



## E-Government-Based Public Service Innovations during the Covid-19 Pandemic at the Office of the Department of Population and Civil Registration in Keerom District

Hiskia C.M. Sapioper

Public Administration Study Program, Faculty of Social and Political Sciences,  
Cenderawasih University

**Corresponding Author:** Hiskia C.M. Sapioper [sapioperhiskia@yahoo.com](mailto:sapioperhiskia@yahoo.com)

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### ABSTRACT

This study aims to see and describe the service innovations that have been implemented by the Keerom Regency Population and Civil Registration Office in improving the quality of its services and the inhibiting factors. This research uses a descriptive qualitative approach. Data collection was carried out through observation, interviews, and documentation studies. The results of this study show the relative advantage of being able to shorten the process of service and document management; compatibility in general is compatible and not complicated for those who understand both employees and the community; the possibility of trial (trialability) of this online application has been tested and can help services quickly; in terms of convenience, it is very helpful for employees in facilitating the community compared to the old system.

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## **INTRODUCTION**

The world began to be hit by the onslaught of Coronavirus Disease (Covid-19) since 2020 (Renyaan, 2022). The Coronavirus Disease 2019 pandemic that has spread throughout the world has had a significant impact on human life around the world (Ilham et al., 2020). In the same vein, Yunita (2022: 2) said that because the pandemic has affected various sectors in human life. In order to break the chain of spread of the Covid-19 pandemic, various efforts were then carried out by the Indonesian government, starting from implementing social distancing, which recently changed its term to physical distancing, to enforcing large-scale social restrictions (Ilham et al., 2021). The implementation of social restrictions in Indonesia has also had an impact on the accessibility of public services.

Circular Letter issued by the Minister of State Apparatus Empowerment and Bureaucratic Reform (PANRB) Number 19 of 2020 concerning Adjustment of the Work System of the State Civil Apparatus in Efforts to Prevent the Spread of Covid-19 Within Government Agencies. This Circular Letter enforces work from home (work at home) alternately for employees in Government Agencies. This affects the quality of public services. Conventional services, namely face-to-face meetings, are starting to be limited in number and the rest are assisted by an online system. This online service is the result of the implementation of E-Government.

E-Government is an abbreviation of Electronic-Government or adapted into Indonesian to become Electronic Government. E-Government, commonly known as e-gov, digital government, online government or government transformation, is an effort to develop electronic-based governance. An arrangement of management systems and work processes within the government by optimizing the use of information and communication technology. E-government is using information and communication technology (ICT) to promote more efficient and effective cost-effective governance, facilitate government service facilities and provide access to information to the general public, and make government more accountable to the public.

The application of e-government in public services is a demand and obligation that must be fulfilled by every government sector, where this has been regulated in accordance with Presidential Decree No. based on Law Number 23 of 2009. Where each of these regulations refers to improvements in the quality of public services, increasing transparency, efficiency and creating good governance. E-government products developed by local governments are diverse. This diversity can be classified into several indicators such as: platform, target users, purpose of manufacture, and other indicators. The website is one of the E-government products as a medium to increase public interest and opportunities in providing public services and feedback from the community (Satriya, 2006). So as to achieve governance that is transparent, accountable, and effective.

Through the website, the government can provide a number of information aimed at the public, business, or fellow governments. The website is the estuary of all the wealth of information owned by local governments

which is used to support the development and implementation of E-government. There are still many obstacles to implementing e-government in the regions. The areas that are the most difficult to implement electronic systems in running the government are especially areas that are in the hinterlands and borders. Meanwhile, at any time the community always demands public services from qualified bureaucrats, even though these demands often do not meet expectations.

Therefore, with the current technological developments, the Keerom Regency Population and Civil Registration Office would like to innovate website-based public services that can provide services to the surrounding community. Based on the observation that the Office of Population and Civil Registration of the Keerom Regency actually carried out this online application-based public service before the Covid 19 pandemic in providing efficient, practical and fast services to citizens who live in the Keerom Regency area. However, the implementation was not as expected, this was due to several factors including; not all people can understand and understand how to access and send data through this online-based application system, limited facilities and infrastructure to support online-based applications, as well as internet networks that often experience interruptions, and their reach cannot cover district areas that are far from the center of the Keerom Regency government.

Based on the description above, this study aims to see and describe the service innovations that have been implemented by the Keerom Regency Population and Civil Registration Office in improving the quality of its services and the inhibiting factors.

