



Improving the Capacity of Village Apparatus through E-Government Training to Optimize Population Administration Services in Hedam Village, Jayapura City

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ABSTRAK

Population administration services at the sub-district level require the support of competent personnel in utilizing digital technology to improve the quality of public services. This community service activity aims to increase the capacity of Hedam Sub-district officials, Hiram District, Jayapura City, in implementing electronic government (e-government) to optimize integrated population administration services. The method used was Participatory Capacity Building through the stages of needs analysis, practice-based training (learning by doing), implementation assistance, and monitoring and evaluation. The results of the activity showed an increase in the competence of officials in operating population administration applications, verifying digital data, and managing electronic archives. As many as 90% of participants were able to operate the applications independently, while the completion time for several administrative services was reduced from 3-5 working days to a maximum of 1 day. This program also produced a sustainable model for strengthening e-government-based services that has the potential to be replicated in other sub-districts to support the digital transformation of public services

INTRODUCTION

Population administration services are a form of public service that plays a strategic role in ensuring the legal recognition of every citizen's identity. Population documents such as Electronic Identity Cards (KTP-el), Family Cards (KK), birth certificates, transfer letters, and other civil registration documents are the main prerequisites for obtaining various public services, including health services, education, social assistance, banking, and government services. Therefore, the government continues to encourage the transformation of population administration services to be faster, more transparent, accountable, and easily accessible through the implementation of electronic government (e-government) in accordance with the mandate of Law Number 25 of 2009 concerning Public Services and Law Number 24 of 2013 concerning Population Administration.

Digital transformation through e-government is a key agenda item in bureaucratic reform because it can increase service efficiency, accelerate administrative processes, improve data accuracy, and enhance the quality of public services. However, e-government implementation is not solely determined by the availability of technological devices and service applications, but also by the readiness of the human resources operating the system. Service personnel, as the primary users of digital applications, must possess technical competence, the ability to adapt to technological changes, and an understanding of digital-based public service governance to ensure the public can optimally benefit from digital transformation.

Hedam Village is a sub-district in Heram District, Jayapura City, characterized by an urban area with relatively high population mobility. This area is developing as a residential and commercial area, and is supported by various higher education institutions, resulting in a growing need for population administration services. This situation demands that sub-district officials provide fast, precise, and accurate services to effectively meet the community's administrative needs.

Initial observations and discussions with Hedam Village officials indicate that the population administration service process still faces several obstacles. Some officials lack the skills to operate digital-based service applications, the utilization of the population administration information system is suboptimal, document archiving is still done manually, and the document verification process still requires a relatively long time. These conditions result in services not running optimally, increasing the potential for data input errors, and prolonging the time it takes to complete community documents. These issues indicate that the main challenge lies not in the availability of applications, but rather in the capacity of officials to utilize technology effectively.

Various community service activities related to the digitalization of public services have been implemented, but most still focus on promoting technology use or training in general application usage. This approach often lacks practical support for services tailored to real-world conditions, resulting in a lack of sustainable competency development for civil servants. This situation highlights the need for a community service model that not only provides training materials

but also builds operational skills through hands-on practice and intensive mentoring tailored to the needs of partners.

Based on these conditions, the community service team conducted an E-Government Implementation Training activity in Optimizing Integrated Population Administration Services for Hedam Village Apparatus, Heram District, Jayapura City. This program was designed using a participatory approach through the stages of identifying partner needs, technical training on the use of population administration applications, service simulations for the community, and assistance in implementing digital services. This approach is expected to be able to increase the competence of apparatus in operating the population administration service system independently while improving the quality of public services at the village level.

The implementation of electronic government (e-government) is understood as the use of information and communication technology by the government to increase the effectiveness of governance, improve the quality of public services, and strengthen transparency and accountability. The implementation of e-government is not only oriented towards the digitization of service procedures, but also part of the transformation of governance towards faster, more efficient, and more community-centered services (Fang, 2002; Heeks, 2006; Indrajit, 2016).

In the context of population administration services, digitization contributes to increased data accuracy, accelerated service processes, reduced administrative errors, and simplified bureaucratic procedures. Digital service systems enable more effective integration of population data, thus ensuring better service delivery for the public compared to manual systems (Layne & Lee, 2001; Carter & Bélanger, 2005).

