerable groups.

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