## **THEORETICAL REVIEWS**

### **Definition of Innovation**

The term innovation was first introduced in 1934 by Schumpeter who saw innovation as a creation and implementation into a new combination (Helmi, in Ohoiwutun & Ilham, 2022). The new term does not mean original but rather newness, where this newness is done by creating and implementing something into a new combination (Adair; Schumpeter; Helmi in Ohoiwutun & Ilham 2022). According to Said (2007) regarding innovation, namely planned changes by introducing technology and the use of new equipment within the scope of work in certain agencies supported by other related agencies, and or improving work methods that are more efficient by integrating social resources, staff and institutional resources.

Meanwhile, referring to Wahyudi, (2019) innovation can be identified with various types as well as classifications that vary according to the object of the innovation itself, such as; innovations in socio-cultural systems, ecosystems, business models, products, services, processes, organizations, institutional arrangements, and other innovation categories. Furthermore, Ilham et al., (2021:14) said innovation is a change or renewal that is carried out by giving birth to a new idea with the aim of answering public needs.

Furthermore, the number of individuals who adopt an innovation at any given time can be measured as the speed at which the innovation is adopted.

The five characteristics, according to Rogers (1983), in the innovation decision process are the persuasion stage which plays an important role in determining innovation decisions. The five characteristics of Rogers' innovation are; 1) Relative Advantage, 2) Compatibility, 3) Complexity, 4) Trialability, and 5) Observability.

### **Public service**

The implementation of public services is an effort by the state to fulfill the basic needs and civil rights of every citizen for goods, services and administrative services provided by public service providers. In Indonesia, the 1945 Constitution mandates the state to fulfill the basic needs of every citizen for their welfare, so that the effectiveness of a government system is largely determined by the merits of public service delivery (Siti Maryam, 2017). Service can basically be defined as the activity of a person, group and or organization, either directly or indirectly to meet customer needs (Pasolong, in Sapioper et al., 2021). According to Hidayati (2018) public service can be interpreted as an activity of providing services, both by the government and private parties in certain ways that require sensitivity and interpersonal thereby creating a satisfaction of goods and services.

Quoting Maulidiah (2014: 6) public service is essentially nothing but the result of one of the activities of a public bureaucratic institution which is directly received and felt by all citizens served, so that public service is a series of one of the activities of the essential tasks and basic functions. from the government, both from the personal side of the government apparatus and from the institutional side of the government organizations themselves, to meet all kinds of needs from society, especially the basic needs of citizens, therefore humans will never be separated from their dependence on government institutions. Lukman, in Erlianti (2019) says that public service is an activity or sequence of activities that occurs in direct interaction between a person and another person or machine physically, and provides customer satisfaction. Dwimawanti, (2004) argues that in order to realize quality public services it requires commitment and participation from the top leadership of the government bureaucracy and all its members towards community satisfaction. With a big commitment to quality, it is hoped that the obstacles that arise in community service can be minimized.

### **E-Government**

At this time, the legal instruments regarding e-government in Indonesia are quite complete, although compared to developed countries it is relatively late. Government support regarding the importance of implementing e-government only began to appear in the early 1990s even though in the private sector many large business actors were already using technology with the concepts of e-commerce, e-banking or tele-marketing (Pratiwi & Muslihudin, 2018). Recognizing the importance of implementing the e-government concept, the government issued Presidential Instruction No. 3 of 2003 regarding the e-government Development Strategy. E-Government is one aspect of electronic government which refers to the provision of services by utilizing Information

and Communication Technology (ICT), especially the use of the internet in government (Ilham, 2021). The concept of e-Government is generally defined as a form of applying electronic technology to various government activities within the scope of internal and external (public services) to achieve effective, efficient, fast and transparent performance (Kasiyanto, in Habibie, 2019).

## METHODOLOGY

In conducting a research, it is important to have the method used (Ilham et al., 2022). This research use descriptive qualitative approach. Moleong, in Ilham et al., (2021) synthesizes that qualitative research intends to gain an understanding of what is experienced by research subjects, such as; perception, behavior, motivation, and action, and others. Data collection was carried out through observation, interviews and documentation studies. Furthermore, data analysis was carried out during data collection and after data collection in the form of data reduction, presentation and verification (Ilham et al., 2020). Checking the validity of the data is carried out by checking members or checking findings with oral and written interpretations related to research to experts, (Creswell; Hamzah; Moleong, in Muttaqin et al., 2021).

