

## **Is The Implementation of Citizen-Centric Service in E-Government the Key to a Sustainable Solution?**

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### **Abstract**

The public demand for effective and efficient public services continues to grow over time, especially in the 21st century. Through the digitization of public services, also known as e-government, it is believed that these demands can be addressed, although criticisms remain regarding its implementation. The concept of citizen-centric service, which focuses on citizen-centered governance, could be a response to these criticisms. This research analyzes the implementation of e-government through a citizen-centric service approach. Using a literature review and content analysis methods, the author will examine various sources such as books, journals, articles, and so forth, supplemented by several relevant case studies aligned with the research topic. The research findings highlight the importance of the citizen-centric service approach, and this approach can serve as an optimal solution in creating inclusive and representative public policies. The conclusion of this study emphasizes that implementing e-government through a citizen-centric service approach not only has a positive impact but also broadens public participation. Furthermore, it is crucial to continuously improve digital infrastructure and digital literacy to support the more effective implementation of e-government.

### **Keywords:**

e-government; citizen-centric service; public service

### **Introduction**

The rapid development of technology in the 21st century, known as the era of Industry 4.0, has brought the world into a significant period of transition. As the name suggests, the Industrial Revolution 4.0, according (Prabawati et al., 2020) is called the Fourth Industrial Revolution because it has gone through four stages of change. In the 18th century, the first Industrial Revolution was marked by the invention of the steam engine; the 19th-20th century saw the second Industrial Revolution through the use of electricity; the 1970s marked the third Industrial Revolution with the introduction of computerization; and today we are in the Fourth Industrial Revolution, which began in the 2010s with advancements in artificial intelligence and the internet as the connection between humans and machines.

The era of Industry 4.0, characterized by the integration of digital technology into various aspects of life, has also impacted the public service sector. Public service essentially involves meeting public interest through public affairs. In public services, the government is expected to provide the services desired by the people. Public service is always associated with what the government does to meet the needs of the people. In Indonesia, for example, with the implementation of regional autonomy, where each region has broad authority to manage local governance, one of the key areas prioritized is public service. Public service is crucial in government activities to improve the welfare of society (Kurniasih, 2023). Public service refers to what the government provides to the people to meet their needs, which in essence, is a way for the state to fulfill the public's rights or basic needs (Maulani, 2024).

In providing public services, it is inseparable from the demands of society for quality public services. The public's demand for clear, fast, high-quality services at reasonable costs continues to increase over time. These demands are based on the growing awareness that all citizens have the right to receive services, and the government is obligated to provide them (Indah Purnamasari in Prihartono & Tuti, 2023).

The public's demand for efficient and effective public services can be realized through the digitalization of public services. The digitalization of public services provided by the government is known as e-government. A system that uses technology to improve public services is referred to as e-government (Maulani, 2024).

This highlights that the rapid technological development worldwide is expected to create opportunities and foster citizen involvement through electronic channels. However, in developing countries like Indonesia, the implementation of e-government has faced significant criticism. (Heeks in Karmanis, 2022) points out that many e-government applications in developing countries fail because of a lack of understanding of "where we are now" and "where the e government project wants to get us".

Various criticisms and demands for digital-based public services have led to the emergence of a concept that the principles of technology use must be based on governance that centers on the people (citizen-centric). The phrase "from government to governance" underscores that government activities have become more comprehensive and complex and are interconnected in more intricate ways. Therefore, citizen-centric service becomes a tool for the government to provide services for "the people," not merely just "the government." It ensures that the people have access to information about public services, preventing inequality and injustice.

However, the implementation of new innovations also faces challenges, such as a lack of technology or limited technology. Additionally, according (Muhammad Fauzi, Yogi Suprayogi