However, the success of e-government implementation is influenced not only by the availability of technological infrastructure, but also by the capacity of human resources as system users. The competence of civil servants in operating service applications, understanding digital procedures, and the ability to adapt to change are key factors in the success of public service transformation (Heeks, 2006). Therefore, increasing civil servant capacity through training and mentoring is a crucial strategy in accelerating the implementation of digital-based services.

From a public service perspective, service quality is measured by the provider's ability to provide services that are fast, accurate, easily accessible, responsive, and provide certainty to the public (Parasuraman et al., 1988; Hardiyansyah, 2018). Good population administration services not only produce population documents in a timely manner but also increase public satisfaction with government performance.

Various studies and community service activities have shown that hands-on training is more effective than lecture-only training because participants gain hands-on experience operating applications in real-world work situations. A participatory approach also allows partners to actively participate in identifying problems, developing solutions, and evaluating activity results, ensuring program sustainability.

Based on this foundation, this community service activity developed a capacity-building training model through a participatory approach that combines needs identification, technical training, population administration service simulations, and e-government implementation assistance in Hedam Village. This model is expected to enhance the competency of civil servants while sustainably improving the quality of population administration services.

Novelty This community service activity is based on the implementation of an operational mentoring-based capacity building model, integrating training on the use of e-government applications with simulations of population administration services based on the actual workflow in Hedam Village. This model is not only oriented towards increasing staff knowledge but also enhancing practical skills, shifting work patterns towards digital services, and strengthening staff's ability to resolve various service issues independently. Thus, this activity produces more sustainable outcomes than training that is solely theoretical.

The purpose of this community service activity is to increase the capacity of Hedam Village officials in implementing e-government to support the optimization of integrated population administration services. In addition to improving the technical competence of officials, this activity is expected to accelerate service processes, improve the accuracy of population data management, reduce administrative errors, and achieve more effective, efficient, transparent, and responsive public services to community needs.

IMPLEMENTATION AND METHOD

Service Locations and Partners

The community service activity was carried out at the Hedam Village Office, Heram District, Jayapura City, Papua Province. The partners in this activity were 12 Hedam Village officials, consisting of the Village Head, Village Secretary, section heads, administrative staff, population administration service operators, and community service officers. The selection of partners was based on the results of initial coordination that indicated the need to increase the capacity of officials in implementing electronic government (e-government)-based population administration services to support the acceleration of the digital transformation of public services.

Prior to the activity, the community service team conducted field observations, brief interviews with village officials, and coordinated with the Hedam Village Head to identify the existing state of population administration services. The identification results indicated that some officials still experienced difficulties operating digital service applications, that the use of the population information system was suboptimal, and that manual administrative processes were still being conducted, impacting service times.

Based on these conditions, a training program was developed that was oriented towards improving the competence of civil servants through a participatory approach so that the material provided was in accordance with the real needs of partners.

Implementation Method

The community service activities utilize the Participatory Capacity Building method, an empowerment approach that places partners at the center of each stage of the activity. This method was chosen because it aims not only to increase knowledge but also to build the practical skills of staff through collaborative learning, hands-on practice, mentoring, and ongoing evaluation.

The implementation of activities is carried out in four main stages as shown in Figure 1.