## THE RESULTS

### E-Government-Based Service Innovation at the Keerom District Office of Population and Civil Registration

#### 1. Relative Advantage

Relative advantage or relative advantage, namely an innovation must have advantages and more value compared to previous innovations. In terms of relative advantage, it relates to the extent to which the innovation is considered to be profitable or to provide benefits to the recipients of the innovation which are seen based on its economic value, or it can be from factors of social status (prestige), pleasure, satisfaction, or because it has a very important component. The following is an opinion or explanation from a key informant who is also an apparatus as one of the section heads at the Office of the Population and Civil Registration Office of the Keerom Regency with the initials (Chr) stated his statement as follows;

*"Service innovation at the Department of Population and Civil Registration with the current application is very helpful or simplifies the process of printing population documents because they are online-based and facilitate the service process. Usually it takes 1 to 3 days to print population documents, but now it only takes 30 minutes. This is very effective in service." (Interview results).*

The same thing was also conveyed by another informant who is also a staff at the office with the initials (Pl), the following is his narrative:

*"In our opinion, yes, it has advantages because the online digitization system can shorten the process of service and processing of population documents. Another advantage is that it reduces the potential for gratification because part of the*

*process is carried out face-to-face. Besides that, it reduces the risk of files being lost because they are stored online." (Results of interview)*

Then the writing team tries to confront the same questions to the community or residents of Keerom Regency in connection with this online-based service process from the experiences they experience or face directly. An informant from a local community member who was directly involved in the process of obtaining an online resident card (E-KTP) with the initials (Rb) gave his opinion as follows;

*"Yes, it is very helpful where services using this online application are in principle quite effective and efficient, in facilitating service processes related to population administration." (Results of interview)*

A slightly different opinion came from a female informant who was also a member of the local community with the initials (Nur) who gave his opinion that system online-based for people who understand technology is not a problem because it will be very helpful. But on the other hand, for people who don't understand online-based technology, it will experience its own difficulties. Here are his opinions, which we can summarize as follows:

*"For people who are tech-savvy, it might not be a problem, because it will really help save time and effort in queuing at the counter. However, for people who are less tech-savvy, or don't even have online facilities, they prefer to queue at the counter even if it's a long wait." (Interview result)*

Then it was emphasized again by another informant who is also a local resident with the initials (Nn.) giving a statement like the following;

*"Application online indeed makes it easier for people to check everything information about population but there are some shortcomings namely; The internet has not fully reached remote areas or if there is interference signal or network. Then, not all people have Android phones, besides the online application itself, not all people know how to use it." (Results of interview)*

## **2. Compatibility (Suitability)**

Compatibility or suitability is intended so that old innovations are not simply thrown away. Old innovations must be part of the transition process to new innovations with the aim that people are not surprised by the new service model so that they still need adjustments. To see that the use of this online application is compatible or compatible with the innovation it replaces or actually complicates its operation for both employees and the community. The following is an opinion or explanation from a key informant who is also an employee who occupies a section head at the Office of the Population and Civil Registration Office of the Keerom Regency with the initials (Chr) made the following statement;

*"In my opinion it is very good or very suitable, it's just that access and internet network are rather difficult so there are several complaints from the public regarding the use of this online application." (Results of interview)*

Likewise, another informant who was also one of the staff at the Office of Population and Civil Registration conveyed the same thing:

*"It's very helpful for the community and employees, especially for people and employees who can afford it, but it's very difficult for people who can't afford it. Therefore, the government must socialize a lot if there is an online E-KTP service so that people understand and understand." (Results of interview)*

Then it was emphasized again by another informant who is a staff with the initials (Pl) who gave the following opinion:

*"In my opinion, it is generally compatible, it's just that it needs socialization from the government so that people can understand and access the online application". (Results of interview)*

Furthermore, our writing team tries to confront the same questions to the community or residents of Keerom Regency in connection with this online-based service process that fits the needs of the experiences they have with using this online application. An informant from the local community who was directly involved in the process of obtaining an online resident card (E-KTP) with the initials (Dnl) gave the following opinion;

*"It is very suitable for the community to feel in the process of services carried out, for example to make marriage certificates and others, it's just that sometimes the online network is good, sometimes it is disrupted". (Results interview)*

