

The Performance Achievement of Bureaucratic Reform in Bima Regency: A Perspective of Public Administration

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Keyword:
Achievement;
Bureaucratic Reform;
Bima Regency.

Abstrak: This research aims to analyze the achievements of bureaucratic reform in Bima Regency, Indonesia, with a focus on the aspects of transparency in public administration, the application of merit system in employee management, optimization of public services, and the implementation of bureaucracy simplification policies based on information technology. In this context, the research highlights the importance of these aspects in enhancing accountability, efficiency, and quality of public services. The research methodology used is qualitative descriptive, collecting data through interviews, literature reviews, and data analysis from primary and secondary sources. The results of the research indicate that the implementation of bureaucratic reform in Bima Regency has progressed, especially in terms of transparency in public administration, the application of merit system, and the adoption of information technology. The Unqualified Opinion from the Supreme Audit Agency (BPK) on the Regional Government Financial Report signifies success in maintaining transparency, while the adoption of E-Government applications has improved efficiency and transparency in various government sectors. However, there are still challenges such as deviations in employee selection procedures and complaints regarding the quality of public services, indicating the need for additional steps to ensure the overall success of bureaucratic reform. Despite obstacles in implementation, these positive trends reflect successful efforts in adopting information technology as a tool to enhance administrative efficiency and the quality of public services, reflecting the commitment of local governments to improve governance that is more efficient, transparent, and responsive to the needs of the community.

Kata Kunci:
Pencapaian;
Reformasi Birokrasi;
Kabupaten Bima.

Abstrak: Penelitian ini bertujuan untuk menganalisis pencapaian reformasi birokrasi di Kabupaten Bima, Indonesia, dengan fokus pada aspek transparansi dalam administrasi publik, penerapan sistem merit dalam manajemen pegawai, optimalisasi layanan publik, dan implementasi kebijakan penyederhanaan birokrasi berbasis teknologi informasi. Dalam konteks ini, penelitian menyoroti pentingnya aspek-aspek tersebut dalam meningkatkan akuntabilitas, efisiensi, dan kualitas layanan publik. Metodologi penelitian yang digunakan adalah deskriptif kualitatif, dengan pengumpulan data melalui wawancara, tinjauan literatur, dan analisis data dari sumber primer dan sekunder. Hasil penelitian menunjukkan bahwa implementasi reformasi birokrasi di Kabupaten Bima telah mengalami kemajuan, terutama dalam hal transparansi administrasi publik, penerapan sistem merit, dan adopsi teknologi informasi. Opini Tanpa Pengecualian dari Badan Pemeriksa Keuangan (BPK) terhadap Laporan Keuangan Pemerintah Daerah menandakan keberhasilan dalam menjaga transparansi, sementara adopsi aplikasi E-Government telah meningkatkan efisiensi dan transparansi di berbagai sektor pemerintahan. Namun, masih terdapat tantangan seperti penyimpangan dalam prosedur seleksi pegawai dan keluhan mengenai kualitas layanan publik, yang menunjukkan perlunya langkah tambahan untuk memastikan keberhasilan reformasi birokrasi secara keseluruhan. Meskipun terdapat hambatan dalam implementasi, tren positif ini mencerminkan upaya yang berhasil dalam mengadopsi teknologi informasi sebagai alat untuk meningkatkan efisiensi administratif dan kualitas layanan publik, mencerminkan

komitmen pemerintah daerah untuk memperbaiki tata kelola yang lebih efisien, transparan, dan responsif terhadap kebutuhan masyarakat.

INTRODUCTION

Indicators of bureaucratic reform achievement at the micro level in Indonesia can be observed through several important aspects. Firstly, the enhancement of openness and transparency in public administration stands as a key indicator, where local governments strengthen reporting and oversight mechanisms to ensure accountability in governance (Rahayu et al., 2020); (Monteiro & Adler, 2022). Furthermore, the application of a merit system as the foundation in the selection, promotion, and development of civil servants becomes a measure of the effectiveness of reform, where competency and performance are primary considerations in personnel-related decision-making. Additionally, optimizing public services serves as a crucial indicator, with a focus on improving service quality and efficiency in serving the public (Williams, 2021); (Younus et al., 2024).

Moreover, the implementation of bureaucracy simplification policies, integrated technology-based planning, budgeting, and performance information systems that promote increased performance accountability of government agencies also proves crucial in the context of bureaucratic reform (Al Taweel & Al-Hawary, 2021); (Younus et al., 2023). Bureaucracy simplification aims to reduce administrative burdens, expedite decision-making processes, and enhance efficiency in governance. Integrated planning, budgeting, and performance information systems enable more accurate and real-time decision-making based on data, thereby strengthening government accountability and transparency (Priyono et al., 2022). The utilization of information technology in public administration processes not only accelerates information access but also allows for more effective reporting and oversight by the public and relevant stakeholders, thus driving overall performance accountability improvement of government agencies (Amri et al., 2022); (Monteiro & Adler, 2022). Meanwhile, the development of digital public services is an effort to provide faster, easier, and more affordable services to the public (Muliawaty et al., 2019); (Ongaro et al., 2021). Through digital platforms, the government can enhance the accessibility of public services and improve efficiency in service processes, ultimately increasing public satisfaction and trust in the government (Pradana et al., 2022).

