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Reimagining Digital Governance: Accelerating Mataram's Bureaucratic Reform

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Abstract

This study aims to analyze the transformation of e-government in accelerating bureaucratic reform through the implementation of digital governance in Mataram City. This research is motivated by the demand for improving the quality of effective, transparent, accountable, and technology-based public services in the era of digital transformation. The implementation of e-government is seen as a strategic instrument in realizing modern governance that is able to increase the efficiency of public administration and strengthen public participation. However, the implementation of digital government in the regions still faces various challenges, such as limited system integration, human resource capacity, technological infrastructure, and community digital literacy. This study uses a qualitative approach with a descriptive research type. Data collection techniques are carried out through observation, documentation, and literature studies related to the implementation of the Electronic-Based Government System (SPBE) in Mataram City. Data analysis uses the interactive model of Miles, Huberman, and Saldaña which includes data reduction, data presentation, and drawing conclusions. The results of the study indicate that the implementation of e-government in Mataram City has contributed significantly to the acceleration of bureaucratic reform by increasing the efficiency of public services, information transparency, bureaucratic accountability, and the effectiveness of government administration. Digital transformation is realized through online-based population administration services, a digital licensing system, a public complaints application, and the integration of government information systems. This study concludes that strengthening digital governance through digital system integration, human resource capacity development, improving information technology infrastructure, and strengthening literacy and public participation are crucial factors in realizing sustainable digital bureaucratic reform in Mataram City.

Keywords: *Digital Governance, E-Government, Bureaucratic Reform*

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INTRODUCTION

Digital transformation in the public sector has become a strategic agenda for various countries in facing increasingly complex, rapid and technology-based global dynamics (Hallencrutz & Westin, 2025). The development of information and communication technology has driven a paradigm shift in governance from a conventional bureaucratic model to digital governance that is more adaptive, participatory, transparent, and oriented towards public service (Chung, 2020). The concept of digital governance is no longer understood as merely the use of technology in government administration, but has developed into a process of institutional transformation, organizational culture, and patterns of interaction between the government and the public through the integrated use of digital technology (Arman et al., 2024; Dinar, 2024; Eom & Lee, 2022). In this context, e-government is a key instrument in supporting bureaucratic reform and improving the quality of governance.

In the era of society 5.0 and the industrial revolution 4.0, local governments are required to be able to develop a public service system that is effective, efficient, fast and responsive to the needs of the community (Arwanto & Anggraini, 2022; Purnomo et al., 2024). Digitalization of government has become an urgent need because the public increasingly demands services that are easily accessible, transparent, and technology-based (Pasaribu, 2022). These changes in public expectations require the bureaucracy to undertake a comprehensive transformation, particularly in the aspects of public services, administrative systems, decision-making, and the management of government data and information (Kalema, 2024; Li, 2025). Therefore, bureaucratic reform cannot be separated from efforts to strengthen e-government as the primary foundation for creating a modern digital government.

In a global context, the implementation of digital governance has become an important indicator in measuring the capacity and quality of modern government (Saxena & Saxena, 2025). Developed countries have successfully utilized digital technology to increase bureaucratic efficiency, strengthen transparency, accelerate public services, and expand public participation in government processes (Milakovich, 2021). However, the implementation of e-government in developing countries still faces various challenges, such as low human resource capacity, limited digital infrastructure, low digital literacy among the public, weak integration of information systems, and bureaucratic resistance to technological change (Mabrur et al., 2025; Newman et al., 2022). These challenges demonstrate that digital transformation is not simply a technological issue, but also involves changes in bureaucratic culture and governance.

Indonesia as a developing country also faces major challenges in implementing digital-based bureaucratic reform (Jimenez-Gomez et al., 2025). The Indonesian government, through various national regulations and policies, continues to accelerate the digital transformation of government, one of which is through the implementation of the Electronic-Based Government System (SPBE) (Djarmiko et al., 2025a; Erkut, 2020; Peeters, 2023; Tan & Taeiagh, 2021). This policy aims to create effective, efficient, transparent, and accountable governance through the integration of digital technology into all government administration processes. However, the implementation of SPBE in various regions still shows significant disparities, particularly regarding infrastructure readiness, human resource quality, digital service integration, and institutional commitment to supporting digital bureaucratic transformation (Shenkoya, 2023; Ubaldi, 2020).