Furthermore, another informant with the initials (Nur) gave almost the same statement which we can summarize as follows;

*"However, there are positives and negatives, the positive is that it makes it easier for people to access information anytime and anywhere. The negative is that it cannot be applied instantly. People who can't access because they don't have the means, places that can't be reached with an internet connection sometimes experience problems." (Results of interview)*

Then it was emphasized again by one of the informants who also came from a local resident with the initials (Nn) expressed the following opinion;

*"The suitability is actually not complicated for those who understand because not all people here can use the internet for this online application, especially people who cannot read and write." (Results of interview)*

### 3. Complexity

Complexity, which is the level when an innovation is considered to have complexity so that someone relatively more difficult to understand and use these new innovations. The more complex an innovation is, the more difficult it will be to adopt, and vice versa if it is easy to understand, the innovation will be easier to accept and adopt. To see the use of this online application has the nature of complexity or complexity with the innovations it replaces or actually makes it easier to operate for both employees and the public. The following is an opinion or explanation from a key informant who is also an employee who operates a data processing machine at the Office of the Population and Civil Registration Office of the Keerom Regency, expressing his opinion as follows;

*"Actually, the level of complexity is for those who don't understand or understand the use of this online application, but it is very helpful for those who already understand it. Likewise, it really helps us employees lighten our workload." (Interview result)*

In terms of shortening the time and compatibility with system employment service previously According to an informant who is also an employee at the Population and Civil Registration Service, he confirmed that system online is very helpful but sometimes experience internet network interruptions in addition to the willingness of human resources and other supporting infrastructure. The following statement can be summarized as follows;

*"Yes, it is very helpful, but it still needs a lot of adjustments, where before it becomes a patent application, it is better to improve its system internet network in Keerom Regency. In addition, the needs for this service are very large, while the human resources are not ready, so it is mandatory to improve human resources and other supporting facilities and infrastructure. (Interview result)*

The same thing was emphasized by another informant who was also one of the staff working at the Keerom Regency Population and Civil Registration Service, as stated in his statement which can be summarized below;

*"Actually it doesn't complicate things, where this online-based application is also very compatible. Therefore, interested agencies or offices must prepare trained staff to be able to operate it. Apart from that, many people do not understand about this online application." (Interview results)*

Then we also confront the same questions to the community or residents of Keerom Regency regarding this online-based service process that fits the needs of the experience they feel with using this online application. An informant from the local community who was directly involved in the process of obtaining an online resident card (E-KTP) with the initials (Dnl) gave the following opinion;



*"In practice, the operation is very good because the community and employees feel very fast in carrying out the tasks assigned to employees and also to help serve the community, it's just that the online network is sometimes good, sometimes disrupted." (result of interview)*

The same opinion was also expressed by another informant who is also a local resident whom we met with the initials (Nn) who gave the following opinion;

*"Actually, it's not complicated for those who understand, both for employees and the public, but not all people can use the internet through online applications." (Results of interview)*

#### **4. Trialability (Possible Try)**

Trialability or the ability to try out explaining an innovation must be able to be tested or tried, with the aim of knowing whether the target of this innovation can feel the superiority of the presence of the innovation. This trial can be useful for future improvements. Innovations can be easily accepted if they have been tested by the public and are declared to have more advantages than the previous ones. To see that the use of this online application has the nature of triability or trialability with the innovation it replaces in order to know the advantages of previous operations for both employees and the community as users, where in the following we will listen to the opinions or explanations of the following informants. The following is the opinion or explanation of one of the key informants who is also an employee staff or the State Civil Apparatus at the Office of the Population and Civil Registration Office of the Keerom Regency, conveying his following opinion;

*"There are some people who already know about the use of this online application in the Keerom Regency community, but some don't know yet. Likewise, not all employees at the Keerom District Government know about the use of online applications. For that the government must continue set and socialize use of this online application." (Interview results)*

The same opinion was expressed by an informant who worked as a State Civil Apparatus and served as one of the section heads with the initials (Es) who expressed the following opinion;

*"For some employees, they already understand, but still need more accurate technical guidance so they can explain to the public so they can better accept and understand the use of this online application." (Results of interview)*

Meanwhile, an explanation from an informant who also acts as an online application operator at the Population and Civil Registration Office explained that the use of this online application had been tested for more than a year. In its use, not all employees understand the use of online applications. Then it

was emphasized again by another employee with the initials (Pur) who expressed the following opinion;