Furthermore, the increasing quality of policies and regulations forms a crucial foundation in bureaucratic reform (Sulistyaningsih, Nurmandi, Salahudin, et al., 2021). High-quality policies and regulations create a conducive environment for sustainable growth and development (Saleh & Umiyati, 2020). Evidence-based and participatory policy development, coupled with adequate evaluation mechanisms, ensure that the resulting policies are relevant, effective, and positively impactful for society (Irwansyah et al., 2022). This also directly impacts the improvement of the corruption perception index, where transparent and accountable policies will reduce corruption levels within the government environment (Noordiatmoko et al., 2022). Additionally, the performance achievements of local governments reflect the effectiveness and efficiency of implemented bureaucratic reforms. Through performance indicators such as public service levels, public satisfaction levels, and achievement of development targets, the extent to which bureaucratic reform has positively impacted governance and public services can be evaluated (Hendrik et al., 2018); (Saputra et al., 2021).

However, the main challenges faced in bureaucratic reform efforts in Bima Regency, as reflected by the lowest SPBE Index in West Nusa Tenggara Province in 2022 with a value of 1.36, stem from the lack of effectiveness in formulating appropriate policies, inadequate supervision and accountability mechanisms in governance, and low efficiency in internal and public services. Lack of coordination between agencies and public participation issues in policy formulation processes are key factors complicating bureaucratic reform efforts in Bima Regency. Moreover, poorly supervised corruption practices and misuse of power also hinder efforts to improve good governance. In addition, inefficient government administrative processes and poor quality of public services are also issues that need to be addressed. Additionally, Ombudsman assessments indicate that Bima Regency local government also entered the yellow zone in 2022, with this yellow zone depicting compliance with public service standards drastically dropping from 69.01 to 57.22 (Ombudsman, 2022).

Therefore, the emerging research question is about how bureaucratic reform achievement is in Bima Regency? In this context, the question highlights aspects such as transparency and openness in public administration, effectiveness of merit system application in employee management, optimization of public services, and implementation of information technology-based bureaucracy simplification policies. This research needs to analyze whether bureaucratic reform has achieved its goals of increasing accountability and efficiency, especially in decision-making processes and provision of public services. The uniqueness or novelty of this research lies in the multidimensional approach used to evaluate bureaucratic reform achievement in Bima Regency. This research not only measures the success of reform in terms of increased transparency, accountability, and efficiency but also analyzes the interconnection between these aspects with specific challenges faced by this region. Using a public administration perspective, this research focuses on the local government level and explores how the merit system, information technology-based policies, and interagency coordination affect the quality of public services. This research also identifies factors contributing to the low SPBE Index and how these barriers can be overcome through comprehensive bureaucratic reform.

RESEARCH METHODS

By adopting a qualitative descriptive research methodology, this study utilizes interviews and literature reviews as primary data collection methods. The data sources include both primary and secondary data, such as interviews with experts and field findings, as well as journals, theses, dissertations, news articles, and statistical data. As stated by Bryman (2016), qualitative research emphasizes the use of words rather than quantification during data collection and analysis. This method is chosen to comprehensively explore the factors influencing policy formulation, supervision mechanisms, and accountability in governance, as well as internal and public service efficiency affecting bureaucratic reform achievement in Bima Regency, Indonesia. Additionally, following Creswell's perspective, qualitative research methods are well-suited for exploring and understanding complex phenomena. Through a qualitative approach, textual and statistical information will be analyzed to investigate the outcomes and factors influencing policy implementation in Bima Regency. Data collection is carried out from official sources such as the Central Statistics Agency (BPS) of the Republic of Indonesia, the Ministry of Administrative and Bureaucratic Reform (PANRB), as well as the Ombudsman's annual reports for the past three years. Additionally, data from the Audit Board of the West Nusa Tenggara Province, as well as the Government Performance Accountability System

(SAKIP) or Local Government Performance Reports (LAKIP) of Bima Regency, are also used to provide a deeper understanding of the effectiveness of bureaucratic reform and the achievement of good governance.

RESULTS AND DISCUSSION

To address the research questions regarding bureaucratic reform achievement in Bima Regency, this study delves deeper into the aspects of transparency in public administration, the effectiveness of implementing a merit system in employee management, and the implementation of bureaucracy simplification policies supported by information technology. Considering the specific challenges faced by Bima Regency, this research examines whether bureaucratic reform can enhance accountability and efficiency, particularly in decision-making and the provision of public services. Through in-depth and data-driven analysis, this study seeks to provide a more comprehensive understanding of the influence of the merit system, information technology, and interagency coordination on the quality of public services. Additionally, this research challenges the status quo by identifying factors contributing to the low Electronic Government System Index (SPBE) and revealing how a comprehensive bureaucratic reform approach can overcome these challenges (Lewis et al., 2020).

Public Administration Transparency

Public administration transparency is a concept that emphasizes openness, accountability, and accessibility of information in governance, aiming to ensure effective, efficient, and fair public services (Roengtam et al., 2023). This concept encompasses information openness, allowing the public to access information about policies, procedures, and government decisions to understand and provide input on decision-making processes (A. Hakim et al., 2021). Additionally, accountability is a crucial element, where officials and government agencies must be accountable for their actions through clear evaluation mechanisms and sanctions for abuse of power (Sunarto & Sulistyaningsih, 2018). Information accessibility is also important, ensuring that all societal groups, including the underrepresented, can easily access information in understandable formats. Public administration transparency also plays a role in preventing corruption by making information more open and enabling more effective social control (Stkip & Cimahi, 2015).