Mataram City, as the capital of West Nusa Tenggara Province, holds a strategic position in the development of digital-based public service innovations at the regional level. As the center of government, economy, education, and public services in West Nusa Tenggara Province, Mataram City is required to be able to provide modern, technology-based governance. The Mataram City Government has undertaken various efforts to digitize public services through the development of administrative service applications, government information systems, public complaint services, and the use of digital platforms to support bureaucratic transparency and effectiveness. However, the implementation of e-government in Mataram City still faces several structural and technical challenges that affect the effectiveness of bureaucratic reform (Liva et al., 2020; OECD, 2020; Shenkoya, 2023).

One of the main challenges in e-government transformation in Mataram City is the suboptimal integration of digital systems between regional government organizations. Many digital services still operate partially and are not yet connected within a single integrated government system. This situation leads to data duplication, slow administrative processes, and low public service efficiency. Furthermore, the capacity of human resources within the civil service to manage digital systems remains a significant issue. Not all civil servants possess sufficient digital competencies to support the optimal implementation of e-government. This demonstrates that digital transformation of the bureaucracy requires strengthening institutional capacity and continuous development of human resource competencies (Humayun et al., 2019; Viana, 2021).

On the other hand, the development of digital technology also presents significant opportunities for local governments to create more inclusive and participatory governance. Utilizing digital technology enables governments to establish two-way communication with the public more quickly and effectively. Through digital platforms, citizens can convey their aspirations, complaints, and participate in the public policy-making process more openly. Thus, digital governance serves not only as an administrative instrument but also as a means of strengthening digital democracy and increasing public trust in the government (Lynn et al., 2022; Meyerhoff Nielsen & Jordanoski, 2020).

E-government transformation is also closely linked to the bureaucratic reform agenda. Bureaucratic reform essentially aims to create a professional, clean, accountable, and service-oriented bureaucracy. In practice, various bureaucratic problems, such as slow service delivery, low transparency, maladministration, and high administrative costs, are often caused by a manual and unintegrated bureaucratic system. Therefore, bureaucratic digitization is a strategic solution to improve the efficiency of government organizations and the quality of public services. Research Khan et al., (2019) emphasized that digital transformation can drive changes in bureaucratic structures to become more flexible, collaborative, and data-driven.

However, the implementation of digital governance is also not free from various new risks and challenges (Crusoe et al., 2024). Reliance on digital systems raises issues of data security, information privacy, and cyber threats that can disrupt the stability of public services. Furthermore, disparities in access to technology among the public can also lead to digital exclusion, especially for groups with limited internet access and digital literacy. Therefore, e-government development needs to be accompanied by policies that guarantee inclusivity, system security, and public data protection so that digital transformation can proceed sustainably (Djatkiko et al., 2025b; Kalesnikaite et al., 2023; Razzak et al., 2022).

Much research has been conducted on digital governance and e-government, but most focuses on the technical aspects of technology implementation and measuring the effectiveness of digital services. Relatively few studies have specifically examined how e-government transformation can accelerate bureaucratic reform at the local government level, particularly in the context of Mataram City. Furthermore, previous research has not comprehensively explored the relationship between digital transformation, bureaucratic cultural change, institutional capacity, and governance quality. Therefore, this study is crucial for providing a deeper understanding of the dynamics of digital transformation in local government (Kanabar et al., 2022; OECD, 2021).

This research starts from the assumption that the success of bureaucratic reform in the digital era is greatly influenced by the ability of local governments to build an e-government system that is integrated, adaptive, and oriented towards community needs (Charalabidis & Lachana, 2020; OECD, 2023; Piotrowski et al., 2022). Reimagining digital governance in the context of Mataram City is not only interpreted as the development of government administration technology, but also as a process of transforming bureaucratic governance toward an innovative, collaborative, and responsive digital government. Therefore, this research is expected to provide theoretical contributions to the development of digital governance studies and bureaucratic reform, as well as provide practical recommendations for local governments in designing more effective and sustainable digital government transformation strategies (Balaji, 2025; Kharlamov et al., 2021).