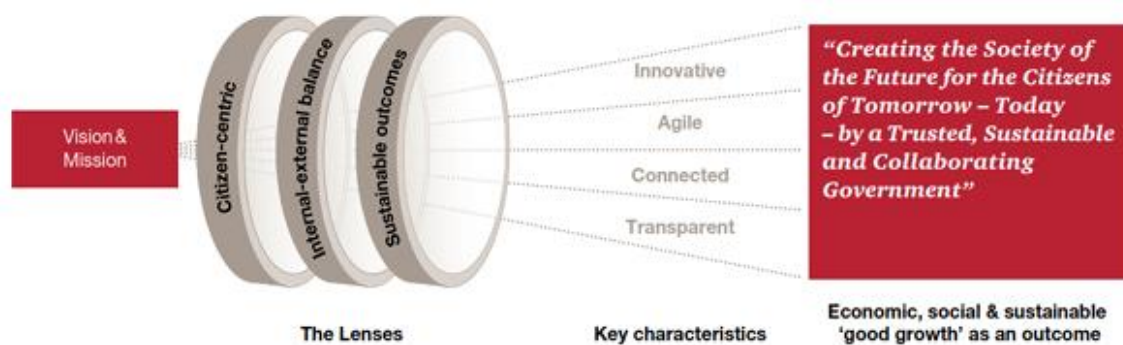
Sugandi, 2023) although the citizen-centric service approach offers many advantages, its implementation still faces potential challenges and obstacles. Each citizen has different needs, preferences, and priorities. Crafting policies and public services that meet every citizen's needs can be challenging.

The citizen-centric service approach aligns with the people-centered development theory, which emphasizes that initiatives from the people are the primary source. According to (Purwowibowo et al., 2018) people-centered development primarily focuses on empowering individuals by enhancing their capacities so that they can manage available resources. The goal is for them to be able to sustain their families and contribute to social development.

Essentially, the government and public sector leaders play a vital role in projecting a clear vision for the future. To achieve this, several elements must be aligned to create the desired public sector, one that is adaptive to its circumstances and ready to meet the goals set in an ever-changing world (Sharma et al., 2014) as illustrated in the image below.

**Figure 1.**

**The Lanses**



Source: PwC in (Sharma et al., 2014) *Next Generation Citizen Centric e-Services*

With the issue of how e-government implementation and the citizen-centric service approach are being applied, a crucial question arises for the author **can the citizen-centric service become a sustainable solution in the digital era?** This question is important because, despite the advantages and its role as a driver of public service digitalization, it will be the government's answer in implementing citizen-centric service. Therefore, this article aims to provide a solution to the issues of e-government and citizen-centric service

## Methods

To address the topic above, the author employs a literature review method and highlights several case studies from scientific articles related to the topic. A literature review is the process

of exploring research by examining and analyzing sources such as books, journals, and other publications related to the research topic, in order to produce a piece of writing that aligns with the topic being discussed (Marzali, 2016).

In this paper, data is gathered from various literature sources, including books, journals, and scientific articles related to the topic of this writing. The analytical technique used in this paper is content analysis, involving reading and cross-checking sources to ensure consistency and prevent the dissemination of incorrect information (Putri, 2019).

## **Results and Discussion**

### **E-Government in Public Service**

E-government can be specifically defined as government activities that utilize information technology to create mutually supportive, harmonious, and equitable relationships between society, the business sector, and the government (Maulani, 2024). In this context, the implementation of e-government can serve as an opportunity for public service or national policy. One of the strategy for public service or policy at the national level is the development of e-government through the creation of websites, which involves systematic development through realistic and measurable stages (Ristiawan, 2015).

According to (Ristiawan, 2015), the development of e-government in Indonesia occurs in four stages:

1. First Stage: Preparation, this stage involves creating a website as a medium for information and communication in public institutions, along with internal and public (community) socialization.
2. Second Stage: Maturity Level, at this stage, an interactive public information website is created, allowing for connectivity with other institutions.
3. Third Stage: Consolidation, this stage focuses on developing websites for public service transactions or policies, along with ensuring the interoperability of applications and data with other institutions.
4. Fourth Stage: Utilization, this stage includes creating applications to provide services that are Government to Government (G2G), Government to Business (G2B), and Government to Consumers (G2C).

One of the innovations in the implementation of e-government in Indonesia is the enactment of the e-KTP. The e-KTP service is one of the services provided by the state apparatus or government as a public service. The e-KTP serves as a population identification card that provides more accurate information, supported by an information system that is directly

integrated with the population database at the The Ministry of Home Affairs of the Republic of Indonesia.

However, the level of e-government in Indonesia still needs improvement. According to a survey conducted by the United Nations, Indonesia's e-government service ranks 64th out of 193 countries in 2024.

Figure 2.



Source: UN E-Government Survey 2024 (Publication Nations, 2024)

This data demonstrates the potential benefits that can be gained if a citizen-centric service approach is applied in e-government. Essentially, citizen-centric service involves preferences or governance management that focuses on the people.

### E-Government and Citizen-Centric Service

Currently, many countries tend to implement a citizen-centric service approach in their e-government systems. The citizen-centric service model is considered more efficient and effective compared to the government-centric mode (Ristiawan, 2015).