Thus, public administration transparency is an essential principle in bureaucratic reform, playing a significant role in ensuring accountability and the effectiveness of public services. At the micro level, the implementation of bureaucratic reform is based on two key dimensions: National Priorities and Institutional Priorities. The National Priorities dimension emphasizes that the implementation of bureaucratic reform must align with national policies set at the macro and meso levels, which are mandatory. This ensures that reform efforts at the micro level are aligned with broader national policy objectives, thereby strengthening the integrity and credibility of public services on a larger scale. Meanwhile, the Institutional Priorities dimension focuses on meeting the specific needs of each institution, as experienced by local governments in Bima Regency. Here, the primary focus is on addressing internal governance issues that hinder the provision of quality public services and the improvement of sustainable performance. With this two-dimensional approach, bureaucratic reform at the micro level is expected to enhance public administration transparency, thereby making public services more effective, transparent, and responsive to the needs of society (Younus et al., 2023).

The research findings indicate that the Integrated Planning, Budgeting, and Performance Information System, Based on Information Technology, are vital foundations for driving performance accountability improvement of government agencies in Bima Regency

(Setiyaningsih et al., 2023). By utilizing integrated information technology, planning and budgeting processes can be carried out efficiently and transparently, allowing stakeholders to access information easily and quickly. This system also facilitates tracking and monitoring program and activity implementation in real-time, enabling more accurate and timely performance evaluations. With the integration of information technology, government agencies in Bima Regency can more easily justify budget utilization and achieve performance targets. This directly impacts the Audit Board's Opinion on the Regional Government Financial Statements of Bima Regency, where an Unqualified Opinion (WTP) can be achieved when there is an integrated and transparent system in planning, budgeting, and performance reporting.

The research results indicate that based on data from the Audit Board, Bima Regency has received an Unqualified Opinion (WTP) on the Regional Government Financial Statements since the Fiscal Year 2015 until 2023. This WTP opinion indicates that the financial statements presented have met government accounting standards and reflect good local financial management quality. This demonstrates the commitment of the Bima Regency Government to maintain public administration transparency and accountability in local financial management. Recognition from the Audit Board not only signifies good financial standard achievements but also serves as a benchmark in building public trust in the local government (Salahudin et al., 2020).

This WTP opinion also reflects significant achievements in bureaucratic reform efforts in Bima Regency. Public administration transparency demonstrated through accurate and reliable financial reports is one indicator that bureaucratic reform has been successful. The ability of public administration to maintain transparency demonstrates seriousness in implementing accountable, efficient, and effective systems. Bureaucratic reform also enables the improvement of public service quality and better financial management, thus positively impacting community welfare. The WTP opinion received by Bima Regency for years is tangible evidence of progress in transparent governance, which plays a crucial role in strengthening public trust and promoting active participation in regional development.

Additionally, in supporting bureaucratic reform performance in Bima Regency, the implementation of various E-Government applications, as regulated in Bima Regency Regulation Number 33 of 2018, is an important aspect in efforts to realize public administration transparency. Various applications such as SIGESIT for market and MSME management, ARLOOPA for interactive learning for disabled people, and SIDAK covering E-Attendance, E-Discipline, and E-Performance, serve as effective instruments in enhancing transparency and accountability in various government sectors. The E-Attendance module on SIDAK provides efficient monitoring and evaluation of performance implementation, while the E-TUPA and SANTABE applications provide ease in administrative processes, such as tax payment and issuance of electronic certificates. Lambarasa is an innovative alternative service that allows applicants or citizens to process documents (E-KTP, child birth certificate services, KIA services, and household card creation services) from home and self-print. Meanwhile, the launch of the Bima One Data Information System (SIBISA) ensures the availability of accurate, up-to-date, and integrated data. Access to the digital library with iBimakab also provides easy access to information for the community. Additionally, through the One-Stop Investment and Licensing Service Agency (DPMPTSP), the Bima Regency government implements the OSS application for Integrated Business Licensing Services Electronically, which can be accessed via the OSS website. Thus, the implementation of various E-Government applications not only improves the efficiency and effectiveness of public services but also serves as a strong foundation in supporting public administration transparency and driving bureaucratic reform performance in Bima Regency .

Effectiveness of Merit System in Employee Management

The merit system is emphasized to ensure that the placement and promotion of employees are based on competency and performance, rather than nepotism or favoritism, with rigorous coaching, supervision, and training to ensure proper implementation (Setyowati & Hakim, 2022). Additionally, enhancing management systems that encompass planning,

organizing, directing, and controlling organizational resources are also emphasized through focused training. Continuous monitoring and evaluation are conducted to assess the effectiveness of the implementation of both systems, thus allowing for the identification of weaknesses and proactive improvements to ensure that the bureaucracy of Bima Regency becomes more efficient, accountable, and responsive to the needs of the community.