*"According to our observations, this online application has been tested and can help provide services quickly, however system the app is still slow connected network from an erratic center. Some Civil Servants already know and some also don't know about online applications." (Results interview)*

Then we also confront the same questions to the community or residents of Keerom Regency to get input regarding the use of online applications that have been tested whether the community understands and understands their use and the obstacles. The following is a narrative from an informant who is also a member of the local community with the initials (Nn) who expressed the following opinion;

*"In my opinion, at this time it cannot be implemented considering that the economy of the people at this time does not all have Android cellphones, besidessignalor networks that are uneven and frequently interrupted. For this reason, if possible, the Population and Civil Registration Service can provide mobile services if there is sufficient budget available." (Results of interview)*

Almost the same opinion was also expressed by another resident who argued that system Even though this online application has been implemented, it still requires a process to achieve the desired target. According to him, there are still many civil servants who do not understand about this online application, especially the public, therefore the government needs to carry out continuous socialization. Next is the statement by the resident who lives in Arso II with the initials (Rbn), which we can summarize as follows;

*"In my opinion, it still needs a process to achieve the desired target. Not many people understand this online-based application, including civil servants and members of the public. So far there has been no socialization, therefore the government should conduct socialization in a manner continue starting from the Regency, District and Village levels so that the community understands more about the changes that have taken place as well proactive in using this application." (Interview results)*

##### **5. Observability (Ease of Being Observed)**

Observability or the ability to be observed explains that an innovation must provide convenience in terms of being observable, both in terms of how it works and the results that are proven to be better. To see the use of this online application has the nature of triability or ease of observation with the innovation it replaces so that the advantages of previous operations can be known for both employees and the community as users. Explanation from a key informant who is also a staff member at the Office of the Population and Civil Registration Office of the Keerom Regency, expressed the following opinion;

*"In terms of ease of observation, it is very helpful for employees in facilitating the community compared to the old situation or system, monitoring is carried out directly from the Provincial Government and from the Center." (Results of interviews)*

The opinion or statement above was confirmed by another employee with the initials (Pur) who gave his opinion in terms of the availability of his budget, the following statement;

*"In my opinion, this online service is actually very good when compared to the previous one. It can also be monitored as long as the budget is prepared or programmed by the government because there are many things related to this online system or application that must be prepared." (Results of interview)*

Meanwhile, the opinion of an informant who is also a member of the community who lives in the Keerom Regency Region with the initials (Nn) gave the following opinion;

*"Actually, with this online application system, of course it can be seen or monitored anytime, and anywhere, but not all members of the public sometimes don't understand this online application because it affects to see the completeness and document requirements that have been completed or not." (Results interview).*

## **DISCUSSION**

Based on the information or statements from the key informants above, whether submitted by officials or employees at the Keerom Regency Population and Civil Registration Office and the public who come to be served from the Relative Advantage indicator shown by employees at the Population and Registration Office Civil Servants of Keerom Regency revealed that in practice the online digitization system can shorten the service process and manage population documents, help save time and effort and reduce the potential for gratification. The Compatibility Indicator shown by employees at the Keerom Regency Population and Civil Registration Office found that in its application; however there are positives and negatives, The positive side is that it makes it easier for people to access information anytime and anywhere. The negative is that it cannot be applied instantly. Communities who cannot access because they do not have the means, places that cannot be reached with an internet connection sometimes experience interference.

Furthermore, the Trialability indicator shown by employees at the Keerom Regency Population and Civil Registration Office can be seen that in practice according to our observations this online application has been tested and can help provide services quickly, however the application system is still slow due to network from an erratic center. Not many people understand this online-based application, including civil servants and members of the public. So far there has been no socialization, therefore the Government should carry out continuous socialization starting from the District, District and Village levels so

that the community understands better. As for the Complexity indicator shown by employees at the Population and Registration Office, in practice the operation is very good because the community and employees feel very fast in carrying out the tasks assigned to employees and also to help serve the community, it's just that the online network is sometimes good, sometimes disturbed. In practice, the operation is very good because the community and employees feel very fast in carrying out the tasks assigned to employees and also to help serve the community, it's just that the online network is sometimes good, sometimes disrupted, and lastly, the Observability indicator shown by employees at The Office of Population and Civil Registration of the Keerom Regency can be concluded that in its application, namely in terms of ease of observation it is very helpful for employees in facilitating the community compared to the old situation or system, monitoring is carried out directly from the Provincial Government and from the Center. This online application can of course be seen or monitored anytime, and anywhere, but not all members of the public sometimes do not understand this online application.