State of the art Scholars rarely conduct research on remaining digital governance such as in research such as in research Saputra et al., (2018) Focus on E-Government Service Quality Assessment Using the EGovqual Dimensional Approach and Importance Performance Analysis (IPA) (Case Study on the West Nusa Tenggara Provincial Government) Research Media. Then Yamamoto & Iversen, (2024) The unlikely successful advancement of Japan's e-government under Suga. furthermore research Oktavia, (2020) focuses on the Assessment of E-Government Acceptance in Indonesia. Therefore, this study attempts to fill the knowledge gap focusing on Reimagining Digital Governance: E-Government Transformation in Accelerating Bureaucratic Reform in Mataram City.

RESEARCH METHODS

The research method in this study uses a qualitative approach with a descriptive research type (Kurniawan & Suswanta, 2022). A qualitative approach was chosen because this study aims to deeply understand the transformation of digital governance through the implementation of e-government in accelerating bureaucratic reform in Mataram City (Kurniawan et al., 2023). Descriptive research was used to describe the actual conditions of the implementation of electronic-based government systems, the quality of digital public services, and the dynamics of bureaucratic governance changes within the Mataram City Government. The types of data used consisted of primary and secondary data. Primary data were obtained directly through interviews with government officials, digital service managers, and the public who use electronic-based public services. In addition, observations were conducted to directly observe the implementation of e-government in the administration and public service processes. Meanwhile, secondary data were obtained from official government documents, bureaucratic reform reports, Electronic-Based Government System (SPBE) documents, scientific journals, and various literature relevant to digital governance and bureaucratic reform. Data collection techniques were carried out through interviews, observation, and

documentation. Semi-structured interviews were used to obtain in-depth information regarding e-government implementation, obstacles to digital bureaucracy, and local government strategies in accelerating bureaucratic reform. Observations were conducted on digital-based public service activities and the use of electronic government applications. Meanwhile, documentation was used to collect written data in the form of regulations, policy reports, and other supporting documents. The data analysis technique used the interactive analysis model of Miles, Huberman, and Saldaña which includes data reduction, data presentation, and drawing conclusions. Data reduction was performed by selecting information relevant to the research focus. The data was then presented in descriptive narrative form to facilitate interpretation. The final stage involved drawing conclusions based on the research findings. Data validity was achieved through source and method triangulation to ensure the validity and credibility of the research results.

