Implementation of E-Government through Moci Legit in Population Administration Services in Sukabumi City 2023-2024

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Abstract

Purpose: Digital transformation in public services has encouraged local governments to develop e-government, but its implementation still faces various obstacles. Therefore, this study aims to analyze how e-government is implemented in population administration services through the Moci Legit application in Sukabumi City in 2023-2024.

Methodology/approach: This research analyzes the application of Moci Legit in population administration services in Sukabumi City in 2023-2024 using qualitative methods. Data collection was conducted through literature studies and field studies consisting of observation, interviews, and documentation.

Results/findings: The results showed that the implementation of the Moci Legit application has not been able to fulfill the successful elements of e-government development optimally. In the Support element, socialization has not been carried out thoroughly and consistently. In the Capacity element, there is no special budget for Moci Legit, and the number of human resources available is still insufficient and insufficient. In the Value element, the benefits of Moci Legit can already be felt by the community, but not optimally because there are still various obstacles felt by the community.

Conclusions: Disdukcapil Kota Sukabumi needs to set a routine schedule for socialization, allocate special funds for Moci Legit, increase human resources, and conduct periodic evaluations of the Moci Legit application to reduce technical problems that often occur.

Limitations: Sukabumi City government's focus on the implementation of e-government in population administration services.

Contribution: The research results can provide input and contributions to the Sukabumi City government.

Keywords: *E-Government, Moci Legit, Population Administration Services.*

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1. Introduction

The development of information and communication technology now influences all aspects of life, including the social, political, economic, health, educational, and governmental sectors. The implementation and utilization of technology by the government cannot be separated from various issues in governmental activities, particularly in providing public services and fulfilling citizens' rights as guaranteed in Article 18 of Law Number 25 of 2009 on Public Services. The use of digital technology in the government sector is commonly referred to as e-government. The idea of e-government initially emerged in response to the objective of providing optimal governmental or public services for citizens as service users.

E-government can be defined as the use of digital technology by the government to transform its work processes to make services more transparent, accountable, effective, and efficient (Sudirman and Saidin, 2022). The utilization of information technology in public services is a shared responsibility between the central and regional governments. Based on Law Number 23 of 2014 concerning Regional Government, the implementation of e-government is included in concurrent governmental affairs, particularly mandatory affairs not related to basic services in the fields of communication and informatics, as well as population administration and civil registration.

Referring to this provision, the Sukabumi City Government has utilized information and communication technology. The use of ICT is regulated by Sukabumi City Regional Regulation Number 5 of 2020 concerning the Electronic-Based Government System. The Sukabumi City Government has adopted various digital applications and platforms to improve the efficiency and effectiveness of public services, one of which is the Moci Legi application. Moci Legit stands for Masyarakat Kota Sukabumi Cepat, Terintegrasi, Lebih Mudah, Gratis dan Terpercaya (Fast, Integrated, Easier, Free, and Reliable Sukabumi City Community). Through this application, citizens can easily access population administration services such as ID card (KTP) issuance, family card (KK) issuance, child identity card (KIA) issuance, moving-in certificates, birth certificates, and death certificates.

In implementing the Moci Legit application managed by the Sukabumi City Civil Registry Office (Disdukcapil), several issues have emerged, such as the lack of consistent and comprehensive socialization to the public. Based on preliminary interview findings conducted on June 24, 2024, Disdukcapil Sukabumi disseminated information through several methods, including mass media (radio), social media, such as Instagram and Facebook, and face-to-face socialization. However, face-to-face socialization does not have a regular schedule.

Figure 1. User Reviews of the Moci Legit Application
Source: Moci Legit Application Page on Google Play Store (2023)

Figure 2. Service Situation at the Sukabumi City Disdukcapil Office
Source: Researcher Documentation (2024)

The user reviews above further indicate that insufficient socialization is one of the reasons citizens experience difficulties accessing the Moci Legit application. In addition, the image above shows that many people still prefer to visit the Disdukcapil office directly to process their population documents. This is because not all citizens are aware of the Moci Legit application-based service.

Figure 3. User Reviews of the Moci Legit Application
Source: Sukabumi City Disdukcapil Instagram (2024)

Another issue is that service completion times do not align with the standard time requirements specified in the SOP. Although the established service standards require that documents be processed within a single day, delays still happen. Another issue is the limited budget allocation, which hinders the optimal development and maintenance of the Moci Legit application. This is evidenced by the absence of a complaint-handling feature in the application. Consequently, users who encounter issues cannot directly submit questions or report problems through the app.