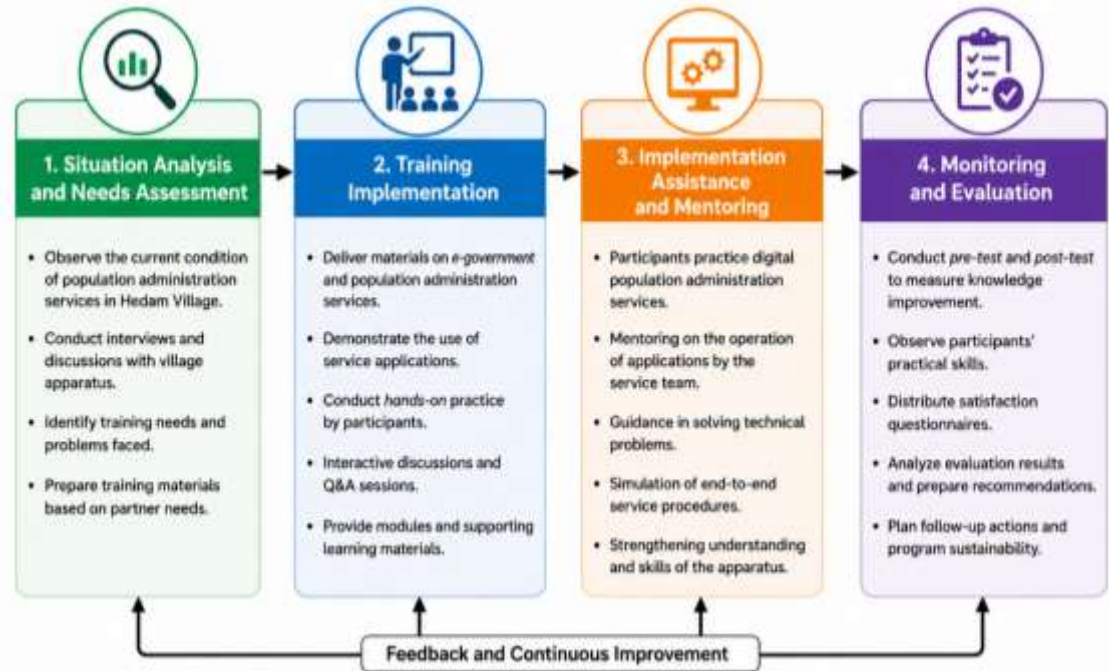


Figure 1. Stages of Community Service Activity Implementation

Stage 1. Situation Analysis and Needs Identification

The first phase began with an observation of the population administration services in Hedam Village. The community service team identified the service flow, information technology support facilities, the level of staff's ability to use digital service applications, and various obstacles encountered during the service process. In addition to the observations, *focus group discussions (FGDs)* were conducted with village officials to identify training needs and ensure the materials provided were truly relevant to field conditions.

The identification results show that the main needs of partners include improving competency in using population administration applications, managing digital archives, verifying population data electronically, and implementing more effective and efficient services.

Stage 2. Implementation of Training

The second phase is the core activity, which involves training on the application of e-government in population administration services. The training is conducted through a combination of material delivery, application demonstrations, interactive discussions, and hands -on training .

The material provided includes:

- 1) basic concepts of e-government in public services;
- 2) digital-based population administration service policy;
- 3) use of population administration service applications;
- 4) verification and validation of population data;
- 5) digital archive management;
- 6) electronic-based public service standards;
- 7) handling technical problems that frequently occur in population administration services.

Model is focused on practice so that each participant gets the opportunity to operate the application directly using the available computer.

Stage 3. Implementation Assistance

Following the training, the program continued with assistance in implementing digital-based population administration services. During this stage, participants practiced all service procedures, from receiving files and verifying data, entering data, digital archiving, and completing population administration documents according to the applicable service flow.

team provides direct guidance at each stage of the service, helps participants resolve any technical issues that arise, and provides feedback on the service procedures that have been implemented.

Mentoring is carried out so that officers not only understand the theory of application use, but are also able to implement the digital service system independently after the community service activities are completed.

Stage 4. Monitoring and Evaluation

stage is carried out to determine the effectiveness of community service activities. Evaluation is carried out using several instruments, namely:

- 1) *Pre-test* and *post-test* , to measure the increase in participants' knowledge regarding *e-government* and population administration services. *The pre-test* and *post-test* were given to all 12 training participants using an instrument consisting of five competency indicators: understanding the concept of e-government, the ability to operate population administration service applications, the ability to verify digital data, manage electronic archives, and the ability to provide population administration services independently. The evaluation results are presented as a percentage of competency achievement for each indicator.
- 2) Practical observation , to assess participants' ability to operate population administration service applications.
- 3) Skills observation sheet , used to measure participants' ability to carry out each stage of service according to procedures.
- 4) Participant satisfaction questionnaire , to determine the level of satisfaction with the material, training methods, speakers, and benefits of the activity.

Results form the basis for compiling recommendations for the Hedam Village Government in improving the quality of digital-based population administration services in a sustainable manner.

Service Approach Technique

The approach used in this activity consists of:

- 1) *Participatory Learning* , namely learning that actively involves participants during the training process.
- 2) *Learning by Doing* , namely learning through direct practice in using population administration service applications.
- 3) *Coaching and Mentoring* , namely individual and group assistance during service implementation.
- 4) *Problem Solving Approach* , namely solving various real problems faced by officials in population administration services.