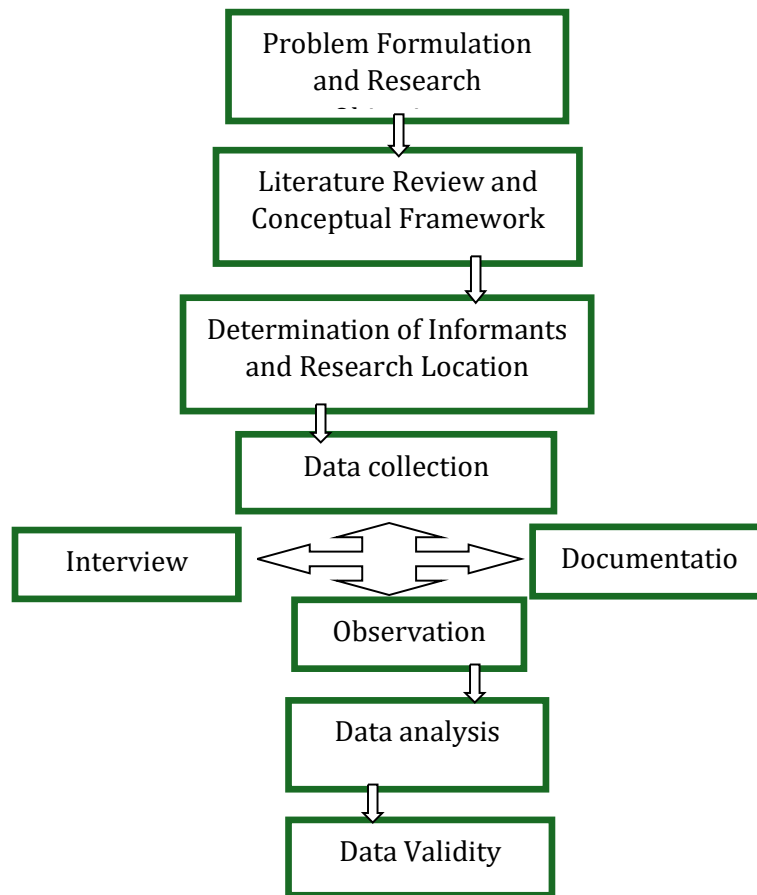


Figure 1, Research Flow

RESULTS AND DISCUSSION/ANALYSISS

E-Government Transformation in Mataram City Governance

E-Government transformation in governance in Mataram City as an effort by the regional government to improve the quality of public services, bureaucratic effectiveness, and government transparency and accountability (Zitri & Kurniawan, 2025) E-Government transformation is not only understood as the application of information technology in government administration, but also as a change in work systems, communication patterns, and service mechanisms that are more modern, faster, and responsive to community needs. This discussion will outline various forms of e-government implementation in Mataram City, including

digital service innovation, the use of government applications, and their impact on more effective and efficient governance. Furthermore, the discussion also highlights various supporting factors and obstacles faced in the digital transformation process of government in Mataram City (Lestanata & Kurniawan, 2025).

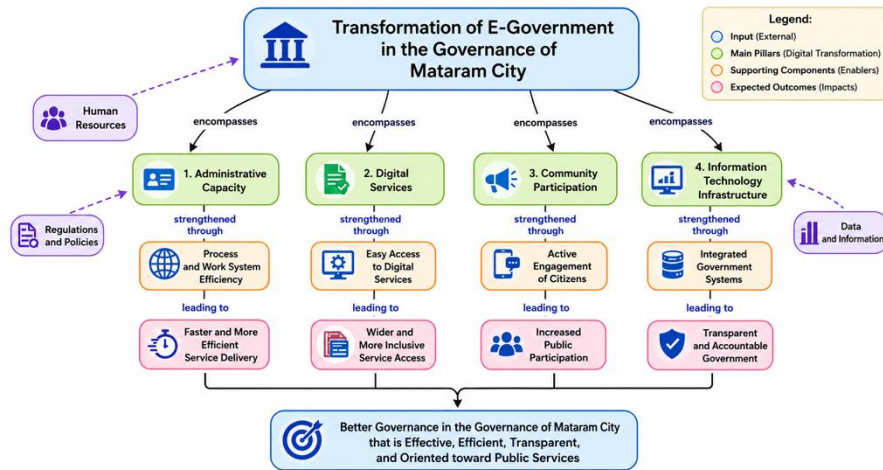


Figure 2. E-Government Transformation of Mataram City
Source: processed by researchers (2026)

Figure 2 above shows that e-government transformation in Mataram City governance has developed through several forms of integrated digital services. This finding demonstrates the relationship between technology-based service innovation and increased public administration effectiveness. Based on the resulting concept map, there are four main categories of digital government transformation: population administration, digital licensing, public complaints, and government information systems. These four categories demonstrate that e-government implementation in Mataram City is not only oriented towards service digitization but also directed at strengthening more efficient, transparent, and participatory governance.

In terms of population administration, the implementation of online-based services demonstrates a shift in public service delivery patterns from conventional to digital systems. The digitization of population administration enables the public to obtain services more quickly, easily, and efficiently without having to navigate lengthy bureaucratic procedures. This finding indicates that digital transformation has significantly accelerated administrative processes, particularly in the processing of population documents. From a modern governance perspective, this reflects the increased capacity of local governments to provide public services that are responsive to community needs.