Figure 4. User Reviews of the Moci Legit Application
Source: Moci Legit Application Page on Google Play Store (2023)

Finally, the benefits of the application have not been fully realized by the public. One contributing factor is the frequent occurrence of system errors within the application, which obstructs the process of submitting population document requests. Additionally, the public still encounters difficulties, such as limited digital literacy and a lack of interest in learning how to use the application. These obstacles hinder the optimal implementation of e-government through the MOCI Legit application.

Research on the implementation of e-government in public service delivery is not novel. Several studies have been conducted on related topics. As foundational references, this study refers to previous research, such as that by Sitompul and Widiyarta, which shows that the support, capacity, and value elements in the implementation of the Salaman application have been fulfilled (Sitompul & Widiyarta, 2023). Oriza, Kusumadewi, and Abdal showed that the implementation of the SITePAK application has not been perfect and is marked by several issues (Oriza & Kusumadewi, 2022). Similarly, Andriani, Rachmawati, and Nur (2023) found that the use of the Moci Legit service application in terms of productivity, quality, efficiency, and satisfaction is not yet fully effective (Andriani et al., 2023).

This research is motivated by the importance of systematically evaluating the implementation of digital public services at the regional level using a comprehensive theoretical approach. Many previous studies tend to assess the success of digital services only from technical aspects or user satisfaction, without exploring the role and preparedness of the government as a policy implementer. Using the Harvard JFK School of Government framework—which emphasizes three elements: support, capacity, and value—this study examines the implementation of the Moci Legit application in terms of institutional commitment, resource availability, and societal benefits. This approach allows researchers to examine the relationship between the readiness of local governments as governing actors and the extent of service utilization by the public as the governed.

2. Literature Review

2.1 Concept of E-Government

E-government refers to the use of digital technology to transform governmental activities to improve effectiveness, efficiency, and service delivery (Nugraha, 2018). The benefits of implementing e-government include enhancing the quality of public services, promoting transparency and accountability in governmental administration, reducing operational costs, and creating a society capable of responding to various challenges quickly and accurately (Ximenes et al., 2024). This concept is important to analyze in this study because the Moci Legit application represents a concrete form of digital innovation by the Sukabumi City Government in realizing effective, efficient, and accessible public service.

Sudirman and Saidin (2022) add that the implementation of e-government reflects a paradigm shift in bureaucracy toward an adaptive and dynamic governmental system based on digital technology. This shift allows governments to overcome classic challenges, such as service delays, low efficiency, and lack of transparency. Moreover, in developing regions, e-government plays a crucial role in expanding access to public services, increasing digital literacy, and strengthening social inclusiveness. The success of e-government implementation depends greatly on institutional commitment, policy continuity, and human resource readiness. Through the case of the Moci Legit application in Sukabumi City, they found that insufficient socialization and limited technical training can hinder the effectiveness of such digital innovations. These findings align with those of Sensuse, Prima, Cahyaningsih, and Noprisson (2017), who emphasized the importance of knowledge management practices in e-government to transform institutional knowledge into publicly accessible information.

According to Meiyanti, Utomo, Sensuse, and Wahyuni (2018), developing countries face structural challenges such as limited financial resources, uneven digital infrastructure, and low human resource capacity issues. Therefore, e-government implementation must be built on an adaptive organizational culture, continuous learning, and cross-sector collaboration. Meanwhile, Salsabila and Isyanto (2025) highlight that the Industrial Revolution 4.0 requires governments to integrate artificial intelligence, big data, and automation into governance systems to be more proactive and data-driven. Globally, modern governance is shifting toward citizen-centric approaches in which governments act as facilitators, enabling the public to participate in the co-creation of public services. This trend is reflected in Indonesia through innovations such as the Moci Legit application, which is designed to simplify administrative procedures, accelerate service delivery, and enhance citizen satisfaction through digital-based systems.

Tasyah, Septiya, Fernanda, and Chesilia (2021) further explain that in the new normal era, e-government must emphasize flexibility and inclusiveness to ensure that public services can continue even during crises. Meanwhile, a study by Waruwu, Salsabila, and Fathani (2023) in the Batam Free Trade Zone found that the digitalization of public services can increase efficiency but still requires stronger interagency integration. Therefore, the success of e-government is determined not only by technological readiness but also by the government's ability to instill digital values such as transparency, collaboration, and accountability. Overall, the implementation of e-government in Sukabumi City through the Moci Legit innovation reflects the adaptation of global concepts to a local context. The success of this program depends on public engagement, consistent policy support, and a two-way communication system between the government and the citizens. Hence, the effectiveness of e-government is shaped by the synergy between technological readiness and institutional capacity to create sustainable digital governance.