The recruitment process for civil servants in the Government Agencies of Bima Regency is conducted openly and competitively according to the mechanisms established in the Regulation of the Minister of Administrative and Bureaucratic Reform (PAN & RB) Number 15 of 2019. This recruitment process is a crucial step to ensure that recruited employees have qualifications and competencies that match the demands of the positions to be held. The first step in the recruitment process is a rigorous selection through written tests or competency exams to measure the knowledge and skills of prospective employees. Next, candidates who pass the selection will undergo Basic Training (Latsar) for Civil Servants, which includes academic evaluation, evaluation of design and implementation of actualization, evaluation of attitudes and behaviors, as well as evaluation of Specific Technical and Cultural Skills Programs (PKTBT) (Rusniyati, 2021). The final results of this Civil Servant Basic Training (Latsar CPNS) determine the graduation and qualifications of the employees to be recruited, as well as the basis for ranking in one cohort or wave of CPNS Basic Training activities. If depicted in a chart or graph related to the average ability of participants in the basic training in five assessment aspects, it would be as follows;

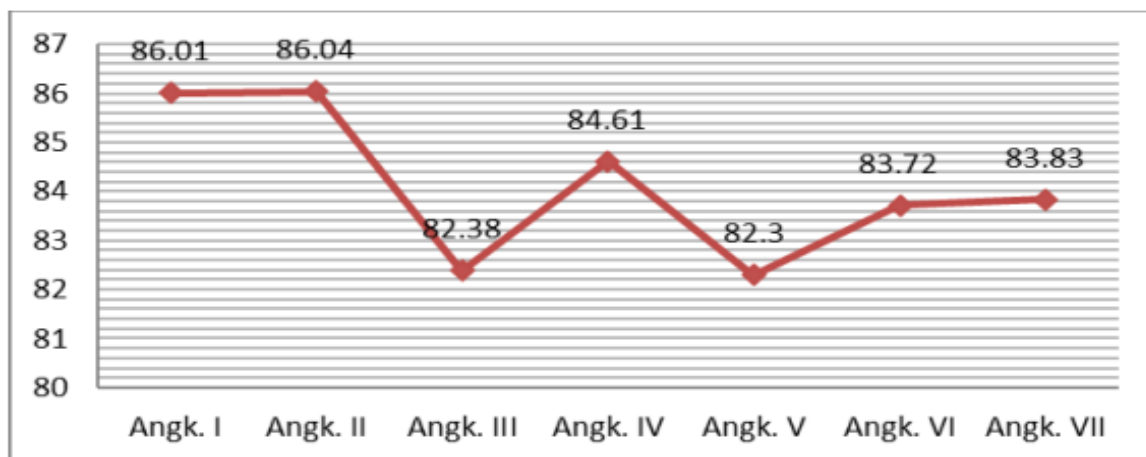


Figure 1. Average final results of CPNS basic training activities in Bima Regency (BKD, 2023)

The importance of the CPNS basic training (Latsar) lies in the effort to ensure that prospective employees have a good understanding of their duties and responsibilities as civil servants, as well as the ability to implement the values and ethics required in performing their duties. Additionally, Latsar aims to strengthen technical competencies and skills relevant to the positions they will hold. Through careful evaluation of every aspect assessed, whether academic or behavioral, it is hoped that selected candidates will possess integrity, professionalism, and a high dedication to public service. The final results of the CPNS Latsar depict the level of competence fulfillment by participants, serving as an indication of the success of the recruitment process in selecting candidates who meet the established standards.

The success of participants in completing each stage or agenda of the CPNS Latsar with satisfactory ratings is tangible evidence of the fulfillment of expected competencies. With a passing rate of 90% of participants with satisfactory ratings, 1% with highly satisfactory ratings, and 9% with sufficiently satisfactory qualifications, it indicates that the training process has successfully achieved predetermined objectives. The fulfillment of competencies through CPNS

Latsar instills confidence that recruited employees have the capacity and qualifications to fulfill their duties and responsibilities well in serving the people of Bima Regency.

Furthermore, to enhance the effectiveness of the merit system in Civil Servant Employee Management in Bima Regency, further steps can be designed through several key stages. Firstly, through the organization of human resource development (HRD), government agencies can identify the competency needs of employees and organize various training and coaching programs. These programs should be comprehensively designed to cover technical, managerial, and functional aspects according to the demands of each position. Through this approach, employees will have the opportunity to continuously develop their skills and knowledge, thereby enhancing their performance in carrying out governmental tasks.

Secondly, competency certification is a crucial step in ensuring that employees have the required abilities according to the established standards. With competency certification, government agencies can ensure that employees have met the set standards for specific positions or roles. This also helps in improving the quality and professionalism of employees, as well as providing deserving recognition to employees for their abilities and performance. Additionally, effective institutional management is also necessary to ensure that the merit system operates smoothly. This involves continuous monitoring and evaluation of system implementation, as well as necessary adjustments to address emerging obstacles or challenges.

Implementation of Information Technology-Based Bureaucracy Simplification Policy

The approach to bureaucracy simplification policy or organizational structure simplification, as outlined in the bureaucracy reform roadmap of the Ministry of Administrative and Bureaucratic Reform (Kemenpan RB), aims to create a more efficient and adaptive government structure (Sulistyaningsih, Nurmandi, Kamil, et al., 2021); (Lawelai & Nurmandi, 2024). In the context of the Bima District Government, this simplification aims to create a leaner organizational structure by cutting hierarchical layers, thus speeding up decision-making processes and enhancing operational efficiency (Kementerian PANRB, 2023). The concept of performance-based organizational transformation and agile approach serves as the primary framework for this bureaucracy reform (Adi Bhaskara & Nurmandi, 2022). The agile approach ensures flexibility and adaptability, enabling local governments to respond to environmental changes quickly and accurately (Ramadhani et al., 2021). Performance-based transformation also ensures that changes in this organizational structure are based on measurable performance, with the ultimate goal of improving public services (Harun et al., 2020).