Furthermore, in the digital licensing category, it was found that the implementation of an electronic service system contributed to reducing manual bureaucratic practices, which were previously considered slow and ineffective. The use of electronic systems in the licensing process demonstrates the government's efforts to simplify administrative procedures through the use of information technology. This finding demonstrates that e-government functions not only as a tool for modernizing services but also as an instrument for bureaucratic reform, creating more transparent and accountable services. Thus,

the digitalization of licensing is an important indicator in improving the quality of regional governance.

Regarding public complaints, the existence of an online complaint application demonstrates a transformation in communication between the government and the public. The digital-based complaint system provides a broader space for public participation to convey aspirations, criticisms, and reports related to public services. These results indicate that the implementation of e-government in Mataram City has encouraged increased public participation in the government process. In the context of governance, public participation is a crucial element in creating a democratic government, as the public is no longer positioned merely as an object of service, but rather as part of the process of monitoring and evaluating public policy (Hudrea & Spoaller, 2025).

Meanwhile, in the government information systems category, government data integration demonstrates local governments' efforts to build a more coordinated and transparent administrative system. Data integration enables more effective information exchange between agencies, thus supporting faster and more accurate decision-making. These findings demonstrate that digital transformation not only impacts external services to the public but also strengthens internal government systems. Furthermore, information system integration contributes to increased government transparency because data and information can be accessed and managed more systematically (Keller, 2020).

Overall, the results of the analysis confirm that the E-Government transformation in the governance of Mataram City has contributed to the creation of more effective, efficient, transparent and participatory public services (Widayat et al., 2023) The implementation of various digital services demonstrates that local governments are beginning to adopt a digital governance paradigm in carrying out their government service and administration functions. These findings also demonstrate that the success of e-government transformation is determined not only by the use of technology, but also by the government's ability to integrate service systems, strengthen public participation, and create governance that is adaptive to developments in information technology (John et al., 2023).

E-Government and Acceleration of Bureaucratic Reform

Implementation of E-Government with accelerated bureaucratic reform in Mataram City as part of efforts to modernize regional governance (Alberio & Belingardi, 2025; Lee, 2025; Zhang & Cao, 2026) The development of information technology has encouraged the government to transform its service and administration systems from conventional models to more effective and efficient digital systems. In the context of bureaucratic reform, the implementation of e-government is a crucial instrument for improving the quality of public services, strengthening transparency, increasing accountability, and creating a bureaucracy that is responsive to the needs of the community (Contini, 2025; Hamsyah, 2023; Yucebas, 2021). Therefore, the discussion in this sub-chapter will outline various changes that occurred before and after the digitization of bureaucracy, including its impact on the acceleration of administrative processes, the transparency of service information, the government oversight system, and the work efficiency of government officials in Mataram City (Zhou, 2022).

Table 1. Impact of E-Government on Bureaucratic Reform

| Aspects of Bureaucratic Reform | Before Digitalization | After Digitalization |
|--------------------------------|-----------------------|---------------------------|
| Administrative Process | Manual and slow | Faster and more efficient |
| Service Transparency | Limited information | More open information |
| Accountability | Limited supervision | System-based monitoring |
| Public service | Dominant face to face | Online-based services |
| Work Efficiency | Repeat administration | Integrated system |

Source: Interview results, 2026

Based on Table 1 above, digital transformation in bureaucratic reform in Mataram City has resulted in significant changes in various aspects of governance. Based on the data obtained, bureaucratic digitization not only changes administrative service mechanisms but also encourages the creation of a more effective, transparent, and accountable government system. A comparison between conditions before and after digitalization demonstrates a shift in the bureaucratic paradigm from conventional patterns to information technology-based governance.

In terms of administrative processes, before digitalization, government services were dominated by manual systems that tended to be slow and require lengthy service times. Conventional administrative processes led to a high reliance on physical documents and multi-layered bureaucratic procedures. However, after the implementation of digitalization, administrative processes have become faster and more efficient because services now utilize electronic systems that can expedite data processing and service delivery to the public. This demonstrates that digital transformation has contributed to increasing the effectiveness of bureaucratic work and reducing previously common administrative barriers.