International research by Sensuse et al. (2017) shows that the success of e-government is determined by three main factors: technological infrastructure, human resource capacity, and institutional support. Meiyanti et al. (2018) add that developing countries face challenges such as limited budgets, bureaucratic cultural resistance, and low levels of digital literacy, all of which hinder the effectiveness of e-government implementation. In the Indonesian context, the concept of e-government has a strong legal foundation, as outlined in Presidential Regulation Number 95 of 2018 concerning the Electronic-Based Government System (SPBE), which emphasizes the importance of integrating information systems across institutions and simplifying technology-based bureaucratic processes. The government also reinforces this implementation in Law Number 25 of 2009 on Public Services as an instrument for improving service quality through digital innovation.

In addition, according to Waruwu et al. (2023), the implementation of e-government has a strategic dimension in strengthening regional competitiveness, fiscal efficiency, and increasing public participation. In the era of Industrial Revolution 4.0, e-government has become a key instrument for connecting data, services, and public policies in real time, while also serving as a means of public accountability (Almahdali, 2025). Thus, e-government can be understood as a digital governance ecosystem that requires synergy among regulations, human resources, technology, and community participation. In the context of this study, the implementation of the *Moci Legit* application in Sukabumi City represents a concrete manifestation of e-government aimed at delivering fast, transparent, and integrated population-administration services.

2.2 Elements of Successful E-Government Development
Based on studies and research conducted by the Harvard JFK School of Government, as cited in the book *"Konsep dan Strategi Electronic Government"* by Richardus Eko Indrajit, there are three key elements for the successful implementation of digitalization in the public sector:
1. *Support*

   The most fundamental and crucial aspect of implementing e-government is the presence of genuine commitment from stakeholders, including public officials and politicians. This commitment is not merely formal or driven by trends but must reflect the true intention to build a sustainable digital government. The expected support includes several essential components, such as
   a. The importance of an e-government framework as a key factor for a country's success in achieving its vision and mission. In this regard, the government must share a mutual understanding that e-government development is integral to pursuing national goals and aspirations. Therefore, e-government programs should be positioned as one of the main priorities in development efforts (Indrajit 2016).
   b. The allocation of resources at every level of government (Indrajit, 2016).
   c. Development of supporting infrastructure and superstructures. This means that the government must also create conditions that facilitate the growth of e-government by building physical infrastructure and establishing clear regulations. This includes forming relevant legal frameworks and establishing specialized institutions responsible for coordinating e-government implementation (Indrajit, 2016).

d. The dissemination of e-government concepts is even and continuous, both within the bureaucracy and to the wider public (Indrajit, 2016).

The support element becomes the foundation for assessing the extent to which the Sukabumi City Government is committed to the development and implementation of the *Moci Legit* application in terms of policy, regulation, and resource allocation.

2. *Capacity*

Capacity refers to the capability of a government institution to implement and realize the planned e-government program. Several key aspects must be fulfilled, including the following:

a. The availability of an adequate budget (Indrajit, 2016).
b. The availability of sufficient information technology infrastructure (Indrajit 2016).
c. The availability of competent and skilled human resources in their respective fields (Indrajit, 2016).

The capacity element is used to assess the internal readiness of the Sukabumi City Civil Registry Office (Disdukcapil) to support the operation of *Moci Legit*, particularly regarding funding, infrastructure, and human resources.

3. *Value*

The value element focuses on the direct benefits experienced by citizens as service providers. The government must ensure that digital innovations, such as e-government applications, address public needs and have a positive impact (Indrajit, 2016). This study uses the value element to examine the extent to which *Moci Legit* provides convenience and satisfaction to the residents of Sukabumi City in accessing population administration services.