The criteria for e-government in relation to citizen-centric service, according to Misra and Retd as cited in (Ristiawan, 2015) can be seen in the table below.

Table 1.

#### The Relationship Between E-Government and Citizen-Centric Service

No	Name	Description
1	E-democracy	Promoting electronic voting and public participation in decision-making.
2	E-citizen	Developing an e-citizen charter.
3	E-inclusion	Developing various service access centers.
4	E-literacy	Promoting e-literacy through a directory of services provided by public service institutions.
5	E-empowerment	Promoting the right to information through websites.

No	Name	Description
6	Citizen-centric government	Positioning citizens at the center of all e-government interventions.
7	Single portal	All services are available through a single portal.
8	Single sign on (SSO)	Only one user ID and password are required to access all services.
9	All public services online	Integration of services without to access separate service websites.
10	Efficient onsite search	A specialized search engine.
11	Easy site navigation	Providing a 'user-friendly' website so visitors/citizens know where to find information.
12	E-payment	Citizens should be able to conduct financial transactions online.
13	Participative E-government	Providing unmoderated discussion forums on websites as part of policy.
14	Grievance redress	Every website must have a mechanism to handle public complaints.
15	Anywhere e-government	Providing multiple access channels for e-government.
16	Anytime (24x7) e-government	Providing e-government services that can be accessed at any time, including a public transportation reservation system.
17	Privacy and security	Ensuring protection of citizens' privacy and financial transactions.
18	Legal support	Documents generated by computers or information systems must be legally recognized.
19	Customer relationship	Facilitating customer relationship management (CRM).
20	Quality-marked e-government	Ensuring minimum standards of quality are met.

*Source: Misra and Retd in (Ristiawan, 2015)*

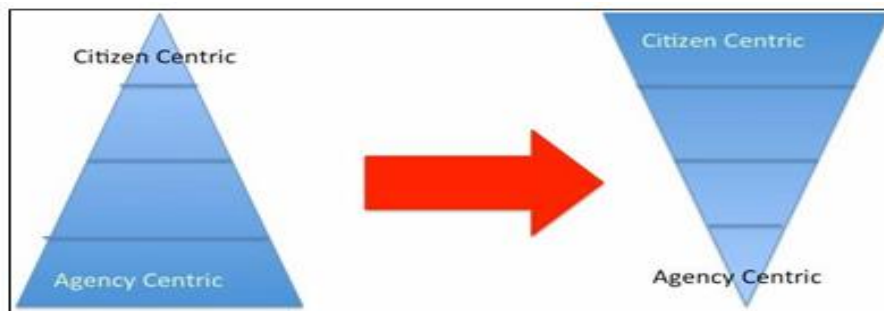
#### *USER ANALYSIS OF GOVERNMENT WEBSITE WEBSITE DEVELOPMENT BASED CITIZEN CENTRIC*

Government services that adopt a citizen-centric approach have become a trend in various countries or governmental institutions. The government has shifted its perspective on public services, prioritizing the needs and desires of citizens (Gupta Sigwejo & Pather, 2016). In other words, the citizen-centric service approach is currently evolving in several countries, as citizens are regarded as the focal point and are provided with interfaces to access all (or parts of) the available information services.

Since this research focuses on the citizen-centric service, according to (Schelin in Sigwejo & Pather, 2016) e-government with a citizen-centric service approach will become a transformational tool, providing a new model of governance because it is based on citizens. Some academics also argue that, to fully realize the potential of e-government, governments must shift from an agency-centric to a more citizen-centric approach, as explained in the diagram below from (Yong in Sigwejo & Pather, 2016).

**Figure 3.**

**From Agency Centric to Citizen Centric**



*Source: Yong in (Sigwejo & Pather, 2016)*

*A CITIZEN-CENTRIC FRAMEWORK FOR ASSESSING E-GOVERNMENT EFFECTIVENESS*

**Study Case**

**1. Citizen Centre Service in Kenya**

For more than two decades, the Kenyan government has been striving to improve public services. Initially focused on structural services and result-based management systems in the mid-1990s and early 2000s, government service delivery has since shifted towards citizen-centered services. This shift has drastically transformed the service system, enhancing interactions between citizens and the government. At the same time, increased internet and mobile penetration has spurred the development of government services, promoting a global trend towards enhancing citizen-focused services.