These four approaches complement each other so that increasing the capacity of civil servants does not only occur in the knowledge aspect, but also in skills and changes in work behavior towards digital-based public services.

Program Success Indicators

The success of community service activities is measured through several indicators as shown in table 1 below.

Table 1. Indicators of Program Success

Indicator	Success Target
Attendance of participants	≥90% of participants attended the entire training series
Increased knowledge	Post-test scores increased compared to pre-test
Ability to operate applications	≥90% of participants were able to use the application independently
Service efficiency	There has been a decrease in the time required to complete population administration services.
Participant satisfaction	≥85% of participants stated that they were satisfied with the training activities

These indicators are used as a benchmark for the success of program implementation and as a basis for evaluating the sustainability of community service activities.

RESULTS

Initial Conditions of Partners Before Implementing Community Service

The community service activities began with field observations and discussions with Hedam Village officials to identify the state of population administration services prior to program implementation. Observations were conducted on service flows, information technology utilization, staff capabilities

The identification results indicate that population administration services in Hedam Village still face several challenges. Most service processes are still semi-manual, resulting in relatively long document verification, administrative recording, and archiving processes. Furthermore, staff's ability to utilize digital service applications varies. Some staff are familiar with using population administration applications, but have not yet mastered all available features, resulting in suboptimal utilization.

These conditions have resulted in lengthy service processes, increased potential for data input errors, and suboptimal implementation of e-government-based population administration services. Based on the needs identification results, Hedam Village officials expect training that not only provides a conceptual understanding of e-government but also provides hands-on practice in using population administration service applications according to daily service needs.





Figure 3. Delivery of E-Government Training Materials



Figure 4. Practice of Using Administration Applications
Digital-Based Population

Assistance in Implementing Digital Services

Following the training, the program continued with assistance in implementing population administration services. At this stage, participants simulated the service process, from receiving community files, verifying data, entering data into the system, and completing population administration documents.

The community service team provides direct support to each participant to ensure all service procedures are carried out according to operational standards. The support also aims to increase staff confidence in using service applications independently.

Through the mentoring process, officials are able to understand the relationship between manual administrative procedures and digital systems so that the service process becomes simpler, more systematic, and more efficient.



Figure 5. Assistance in the Implementation of Population Administration Services to Civil Servants

Improving Civil Service Competence

Evaluation of the activity's implementation demonstrated improved staff competency in operating the population administration service application. Post-test results indicated that most participants were able to use the service application independently after the training.

The increase in competence is not only seen in the knowledge aspect regarding the concept of e-government, but also in practical abilities in carrying out data verification, digital archiving, document validation, and completing electronic-based population administration services.

These findings indicate that practice-based and mentoring training methods are more effective than lecture-only methods because participants gain direct experience in accordance with actual service conditions.

Table 2. Improving Civil Service Competence

Indicator	Before	After
Understanding the concept of e-government	Low	Very good
Operating the application	Enough	Very good
Digital data verification	Not enough	Good
Electronic archiving	Not enough	Good
Self-service digital services	Not optimal	Optimal