In terms of service transparency, before digitalization, public access to public service information was relatively limited. Information regarding procedures, requirements, and service flows was often not optimally conveyed, leading to ambiguity in the public service process. After digitalization was implemented, service information became more transparent through digital platforms and online information systems. The public can access information more easily and quickly without having to visit government agencies in person. This finding indicates that digitalization has strengthened the principle of transparency in governance, as information disclosure is more secure and accessible to the wider public.

Furthermore, in terms of accountability, the monitoring system before digitalization was still limited because service monitoring was carried out manually and poorly documented. This situation potentially led to weak control over the public service process. After the implementation of the digital system, oversight is carried out through system-based monitoring, which allows each service process to be automatically recorded and evaluated periodically. With the digital monitoring system, local governments have better capabilities in overseeing public service performance. This demonstrates that bureaucratic digitization plays a crucial role in strengthening government accountability through a more structured and measurable monitoring system (Aiqing WANG, 2025).

In terms of public services, before digital transformation, services were still dominated by face-to-face interactions between the public and government officials. This system often resulted in long queues, limited service times, and a

reliance on the public's physical presence at government offices (Krishna Pasupuleti, 2024; Maarif, 2026). After digitalization was implemented, public services began to transform into online-based services that can be flexibly accessed through digital devices. This change demonstrates an improvement in the quality of public services, as the public can access services more conveniently, quickly, and efficiently, without being limited by space and time (Hansen et al., 2023).

Meanwhile, in terms of work efficiency, before digitalization, the bureaucracy often faced recurring administrative problems due to work systems that were not integrated between agencies (Morris et al., 2021). Manual data management leads to document duplication and slow coordination in service processes. After digitalization was implemented, government work systems became more integrated through the use of information technology and data integration between work units. This increased bureaucratic efficiency because administrative processes could be carried out more systematically, coordinated, and with minimal duplication of work (Marx & Padmanabhan, 2020; Wong et al., 2024).

Strategy for Strengthening Digital Governance in Bureaucratic Reform

Digital transformation in governance not only requires the application of information technology, but also requires an institutional strengthening strategy that is capable of supporting the sustainability of bureaucratic reform (Parab, 2026; Sankar, 2026; Tulle et al., 2026). The implementation of e-government in Mataram City shows that digital governance has made a positive contribution to improving the quality of public services, administrative efficiency, and bureaucratic transparency (He, 2025; Siphugu & Moloi, 2024). However, various challenges such as suboptimal digital system integration, limited human resource capacity, uneven technological infrastructure, and low digital literacy among the public remain obstacles to realizing an effective and adaptive digital bureaucracy (Badawi, 2025; Urs & Nisioi, 2025).

In this context, an integrated and sustainable digital governance strengthening strategy is needed to accelerate bureaucratic reform in Mataram City. This strategy focuses not only on digital technology development but also includes strengthening the capacity of government officials, increasing public participation, strengthening information technology infrastructure, and integrating electronic-based public service systems (Polyando, 2022). Strengthening digital governance is important because bureaucratic reform in the digital era demands a bureaucracy that is more professional, transparent, innovative, and oriented towards the needs of the community (Snedaker, 2023). This subchapter discusses various strategies the Mataram City Government can implement to strengthen the implementation of digital governance as an effort to support the acceleration of bureaucratic reform. The discussion focuses on strengthening digital system integration, developing human resource competencies, improving the quality of information technology infrastructure, and strengthening literacy and public participation in electronic-based government services (Bhalekar & Tiwary, 2025; Kanwer et al., 2026; Morgan & Feldmann, 2026).