Based on the explanation above, the researcher developed a conceptual framework to facilitate the flow of thinking as follows:
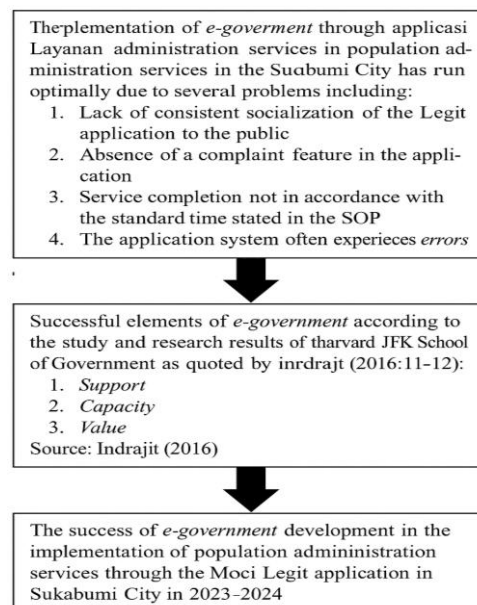
The‑plementation of *e-goverment* through applicasi Layanan administration services in population administration services in the Suabumi City has run optimally due to several problems including:

1. Lack of consistent socialization of the Legit application to the public
2. Absence of a complaint feature in the application
3. Service completion not in accordance with the standard time stated in the SOP
4. The application system often experieces *errors*

Successful elements of *e-government* according to the study and research results of tharvard JFK School of Government as quoted by inrdrajt (2016:11–12):

1. *Support*
2. *Capacity*
3. *Value*

Source: Indrajit (2016)

The success of *e-government* development in the implementation of population admininistration services through the Moci Legit application in Sukabumi City in 2023–2024

Diagram 1. Conceptual Framework Model
Source: Processed by the Researcher (2024)

2.3 Hypothesis Development

Several previous studies provide varying insights into the implementation of e-government in Indonesia, each demonstrating different levels of success. Sitompul and Widiyarta showed that the elements of support, capacity, and value were fulfilled in the implementation of the Salaman application (Sitompul & Widiyarta, 2023). Meanwhile, a study by Oriza et al. revealed that the implementation of the SITePAK application has not run optimally, as indicated by slow data updates, limited public understanding of application features, and frequent system disruptions (Oriza et al., 2022). Andriani et al. (2023) assessed that the Moci Legit application has not been operating effectively due to limited

socialization to the community and weak technical quality of the application (Andriani et al., 2023). Bao et al. found that the implementation of e-government in public services in Jayapura City has not been maximized due to insufficient human resources, communication technology infrastructure constraints, limited budget, and organizational barriers (Bao, Ayomi, Bakri, & Ndibau, 2023). Anggraeni and Purnamasari (2022) show that the Sapa Cetar application still faces challenges, such as insufficient human resources to manage the system.

Furthermore, Syaputra's research indicates that the use of technology through the E-Kelurahan application still encounters obstacles, such as the limited digital competence of village officials (Syaputra, 2021). Suharyana's research suggests that the implementation of e-government in Banten Province remains suboptimal, as some information services needed by the public are still unavailable (Suharyana, 2017). Research by Irma et al. reveals that the implementation of e-government in Binjai City continues to face challenges, particularly difficulties experienced by citizens in using the application (Irma, Ginting, Agusmidah, & Leviza, 2023). Putri and Reviandani showed that the Digital ID Card program in Surabaya City has not run optimally due to insufficient information provided by village officials (Putri & Reviandani, 2023). Lastly, Aprianty's research demonstrates that the implementation of e-government in Sambutan District, Samarinda City, still has shortcomings, such as limited resources, lack of socialization, and miscommunication between leaders and staff (Aprianty, 2016).

Although earlier studies have discussed the Moci Legit application, this study differs in terms of the theoretical foundation used for analysis. Previous research has relied on effectiveness measurement theories by Gibson and Steers, which include productivity, quality, efficiency, flexibility, and satisfaction. This study adopts the theory of key success elements of e-government development formulated by the Harvard JFK School of Government, which comprises three elements: support, capacity, and value (Indrajit, 2016). Therefore, this study addresses the research gap by evaluating the technical and administrative aspects of the Moci Legit application and assessing its overall success using a more integrative approach. This approach enables the analysis of both internal government readiness and the quality of relationships between the government as a service provider and society as a service recipient. The Harvard JFK School of Government framework provides analytical tools for examining institutional commitment, implementer capacity, and perceived citizen benefits.

The main problem in this study is the suboptimal implementation of the Moci Legit application in the digital population administration services. Although the government has provided this application as part of e-government transformation, its implementation still faces several issues, such as limited socialization of the Moci Legit application to the community, service completion not meeting the standard timeline stated in the SOP, the absence of a complaint feature, and frequent system errors. These conditions lead citizens to prefer manual procedures, preventing the full realization of e-government objectives in the process.