However, in Kenya, as in other developing countries, the majority of citizens don't have direct access to government technology services. In response, the Kenyan government has explored various ways to use technology to boost public participation. The government has drawn lessons from the Digital Village Project, Pasha Center, which served as a model for designing the Huduma Kenya program. This program also received input from the Brazilian government, where Kenya learned from Brazil's Poupatempo citizen service centers.

Citizen demand for government services that match the standards of the private sector has been rising. This is partly due to technological changes, but also to the fact that the sharing economy has raised expectations for convenience and ease everywhere.

The Huduma Kenya program has expanded rapidly. By February 2017, the program had implemented 45 service centers, five of which are in Nairobi, with a goal to establish at least one center in every county. The services offered by the program include issuing identity cards, filing taxes, processing pension claims, and more.

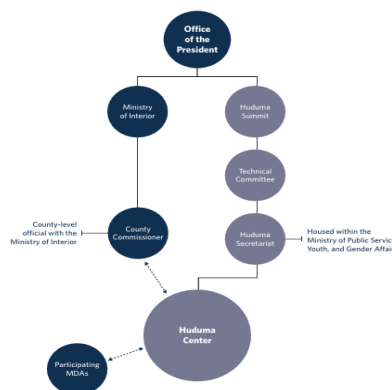
Huduma Kenya centers are integrated through an online platform, enabling citizens to access services directly and digitally via e-Huduma and m-Huduma. This helps extend services to all citizens, especially in rural areas. For example, nationally, the program handles an average of 30,000 services daily, with peaks of up to 42,000 during voter registration periods. The key principles underlying the Huduma Kenya program are:

- **Speed:** Huduma Centers are designed to provide citizens with instant access to services, with a queue management system that ensures citizens are served in the order they arrive.
- **Dignity:** Huduma Centers honor and restore the dignity of every citizen by offering swift and organized services, with special attention to pregnant women, the elderly, and people with disabilities.
- **Convenience/One-stop service:** Citizens can access various services at a single location, designed to meet their individual needs.
- **Value:** Consolidating services in one location reduces opportunities for corruption and lowers costs for citizens.

### The institutional framework of the Huduma Kenya Program

The Huduma Kenya program was initially run by the Ministry of Development and Planning. After a government reorganization in December 2015, and in accordance with Executive Order No. 1/2016 issued by the president, the Huduma Kenya program is now under the jurisdiction of the Ministry of Public Service, Youth, and Gender Affairs. The inter-departmental coordination structure is organized by the Huduma Kenya Service Delivery Summit, which is led by the President of Kenya. Additionally, several key ministries are also involved in this organizational structure, as shown in Figure 4.

**Figure 4.**  
**Institutional Arrangements**



Source: World Bank, *Citizen Service Centers No. 4*

## 2. Citizen-Centric Service for the Residents of West Java Province, Indonesia

In a journal written by (Muhammad Fauzi, Yogi Suprayogi Sugandi, 2023), the government of West Java, Indonesia, has adopted the concept of governance through a citizen-centric service approach to prioritize the needs, aspirations, and welfare of its residents. The *Satu Data Jawa Barat* (One Data West Java) program, which seeks to centralize and integrate data from various government institutions, has been implemented by the West Java administration. This program helps meet citizens' needs, enables evidence-based decision-making, and allows for the development of inclusive and representative public policies and services.

The West Java government emphasizes the importance of synergy and public input during the decision-making process. To involve citizens, gather their aspirations, and consider all opinions during decision-making, the government holds public consultations and stakeholder engagement sessions.

The West Java government has also created digital platforms to engage the public and encourage their participation. These platforms provide opportunities for residents to express their opinions and participate in decision-making processes that are more inclusive and representative.

In addition, the West Java government has implemented several initiatives aimed at supporting social welfare, particularly for marginalized groups, including the underprivileged and those at risk. These programs aim to promote well-being and improve the quality of life, especially for those in need.

Through these various initiatives, the West Java government strives to educate and inform citizens about their rights, privileges, and available services, ensuring that public policies and services are designed in alignment with the interests of the residents. The government seeks to enhance citizens' welfare by encouraging participation and providing services that are easily accessible and efficient.