### **Factors Inhibiting the Implementation of E-Government at the Keerom Regency Population and Civil Registration Office**

As for the implementation process, based on the results of interviews and direct field observations, there are obstacles that affect the implementation of this online application-based service innovation, including; a) Error in system or server down and the condition of the Internet network which often experiences interruptions in the Keerom Regency area, especially districts that are far from the center of government, b) Limited facilities and infrastructure to support online-based application services used in running each program. From the results of our direct observations and interviews, it can be seen that other supporting facilities are not functioning or experiencing interference or damage, c) Availability and budgetary support from the local government for related agencies is inadequate. This is very important to add or equip facilities and infrastructure that are still lacking, d) Human resources, is one of the main assets in driving a service. The inadequate number of employees and experts is an obstacle in the implementation of this online-based service, e) and community limitations are also an obstacle to the online application service itself. These obstacles are in the form of community assumptions related to awareness of using online services and understanding in the use of gadgets and other information and communication technologies.

### **CONCLUSION AND RECOMMENDATION**

Based on the results of the presentation of data and information obtained by researchers in this research, both through observation and structured interviews obtained through key informants namely through officials in the Organizational structure of the Population and Civil Registration Service and community members who live in the Keerom Regency Region as has been presented in the discussion chapter on the focus of this research study, several conclusions can be drawn and these conclusions are at the same time an answer to the problems discussed in the previous chapter, namely:

- 1) Relative advantage is very helpful or makes it easier to shorten the process of servicing and managing population documents. Usually it takes 1 to 3 days to be able to print population documents, but now only 30 minutes reduces the potential for gratification because part of the process is carried out without face-to-face meetings. Besides that it reduces the risk of files being lost because they are stored online.
- 2) Compatibility in general is compatible, it's just that it needs socialization from the government so that people can understand and access the online application. In addition, internet access and network is rather difficult, so there are several complaints from the public regarding the use of this online application.
- 3) Complexity Actually, it is not complicated for those who understand, both for employees or civil servants and the community. Therefore, interested agencies or offices must prepare trained staff to be able to operate it as well as other supporting facilities and infrastructure.
- 4) Possible try (trialability) this online application has been tested and can help service is fast, however system the app is still slow connected network from an erratic center. still need a process to achieve the desired target. Not many people understand this online-based application, including civil servants and members of the public.
- 5) Observability in terms of ease of observation is very helpful for employees in facilitating the community compared to the situation or system. In the old days, monitoring was carried out directly from the Provincial Government and from the Center anytime and anywhere. However, not all members of the community sometimes do not understand this online application because it affects the completeness and requirements of documents that have been completed or not.

Based on the results of the discussion and conclusions, in order to improve the Implementation of E-Government-Based Service Innovations at the Keerom Regency Population and Civil Registration Office, several suggestions can be given as follows:

- 1) To support service this online-based application requires additional supporting facilities and infrastructure in the form of servers and other supports. In addition, in maintaining the quality of the facilities and infrastructure owned, maintenance is carried out in the form of routine inspections. So that by seeking the availability of good facilities and infrastructure will strengthen and perfect online-based services.
- 2) Efforts that can be made in overcoming obstacles related to human resources owned by the Keerom Regency Population and Civil Registration Service are by carrying out structuring or performance management on an ongoing basis in order to place employees both civil servants and experts, especially related to the ability of employees to operate online-based applications as well as doing training as well as technical guidance to employees as a form of continuous coaching.

- 3) In overcoming the limitations of society in use service for online-based applications, the Keerom District Population and Civil Registry Service needs to continue to increase socialization in providing awareness and understanding regarding the use of online-based services.

Need maximum budget availability in support and realize this online-based application by convincing the leadership of the importance of a program through innovation that is a community need in providing population administration services that are effective and efficient.

#### **ADVANCED RESEARCH**

To support the results of this research, in the future a study is needed on sustainable performance management related to the ability of employees to operate online-based applications and it is important to carry out community service activities by holding training and technical guidance to employees as a form of continuous coaching.

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