In its implementation, monitoring and evaluation also become crucial components to ensure bureaucracy simplification aligns with the demands of the Kemenpan RB bureaucracy reform roadmap. Periodic monitoring allows local governments to identify barriers in implementation and provide data for in-depth evaluation. Proper evaluation helps local governments make policy adjustments based on real data, ensuring that the new organizational structure is effective in improving performance. This evaluation also plays a role in identifying best practices and areas for improvement (Yang, 2021) (Sukoco et al., 2022).

Thus, the implementation of information technology or E-Government in the Bima District through public service applications has transformed the paradigm of lengthy and complicated bureaucracy into a more efficient and transparent one (Firdaus et al., 2024). With digital platforms, the public can access information and carry out

various administrative transactions without having to physically visit offices, reducing costs and time (Mutiarin, Moner, et al., 2019); (Astuti et al., 2020); (Younus et al., 2024). Data integration among government agencies speeds up decision-making processes and minimizes input errors, while transparency in public service performance enhances government accountability (Suwarno et al., 2020) (Abdul Manaf et al., 2022). Overall, these steps not only simplify bureaucratic processes but also increase public satisfaction with the services provided (Pesch et al., 2021); (Nugraha et al., 2024).

Below is a table presenting public service applications as part of the implementation of Information Technology or E-Government in the Bima District, covering various applications available to the public. These include applications for document issuance such as permits, applications for public service requests, local taxation, to applications for monitoring application status;

Table 1. Public Service Applications in the Implementation of E-Government in Bima District

Application/Web Name	Description
<i>Online Single Submission/OSS</i>	The Online Single Submission (OSS) service owned by the DPMPTSP office, established in 2018, transforms the business licensing process. By integrating the stages of application and recommendation issuance, OSS streamlines bureaucracy and enhances transparency. OSS allows entrepreneurs to access licensing services online, thus facilitating the process and boosting investment in Bima Regency.
<i>Lambarasa</i>	The Lambarasa application, established in 2020, is a digital innovation for the Civil Registration Office (Dinas Dukcapil) of Bima Regency. Its function is to expedite bureaucracy through the issuance of online population documents, such as e-ID cards (KTP-EI) and family cards (KK). Lambarasa facilitates the public with fast and accurate service access, replacing face-to-face services.
<i>E-TUPA</i>	E-TUPA (Electronic Regional Cash Tax Transaction) was established in 2022 by the Bima Regency Regional Revenue Agency (BAPPENDA) to simplify tax bureaucracy. This application enhances efficiency and transparency in tax services, facilitating tax collection and evaluation in villages. Its rewards encourage active participation from the community, increasing accountability for local taxes.
<i>Santabe</i>	"Santabe," short for "Integrated Electronic-Based Administrative Certificate," was established in 2022 through a collaboration between the Bima Regency Government and BSSN. This application simplifies bureaucracy through electronic certificates to expedite document signing, enhancing the efficiency and security of local government administration.

SIDAK	The Human Resources Digital Information System (SIDAK) was established in 2022 by the Bima Regency Civil Service Agency (BKD) for bureaucratic reform. With modules such as E-Attendance, E-Discipline, and E-Performance, SIDAK enhances transparency, accountability, and professionalism among civil servants (ASN). This system integrates attendance monitoring and performance evaluation, thus expediting personnel administration.
SIBISA	The Bima One Data Information System (SIBISA) was established in 2021 by the Bima Regency Communication and Information Office (Diskominfostik) to streamline bureaucracy. SIBISA ensures accurate, up-to-date, and integrated data for effective policymaking. By managing data from 17 villages, SIBISA supports efficient, transparent, and responsive public services.
iBimakab	iBimakab, short for "Bima District Information," was launched in 2023 to provide digital library access for the Bima community. This platform streamlines bureaucracy, allowing quick access to books, journals, and other learning materials online, thus reducing the administrative burden of physical libraries.
SIGESIT	The Geographic Information System for Market Management (SIGESIT), established in 2022, facilitates the management of 30 markets in Bima District. With SIGESIT, the local government utilizes information technology to enhance transparency, efficiency, and accountability in market management. This application plays a crucial role in supporting bureaucratic transformation and public service.
ARLOOPA	The ARLOOPA (Augmented Reality for Learning Opportunities and Outreach in Public Administration) application, established in 2023 in Bima District, simplifies bureaucracy through information technology. Focusing on inclusive education, ARLOOPA utilizes augmented reality to enhance learning experiences for people with disabilities, improving the quality of e-digital services and education.

Source: Primary Data from the Bima District Government, 2023.

The research findings indicate that the policy of bureaucracy simplification based on information technology with the digitization of services, as implemented by the Bima District Government through the Online Single Submission (OSS), has brought revolutionary changes in business licensing management. By eliminating complex manual licensing processes, OSS enables all stages of application and recommendation issuance to be conducted online through an integrated platform. This not only speeds up the licensing process but also enhances transparency and accountability in licensing management. Business actors no longer need to visit the DPMPTSP office directly since they can handle permits from anywhere through the OSS application accessible via the official OSS website. The success of implementing OSS is also reflected in its ease of access for business actors and in enhancing the investment climate and economic growth in Bima District.