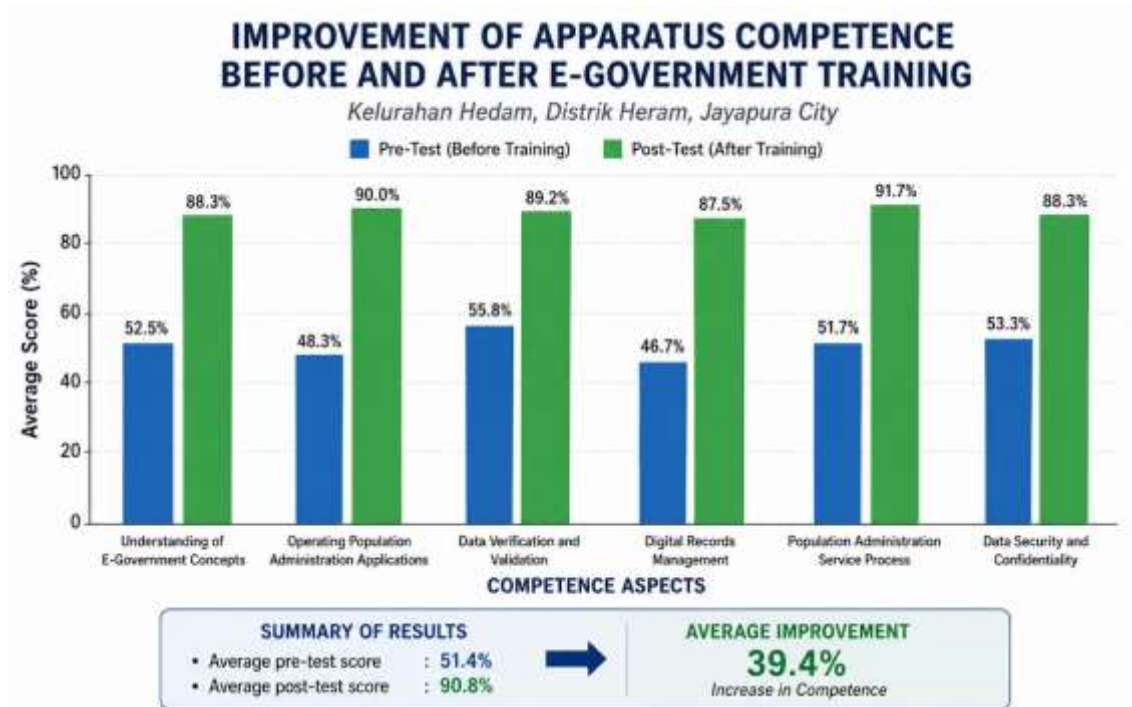


Figure 6. Comparison Graph of Pre-test and Post-test Results of Hedam Village Apparatus Competence

Source: Results of Community Service Activity Evaluation, Hedem Subdistrict

The graph in Figure 8 shows an increase in the competency of Hedam Village officials after participating in training and mentoring on e-government implementation. Prior to the training, participants' understanding of e-government concepts, the use of population administration applications, digital data verification, electronic archiving, and independent digital services was still relatively low, with achievements ranging from 20–40%. After the training, all indicators experienced a significant increase, with achievements ranging from 88–93%, while the ability to operate applications and provide digital services independently reached 90%. These results indicate that the practice-based training method (learning by doing) combined with intensive mentoring was able to improve the knowledge and operational skills of officials in implementing digital-based population administration services.

The results of the activity also demonstrated that a participatory approach was able to increase staff engagement during the training process. Participants not only received material but also actively engaged in discussions, practiced using applications, and directly resolved various service issues. This approach supports Indrajit's (2016) argument that digital government transformation requires strengthening the capacity of staff as the primary users of information systems.

Efficiency of Population Administration Services

In addition to improving staff competency, community service activities also increased the efficiency of population administration services. Evaluations showed that the completion time for several types of administrative services was shorter than before the training.

Digitizing service processes can reduce manual administrative steps, allowing for faster data verification and processing. The use of digital archives also makes it easier for officials to retrieve necessary documents without having to manually search for them.

Table 3. Efficiency of Document Completion Time in Hedam Subdistrict

No	Types of Population Administration Services	Average Duration Before Training	Average Duration After Training	Time Efficiency Percentage	Quality Achievement Status
1	Introduction to Family Card (KK) Updates	3 Working Days	30 minutes	97.9%	Very fast
2	Data Verification & Delivery of New/Damaged e-KTP	2 Working Days	15 minutes	98.4%	Very fast
3	Processing Transfer Certificate (SKPWNl)	5 Working Days	1 Business Day	80.0%	On time
4	Facilitating New Birth Certificate Files	4 Working Days	45 Minutes	93.7%	Very fast
5	Issuance of Death Certificates	3 Working Days	20 Minutes	98.1%	Very fast

The quantitative data in the table above provides empirical evidence that e-government implementation, coupled with the readiness of the implementing human resources, can cut through red tape, resulting in average time efficiency exceeding 90%. This reduction in work duration automatically eliminates the administrative burden of lost productive time for residents and round-trip transportation costs, previously complained about by urban residents in Hedam Village (Moynihan et al., 2014).

DISCUSSION

The implementation of community service activities in Hedam Village demonstrated that a *capacity building approach* through training and mentoring was able to improve the competence of civil servants in implementing *e-government -based population administration services*. This improvement was evident from the results of the participant competency evaluation which showed an increase in understanding of the concept of e-government, the ability to operate population administration applications, the ability to verify digital data, manage electronic archives, and the ability to provide population administration services independently. These results demonstrate that strengthening human resource capacity is a critical factor in supporting the success of the digital transformation of public services at the village level.