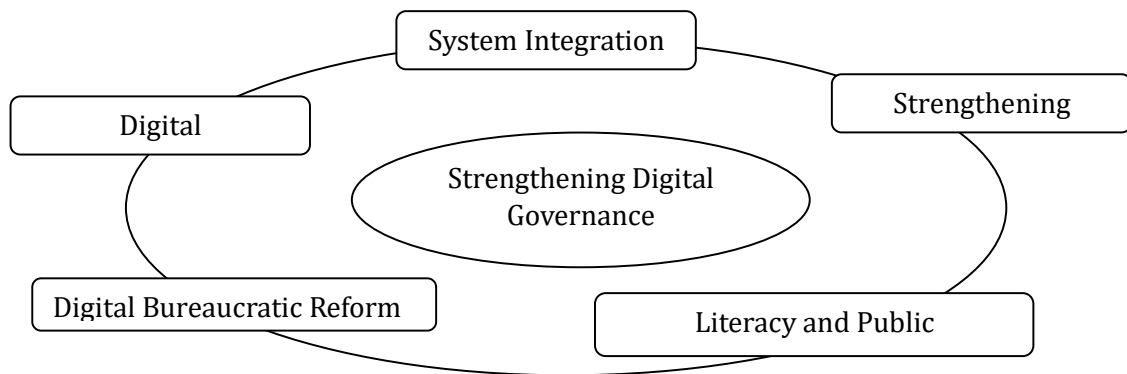


Figure 3. Digital Governance Strengthening Model
 Source: processed by researchers (2026)

Based on the research findings, several strategies can be implemented to strengthen the implementation of digital governance and accelerate bureaucratic reform in Mataram City. First, the local government needs to strengthen the integration of digital government systems by developing a public service platform that connects regional government organizations. Digital system integration will improve the effectiveness of bureaucratic coordination and reduce duplication of administrative data. Second, strengthening the human resource capacity of civil servants is a crucial factor in the success of the bureaucratic digital transformation. Regional governments need to conduct ongoing digital competency training and development to enable civil servants to adapt to developments in information technology. Strengthening digital competencies is also necessary to build an innovative and professional bureaucratic work culture.

Third, local governments need to improve the quality of their information technology infrastructure to support more optimal digital-based public services. Developing internet networks, server systems, and information technology security are fundamental to creating an effective and sustainable digital government.

Fourth, strengthening public participation in digital governance needs to be done by increasing public digital literacy (Pathak et al., 2025). Local governments can conduct outreach and education regarding the use of digital services so that the public can utilize government technology more effectively (Qian, 2025). With increasing public participation, the implementation of e-government is not only an administrative instrument, but also a means of strengthening digital democracy and participatory governance. Overall, the research results show that e-government transformation in Mataram City has made a significant contribution to accelerating bureaucratic reform by increasing the efficiency of public services, government transparency, and bureaucratic professionalism (Rasool, 2023). However, the success of digital governance still requires strengthening system integration, human resource capacity, technological infrastructure, and public digital literacy so that digital-based bureaucratic reform can run optimally and sustainably (Pedro, 2025; Wang, 2024).

CONCLUSION

This study examined how e-government transformation accelerates bureaucratic reform in Mataram City by strengthening digital governance. The findings demonstrate that e-government implementation has significantly

improved local government governance through the digitalization of population administration, licensing services, public complaint systems, and integrated government information systems. These initiatives have enhanced administrative efficiency, accelerated service delivery, increased transparency, strengthened bureaucratic accountability, and encouraged a transition from conventional public services to more responsive, participatory, and technology-based governance. The study further identifies four key factors that determine the success of digital-based bureaucratic reform: the integration of digital systems across government agencies, the strengthening of human resource capacity, the development of information technology infrastructure, and the improvement of digital literacy and public participation. These elements are essential for creating a professional, adaptive, and service-oriented bureaucracy capable of responding to the challenges of digital transformation.

Theoretically, this research contributes to the literature on digital governance and bureaucratic reform, particularly within the context of local governments in developing countries. It confirms that successful e-government implementation depends not only on technological innovation but also on the integration of institutional capacity, organizational culture, and human resources to ensure sustainable reform and improved public service quality. Despite these contributions, the study is limited by its focus on the Mataram City Government and its use of a descriptive qualitative approach, which restricts the generalizability of the findings. In addition, the research emphasizes implementation rather than quantitatively evaluating service effectiveness or public satisfaction. Future studies are therefore encouraged to employ mixed-methods or quantitative approaches across broader geographical contexts to provide more comprehensive evidence of the impact of digital transformation. Overall, e-government represents a strategic instrument for achieving an effective, transparent, accountable, and participatory bureaucracy, while strengthening digital governance remains fundamental to building adaptive and competitive local governments in the digital era.

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