Furthermore, the digitalization of services at the Population and Civil Registration Agency (Dukcapil) of Bima District through the Lambarasa Application has brought significant innovation in population administration management. Lambarasa is one of the face-to-face

service replacements that allows applicants or citizens to process documents from home and independently print Electronic Identity Cards (e-KTP), without visiting the Dukcapil office. This service provides several essential features, including e-KTP issuance for various purposes such as new recording, replacement due to loss or damage, and data changes such as name, address, or marital status. The issuance process is done without the need to change data on e-KTP elements, ensuring accuracy and validity of information. Additionally, Lambarasa also provides birth certificate application services, online Child Identity Card (KIA) issuance, and services related to Family Cards (KK) such as new KK creation, KK separation, addition or modification of members, and issuance of damaged or lost KK. All these services can be accessed and managed online through the Lambarasa application, providing ease of access and reducing administrative burdens for the people of Bima District. Moreover, the adoption of information technology in population administration management also brings benefits in improving data efficiency and accuracy, accelerating service processes, and enhancing transparency and accountability in public services. Thus, this policy not only transforms traditional methods of population administration management but also has positive impacts on improving service quality and meeting community needs more effectively (A. N. Hakim, 2017).

Next, the Electronic Transaction of Local Taxes (E-TUPA) is a technology-based bureaucratic simplification implemented in Bima District. Introduced in 2022 by the Regional Revenue Agency (BAPPENDA) of Bima District, this application aims to facilitate tax services and evaluation of tax service results. Through E-TUPA, the tax service process becomes more efficient and transparent, especially for collectors in villages and the general public. One of the main features of E-TUPA is the provision of rewards to contributors to the successful tax contributions in Bima District. This not only encourages active participation in tax payments but also enhances the responsibility and accountability in the local tax system. With E-TUPA, the cash tax service process in Bima District becomes more proportional and measurable, ensuring that each tax transaction is accurately and in accordance with applicable regulations. Additionally, this application also allows BAPPENDA to effectively evaluate the performance and tax contributions from various sectors and regions in Bima District. Thus, E-TUPA not only serves as a technology solution that simplifies administrative processes but also serves as an effective instrument in enhancing transparency, accountability, and efficiency in local tax services.

Subsequently, the Santabe Application in Bima District marks a significant milestone in technology-based bureaucratic simplification. After the signing of the Electronic Certificate cooperation agreement between the Bima District Government and the National Cyber and Crypto Agency (BSSN) of the Republic of Indonesia in June 2022, Santabe was implemented in 15 Regional Devices within the local government scope. The primary focus of Santabe usage is on all types of administrative documents requiring signing authority, except for documents related to financial administration that have not yet used Electronic Certificates, awaiting further and detailed regulations. The implementation of Santabe began by the Communications and Information Office in June 2022, with the registration process for the issuance of Electronic Certificates for 20 user officials, followed by the issuance of several Electronic Certificates for 15 Regional Devices until February 2023. Santabe brings significant changes in local government administration in Bima District by speeding up the verification and signing process. The use of Electronic Signatures (ES) through the Santabe application brings high effectiveness and efficiency. Signing can be done from anywhere, facilitating the rapid completion of documents in large quantities and increasing the security and validity of administrative documents through the use of Electronic Certificates. With the adoption of this technology, local governments can reduce convoluted bureaucracy and increase efficiency in providing public services, aligning with digital transformation efforts to improve service quality and responsiveness to community needs.

Furthermore, the implementation of the Digital Personnel Information System (SIDAK) application in Bima District is a progressive step in addressing the demand for transparency in public administration. Through SIDAK, the realization of efficient performance implementation monitoring and evaluation becomes a reality, integrating the Performance Measurement and Evaluation System (SPBE) with a serious effort to develop Digital Public Services. This initiative aims to improve the discipline and professionalism of Civil Servants (ASN) working in various work units, both at the Regional Devices (OPDs) and at the district level. In an effort to achieve these goals, the Regional Personnel Agency (BKD) and the Bima District Training Center launched SIDAK, which includes modules such as E-Attendance, E-Discipline, and E-Performance. The E-Attendance module allows real-time monitoring of ASN attendance, ensuring accuracy and transparency in attendance records. Meanwhile, the E-Discipline module assists in enforcing rules and regulations, improving work discipline, and upholding accountability principles at all levels of the organization. Finally, the E-Performance module provides a clear and measurable framework for evaluating ASN performance, facilitating professionalism development and improving overall public service quality. Thus, the implementation of SIDAK not only serves as a sophisticated technology instrument but also serves as a solid foundation for bureaucratic reform and improving public administration effectiveness in Bima District.