This finding aligns with the concept proposed by Heeks (2006) that the success of e-government implementation is heavily influenced by organizational readiness and human resource capacity. According to Heeks, failure of technology implementation in the public sector generally occurs due to a *design-reality gap*, namely the gap between the developed system design and the actual

conditions of the organization as the user. In this community service activity, this gap is minimized through practice-based training (*hands-on training*) and intensive mentoring so that officials gain direct experience in operating the population administration service system according to daily work conditions. This approach makes it easier for participants to understand the digital system workflow compared to only receiving theoretical material.

In addition to improving staff competency, community service activities also increased the efficiency of population administration services. Prior to the program, most service processes were semi-manual, requiring relatively long time for document verification, administrative recording, and archiving. After staff received training and mentoring, the service process became more systematic, as most administrative steps utilized digital applications. This resulted in reduced service time, increased accuracy in data management, and a reduced risk of errors in population document input.

These results support Layne and Lee's (2001) perspective , which explains that e-government implementation progresses through stages of service digitization, ultimately resulting in more effective public service integration. Digitization not only accelerates administrative processes but also improves coordination between work units, thereby enhancing the quality of public services. In the context of Hedam Village, the use of a population administration application has simplified the service flow, allowing the public to receive guaranteed service in a shorter timeframe than before the community service activities were implemented.

The success of this activity was also influenced by the use of *Participatory Learning* and *Learning-by-Doing approaches* during the training. Participants not only received material on e-government concepts, but also actively practiced all stages of population administration services, from receiving files and verifying data, entering data, electronic archiving, to completing services to the public. This participatory approach encouraged officials to actively participate in the learning process while building confidence in using digital service applications independently. This learning model is considered more effective than conventional lecture methods because participants gain hands-on experience that can be immediately applied in their daily work.

The findings of this community service program also reinforce the results of several previous community service activities, which demonstrated that practice-based training can improve the competence of government officials in providing information technology-based public services. Rahmawati and Hertati (2023) reported that assistance with population administration services at the sub-district level increased service effectiveness by enhancing the ability of officials to utilize information systems. Similarly, Lestari and Dwiridotjahjono (2024) found that strengthening the capacity of officials through assistance with the digitalization of population administration services had a positive impact on accelerating service delivery and improving the quality of interactions between the government and the public.

From a public service perspective, improving the competence of civil servants also contributes to improving the quality of services received by the

public. According to Parasuraman, Zeithaml, and Berry (1988), service quality is influenced by five main dimensions: *tangibles*, *reliability*, *responsiveness*, *assurance*, and *empathy*. The results of this community service primarily contribute to the reliability dimension through increased accuracy of population administration services, and the responsiveness dimension through accelerated document completion and the ability of civil servants to provide services that are more responsive to public needs. Thus, the benefits of this activity are not only felt by civil servants as training participants, but also by the public as service users.

The success of this community service program is inseparable from the active support of the Hedam Village Government, which provided opportunities for all staff to participate in every stage of training and mentoring. The commitment of organizational leadership is a crucial factor in the successful implementation of public service innovations because it fosters a work culture that is more adaptive to technological change. This institutional support ensures that the training outcomes go beyond improving individual competencies and also serve as part of efforts to strengthen the governance of population administration services at the village level.

However, several obstacles were encountered during the implementation of the program that required attention. One major obstacle was the inconsistent stability of the internet network, which at times hampered data synchronization with the population administration system. Furthermore, differences in digital literacy levels among government officials meant that some participants required more intensive mentoring than others. These obstacles demonstrate that successful e-government implementation requires not only improved human resource competency but also adequate technological infrastructure and ongoing mentoring.

Overall, this community service activity has had a significant impact on increasing the capacity of Hedam Village officials in implementing e-government-based population administration services. This impact is reflected in increased employee competency, increased service process efficiency, reduced administrative errors, and increased employee confidence in providing digital services to the public. Therefore, the Participatory Capacity Building -based training model implemented in this activity has the potential to be replicated in other villages with similar challenges as part of efforts to accelerate the digital transformation of public services at the frontline level of government.