### **Citizen-Centric Service in the Implementation of E-Government**

In the case of West Java Province, the implementation of e-government through a citizen-centric service approach can improve the quality of public services. The strategies used to implement this approach include:

- 1) Prioritizing citizens' needs and desires in the development and design of e-government services. This requires research, field testing, and the collection of feedback to ensure that services are clear and easy to access.
- 2) Based on the characteristics and preferences of the population, the e-government platform can provide personalized services. The government can offer tailored

recommendations and relevant information to improve service delivery and provide more effective services based on citizens' aspirations.

- 3) In providing access to e-government services, the government must offer multiple ways to access the services, considering the diverse levels of digital skills. This can include mobile applications, contact centers, and information services. By offering multiple options, the government ensures that access to e-government services is not hindered, allowing citizens to fully utilize the services.
- 4) The government should provide clearly explained rules and service offerings on the e-government platform in an easy-to-understand and accessible format. Promoting transparency and making information more accessible allows citizens to engage more easily in public service and policy processes, ensuring greater accountability.
- 5) Citizens can provide feedback and submit complaints about e-government services through feedback mechanisms, such as online forms, help channels, or social media. The government must actively monitor and respond to citizens' aspirations and complaints, as this not only addresses existing issues but also helps improve the quality of future public services.
- 6) The government must regularly monitor the effectiveness and efficiency of e-government services through customer satisfaction indicators, performance metrics, and impact analysis. The insights gained from these evaluations will be used to identify problems, improve procedures, and ensure that the e-government services provided align with the needs of the citizens.

By applying the citizen-centric service approach in e-government services, the West Java government can improve the quality of public services and ensure that the needs of its citizens are effectively met. This must be driven through engagement and synergy between the public and the government.

## **Discussion**

The citizen-centric service approach in the implementation of e-government, as demonstrated in previous studies, shows that this approach can improve the quality of services or public policies to be more inclusive and representative.

The citizen-centric service approach is considered more efficient compared to a government-centered approach, as it focuses on ensuring comfort and fairness for citizens. For example, in Kenya, through the Huduma Kenya Program or Huduma Centers, the approach has succeeded in reaching more people, especially those in rural areas. In West Java Province, for

instance, the One Data West Java Program provides opportunities for citizens to engage in the service and public policy processes more optimally.

Additionally, it is essential to analyze the technological infrastructure, given that e-government is a digital-based public service that requires an effective and efficient system to ensure equal access across all segments of society. Public education to improve digital literacy should also be a central focus and carried out optimally. This approach reflects a global trend that prioritizes the interests of the "people" rather than just a merely "government."

The citizen-centric service approach positions the government not only as a service provider, but also as a facilitator to enhance public participation in the process of public policy making or public services. This approach will strengthen the relationship between citizens and the government. The government must take effective and efficient steps to ensure that the citizen-centric service approach is optimally implemented in e-government public services.

## **Conclusion**

### **Summary**

The rapid development of technology in the 21st century has provided the foundation for the implementation of digital-based public services. The application of digital public services, commonly known as e-government, allows citizens to receive services more quickly, effectively, and efficiently. However, digital public services must also be accompanied by a citizen-centric service approach. This approach serves as a tool for the government to provide services for the "people" rather than merely for "the government."

The citizen-centric service model is considered more efficient and effective than the government-centric model (Ristiawan, 2015). This has led many countries to adopt the citizen-centric service approach, such as Kenya through the Huduma Kenya Program or Huduma Centers, and Indonesia, particularly West Java Province, through the Satu Data Jawa Barat (One Data West Java) Program. The Huduma Kenya Program or Huduma Centers are integrated directly into digital platforms via e-Huduma and m-Huduma, enabling broader public service delivery. Meanwhile, the *Satu Data Jawa Barat* Program centralizes and integrates data from various government agencies, enabling evidence-based decision-making and providing inclusive and representative public policies or services.

The citizen-centric service approach can be an optimal solution for delivering public services, as it not only seeks to simplify service processes but also strives to understand the needs of the public. Thus, citizen-centric service aims to deliver inclusive and representative public services by focusing on the citizens. Additionally, the citizen-centric service approach must be supported by adequate technology and a clear institutional structure.

## Suggetion

E-government services through a citizen-centric service approach aim to provide effective, efficient, inclusive, and representative public services, the government must also consider citizens' access to digital technology. This means the government needs to expand digital infrastructure, especially in remote areas.

Additionally, improving digital literacy must be carried out alongside continuous evaluations of the programs implemented, as well as establishing a clear institutional system to evaluate these programs. By taking these aspects into account, the government's goal of delivering high-quality public services through the citizen-centric service approach can be optimally realized and become a sustainable solution.

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