Moreover, the implementation of the Bima One Data Information System (SIBISA) application in Bima District is a crucial step in technology-based bureaucratic simplification. Launched by the Bima District Government through the Communication, Information, and Statistics Office (Diskominfostik), supported by the KOMPAK program, SIBISA aims to address data problems that are often inaccurate, outdated, and difficult to access. With SIBISA, Bima District ensures the availability of accurate, up-to-date, and integrated data, thus serving as a strong foundation for effective and responsive policy formulation. Through SIBISA, local governments strive to achieve transparency and accountability, so that the available data can support regional development and improve community welfare. Based on Bima District Regulation Number 17 of 2021 concerning Guidelines for Village Information System Development, SIBISA has successfully integrated data from 17 villages, including population data, aid recipients, stunting, and other sectoral data. Thus, SIBISA not only becomes a tool that facilitates data access and management but also becomes a vital instrument in supporting bureaucratic transformation towards more efficient, transparent, and responsive public services in Bima District.

The implementation of the Digital Library Access in Bima District through iBimakab is a progressive step in technology-based bureaucratic simplification. With this platform, the people of Bima District can easily access various sources of knowledge and information online without having to visit physical libraries. Through iBimakab, various collections of books, journals, articles, and other learning materials can be accessed quickly and efficiently. This not only facilitates access to information for the community but also reduces administrative burdens for library management in terms of collection management and maintenance. Additionally, with the adoption of information technology in library management, the book borrowing and returning processes can be done online, reducing the time and costs required by users and library authorities. Moreover, iBimakab also enables interactive features such as online discussions, virtual seminars, and other distance learning programs, which open opportunities for the community to engage in learning activities without having to be physically present at the library. Thus, the iBimakab Digital Library application becomes an important step in expanding knowledge access, improving efficiency in library management, and promoting learning and literacy in Bima District.

Similarly, the application of Geographic Information System for Market Management (SIGESIT) in Bima District is a crucial step in technology-based bureaucratic simplification, aiming to achieve public administration transparency and enhance bureaucratic reform performance. SIGESIT is specifically designed to manage 30 markets supervised by the local government, providing direct access to market operators to manage data effectively and

efficiently. User satisfaction evaluation through the Pieces Framework and System Usability Scale (SUS) methods shows that SIGESIT receives high acceptance and satisfaction from users, indicating its success in improving transparency and accountability in market management. With the adoption of information technology through SIGESIT, the market management process becomes more structured and measurable, facilitating local governments in making data-driven decisions and improving public services to the community. Moreover, SIGESIT also serves as an indicator of progress in bureaucratic reform in Bima District, demonstrating the local government's commitment to continually innovate in public administration management by leveraging information technology optimally. Thus, SIGESIT not only serves as an ordinary information technology tool but also becomes a powerful instrument in bureaucratic transformation towards more efficient, transparent, and responsive public services in Bima District (Badan Pusat Statistik Republik Indonesia, 2023).

Lastly, the implementation of Augmented Reality-based (ARLOOPA) applications in Bima District is a significant step in technology-based bureaucratic simplification. Besides serving as an innovative tool to enhance the learning interest of Mild Disabled People, ARLOOPA also serves as a milestone in improving e-digital service quality and education reform in the region. By utilizing AR technology, ARLOOPA provides a more interactive and enjoyable learning experience for Mild Disabled People, indirectly improving the quality of public services by providing better accessibility to inclusive education. This positive impact aligns with efforts to reform education in Bima District, where inclusive and individual-oriented education is the main focus. Thus, the implementation of ARLOOPA not only illustrates innovative efforts to improve the education system but also reflects the local government's commitment to improving public service quality through inclusive and community-oriented digital technology .

Challenges and Opportunities in Implementing Electronic Governance Systems (EGS)

The Electronic Governance System (EGS) is a new paradigm in governance aimed at enhancing efficiency, transparency, and accountability through the utilization of information and communication technology (Saleh, 2019); (Nurmandi et al., 2021). EGS integrates various administrative processes and public services into a connected digital platform, ranging from population data management, business licensing, to tax payment systems and healthcare services (Mutiarin, Nurmandi, et al., 2019); (Riyadi et al., 2023). By adopting EGS, governments can reduce bureaucracy that slows down processes, minimize opportunities for corrupt practices, and provide faster and more responsive services to the public (Wagola et al., 2023) (Younus et al., 2024). The reform standards advocated by EGS include regulatory updates, development of adequate technology infrastructure, training for government employees in technology usage, and efforts to encourage active participation of the community in decision-making processes. Thus, EGS is not just a tool for enhancing administrative efficiency but also a manifestation of government commitment to better, inclusive, and responsive governance (Supramaniam & Singaravelloo, 2021).

The Electronic Governance System (EGS) indicators in Bima Regency serve not only as measures of success in developing information technology infrastructure but also encompass the ability to implement digital transformation policies, produce significant policy impacts, strengthen clean governance, and improve internal and public services (Irwansyah et al., 2022) (Nur & Ardiansyah, 2024). The success of EGS is reflected in the level of technology adoption in various government aspects, such as implementing integrated database systems to expedite population data processing and business licensing, as well as developing e-government platforms to enhance community participation in decision-making processes (Congge et al., 2023). Policy impacts resulting from EGS include increased administrative efficiency, reduced operational costs, and improved transparency and accountability in governance (Yang, 2022). Additionally, EGS is expected to create clean governance by minimizing opportunities for corrupt practices through data transparency and stricter supervision systems (Valle-Cruz,

2019). Improvements in government internal services, such as employee training in technology usage and strengthening digital infrastructure, are also integral parts of EGS success indicators. On the other hand, the focus of EGS implementation is primarily on providing faster, easily accessible, and responsive public services, which can be measured through increased community satisfaction and more active participation in services provided by local governments (Rojikinnor et al., 2020) (Kumalasari et al., 2024).