Sustainability of Community Service Program

Sustainability is a crucial aspect of community service activities, as program success is measured not only by the training itself but also by the partners' ability to sustain and develop the results independently after the program is completed. Therefore, the e-government implementation training in Hedam Village was designed not only to improve staff competency in the short term but also to build a sustainable population administration service system by strengthening organizational capacity, enhancing a digital work culture, and optimizing public service governance.

As a follow-up to the community service activities, the team, along with the Hedam Village Government, developed several sustainability strategies. First, staff who had participated in the training were encouraged to become core operators (*local champions*) tasked with assisting other colleagues in operating the population administration service application. This approach was expected to foster internal *knowledge sharing* , ensuring that the acquired competencies would not only be retained by the training participants but would also develop into a learning culture within the organization.

Second, the Hedam Village Government is encouraged to develop and implement Standard Operating Procedures (SOPs) for digital-based population administration services, based on the service flow practiced during community service activities. These SOPs serve as guidelines for all officials in providing services consistently, quickly, transparently, and accountably, ensuring that service quality can be maintained even when personnel changes occur.

Third, it is recommended that the results of the community service activities be integrated with the civil servant development program implemented by the Jayapura City Government through the Population and Civil Registration Office and the Communication and Informatics Office. This integration will enable civil servants to receive regular competency updates in line with developments in population administration service applications and the government's digital transformation policies.

Furthermore, regular monitoring and evaluation are necessary to ensure that the population administration service application continues to be optimally utilized by officials. Monitoring can be conducted through evaluations of service completion times, administrative error rates, digital archive utilization, and public satisfaction with the services provided. These evaluation results serve as the basis for sub-districts to implement continuous service *improvement* .

The program's sustainability also requires adequate information technology infrastructure support. Therefore, the Jayapura City Government is expected to continue improving the quality of its internet network, computer maintenance, and the development of an integrated population administration system to ensure optimal e-government implementation at the sub-district level. Adequate infrastructure support will strengthen the capacity building of civil servants, ensuring the ongoing benefits of community service activities for the community.

Overall, this community service activity not only resulted in improved staff competency but also built an institutional foundation for the development of digital-based population administration services in Hedam Village. The training model, which integrates needs identification, technical training, hands-on practice, mentoring, and ongoing evaluation, has the potential to be replicated in other villages facing similar challenges as part of accelerating the digital transformation of public services in Jayapura City and beyond.



Figure 7. Training Model That Integrates Needs Identification

Source: Processed by the Author

CONCLUSION AND RECOMMENDATIONS

Community service activities through E-Government Implementation Training in Optimizing Integrated Population Administration Services for Hedam Village Apparatus, Heram District, Jayapura City have succeeded in increasing the capacity of apparatus in implementing digital-based population administration services. The Participatory Capacity Building approach that combines needs identification, technical training, direct practice (learning by doing), service simulations, and mentoring has proven effective in increasing the knowledge, skills, and confidence of apparatus in operating population administration service applications.

The evaluation results showed an increase in staff competency across all measured indicators, particularly in understanding e-government concepts, the ability to operate population administration service applications, digital data verification, electronic archive management, and the independent provision of digital services. In addition to enhancing human resource capacity, this activity also increased service efficiency through streamlined administrative procedures, accelerated service times, improved data management accuracy, and reduced potential for administrative errors.

This program also produced a model for strengthening e-government-based population administration services, which prioritizes improving staff competency as a key factor in supporting the digital transformation of public services at the sub-district level. This model demonstrates that the success of digital service implementation is determined not only by the availability of technology but also by the readiness of human resources, institutional support, and sustainable

mentoring. Thus, this community service activity contributes to strengthening public service governance that is more effective, efficient, transparent, and community-oriented. It has the potential to be replicated in other sub-districts with similar challenges.

RECOMMENDATION

1. Hedam Subdistrict needs to continue implementing e-government-based population administration services through the implementation of digital service SOPs, periodic improvement of staff competency, and evaluation of service performance.
2. The Jayapura City Government is expected to support the sustainability of the program by strengthening information technology infrastructure, improving the quality of the internet network, and providing advanced training for village officials.
3. It is recommended that the next community service program expand its target activities to RT/RW administrators and the community so that the use of digital-based population administration services is more optimal and can be replicated in other sub-districts with similar characteristics.

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