Research findings indicate that the Bima Regency Government faces significant challenges in meeting the demands of the Electronic Governance System (EGS) according to the Bureaucratic Reform Roadmap (RB) 2023. These challenges are evident in the Ombudsman's assessment in 2022, which placed Bima in the yellow zone with a compliance score of 57.22 regarding public service standards, down from 69.01 the previous year. This decrease positioned Bima Regency at the lowest level compared to other areas in West Nusa Tenggara Province, such as Mataram City, North Lombok, East Lombok, Sumbawa, and Dompu, which also experienced declines but not as severe as Bima's. The low compliance value highlights the need for comprehensive improvement efforts in public services in Bima Regency, including enhancing the quality of bureaucracy management and supervision, as well as effective information technology implementation. Furthermore, this decline reflects challenges in maintaining public service standards in various sectors, including health, education, and personnel administration, all of which are part of bureaucratic reform efforts.

In the context of human resources, procedural deviations were found in the selection of Government Employees with Employment Agreements (PPPK) in Bima Regency in 2023. This case indicates weaknesses in implementing selection procedures and acquiring personnel, as well as the low quality of human resources administration and management. Non-compliance with selection procedures has the potential to compromise the integrity of the public administration system and undermine public trust in the local government. Moreover, from the perspective of bureaucratic reform, this case indicates the need for improvement in the bureaucratic management system in Bima Regency, especially in terms of efficiency, accountability, and transparency in public services. Concrete steps are needed to improve employee selection systems, enhance supervision of administrative processes, and strengthen law enforcement mechanisms against violations. Meanwhile, the services of the Bima Regional Hospital (RSUD Bima) also came under scrutiny, with public complaints about the quality of hospital services prompting an investigation by the West Nusa Tenggara Ombudsman. This investigation highlights the importance of transparency and accountability in healthcare services, as well as the local government's commitment to improving the quality of public services. Despite the efforts of the Bima Regency Government to improve governance through digitalization of services, its implementation is still far from optimal, facing various obstacles such as technology infrastructure limitations, lack of employee training, and challenges in integrating existing systems into an integrated digital platform (Ombudsman, 2023).

However, the above-mentioned issues do not significantly affect the trend of Electronic Governance System (EGS) development in Bima Regency. Research results show that the Bima Regency Government has received positive assessments from the Ministry of Administrative and Bureaucratic Reform (PANRB). The evaluation results of PANRB released through Ministerial Decree Number 13 of 2024 reflect the maturity level of EGS implementation in all government agencies during 2023. West Nusa Tenggara Province (NTB) Government successfully achieved an EGS Index Value of 3.40, categorized as "Good". The increase in value by 0.16 points compared to the previous year reflects successful efforts to improve EGS implementation. This increase is also driven by improvements in several districts/cities in NTB, including Bima Regency, which experienced an increase from 1.36 in 2022 to 1.88 in 2023, an increase of 0.52 points. West Lombok Regency, Central Lombok, East Lombok, Sumbawa, Dompu, and West Sumbawa Regencies also showed improvements, with each experiencing an increase in the EGS index from 0.15 to 0.75 points. Only North Lombok Regency remained at an index of 2.40, without changes. Mataram City recorded an increase from 3.16 to 3.47, and Bima City reached 2.41, an increase of 0.50 points from the previous year.

The evaluation of EGS in 2023 was conducted from mid-June to September, through several stages, including socialization, self-assessment, and interviews. This evaluation assesses four main domains: EGS Policy, EGS Governance, EGS Management, and EGS Services. Each government agency is given an EGS index value on a scale of 1 to 5, indicating the maturity level of their EGS implementation. The NTB Provincial Government, together with district/city governments in its area, participated in this evaluation, which overall indicates that EGS development in the province and districts/cities in NTB has experienced positive growth in the last year. This positive trend indicates an increase in the utilization of information technology in governance in NTB, reflecting the commitment of local governments to effective, efficient, transparent, and accountable governance, as well as to providing quality public services.

CONCLUSION

The research underscores the importance of public administration transparency in upholding accountability and enhancing the effectiveness of public services, especially in the context of bureaucratic reform. In Bima Regency, the implementation of bureaucratic reform is based on National and Institutional Priorities, with the application of an integrated Planning, Budgeting, and Performance Information system, Technology-Based as a key element in improving government agency performance accountability. Successfully obtaining an Unqualified Opinion (WTP) from the Supreme Audit Agency (BPK) regarding the Local Government Financial Report signifies success in maintaining public administration transparency and strengthening public trust. The adoption of E-Government applications has also proven effective in enhancing transparency and efficiency in various government sectors, thereby supporting overall bureaucratic reform performance. Meanwhile, the implementation of a merit system in employee management ensures placement and promotion based on competence and performance, reducing the risk of nepotism practices. However, challenges still arise, such as procedural deviations in employee selection and complaints regarding the quality of hospital services, indicating that additional measures are needed to ensure the comprehensive implementation of reform principles. Despite hurdles in implementation, this positive trend demonstrates successful efforts in adopting the Electronic Governance System (EGS) as a tool to enhance administrative efficiency and the quality of public services. This reflects the commitment of local governments to improve governance that is better, transparent, and responsive to the needs of the community through the utilization of information technology.

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