Based on the issues and research gaps presented, the hypotheses developed in this study refer to the theoretical approach of e-government success elements, which consist of three components: support, capacity, and value. In the context of implementing e-government through the Moci Legit application, these three elements serve as the foundation for assessing the extent to which e-government implementation can be considered successful. The support elements include the agreed-upon e-government framework, resource allocation, establishment of infrastructure and superstructure, and dissemination of e-government concepts. The capacity element encompasses adequate budget availability, ICT infrastructure and competent human resources. The value element emphasizes the benefits directly perceived by users, such as ease of access and time efficiency. Through this approach, this study aims to provide a comprehensive evaluation of whether the Moci Legit application meets the success criteria of e-government. Therefore, the hypothesis of this study is that the implementation of e-government through the Moci Legit application in population administration services in Sukabumi City has not yet been optimal when viewed from the elements of support, capacity, and value.

3. Research Methodology

In this study, the researcher employed a qualitative research approach. The use of this method is considered appropriate because this study aims to provide a comprehensive, detailed, and accurately interpretable description (Moleong, 2013). This research aims to implement e-government through the Moci Legit application carried out by the Department of Population and Civil Registration of Sukabumi City, as well as the experiences of the community as service users.

3.1 Data Collection Techniques

The data collection techniques in this research were conducted through literature and field studies, which produced primary and secondary data. Primary data were obtained through field studies using observation, interviews, and documentation, while secondary data were obtained through a literature study (Sugiyono, 2017). In the field study, the researcher used overt or covert observation, in which the researcher explicitly informed the respondents that a study was being conducted, allowing them to be aware of the researcher's actions. To obtain information and data, the researcher selected structured interviews by preparing a set of written questions to be included in the interview guidelines. Therefore, the researcher had already identified the types of information and data to be obtained, explored, and collected from informants.

3.2 Informant Selection Technique

The purposive sampling method was used to select informants. In this case, the selected research informants were those who possessed the capacity to provide factual information and data about the program. The informants in this study were the Head of the Cooperation and Service Innovation Section of the Department of Population and Civil Registration of Sukabumi City, the Head of the General Affairs and Staffing Subdivision of the same department, and community members who used the Moci Legit application.

3.3 Data Validation Technique

The data validation technique used in this study was source triangulation. Through this technique, the researcher verified and compared the information and data obtained from one source with those from other sources.

3.4 Data Analysis Technique

The data analysis technique used in this research refers to the stages of the Miles and Huberman model, as described by Sugiyono, which include data reduction, data display, and conclusion drawing (Sugiyono, 2017).
a. Data reduction was carried out by selecting, simplifying, and transforming raw data obtained from field notes to provide a clearer overview (Sugiyono, 2017).
b. Data display was conducted by systematically organizing information in the form of brief descriptions, charts, tables, and graphs to facilitate understanding (Sugiyono, 2017).
c. Conclusion drawing was carried out by formulating conclusions based on the data that had been processed through data reduction and display (Sugiyono, 2017).

4. Results and Discussion

4.1 Support

Support from the government, often referred to as political will, is the primary and most crucial factor in implementing e-government. Political will reflects the extent to which the government plays an active role in encouraging, developing, and ensuring the sustainability of innovation within the governmental system. Without adequate support, the implementation of e-government is likely to encounter obstacles and fail to operate effectively. The forms of support referred to include the following:

4.1.1 The Importance of the E-Government Framework as a Key to National Success in Achieving Its Vision and Mission

This aspect is one of the key determinants of success in achieving the vision and mission that the government must carry out in implementing e-government. In this study, the government in question is

the Department of Population and Civil Registration, which has agreed that the implementation of e-government through the Moci Legit application is an important factor in achieving the vision and mission of the Sukabumi City. The researcher obtained findings from interviews indicating that the implementation of e-government through Moci Legit is aligned with the City's Vision of "Nyaman" (Comfortable) and Mission number 4, namely "Realizing good and innovative governance (good governance)." This commitment demonstrates clear policy support from the Sukabumi City Government. This is also consistent with the theoretical framework of the Harvard JFK School of Government (Indrajit, 2016), which states that aligning programs with the vision and mission constitutes essential support. In relation to this matter, the researcher obtained the following information from the Head of the Cooperation and Service Innovation Section of the Department of Population and Civil Registration of Sukabumi City.

> "Yes, Moci Legit is aligned with the vision and mission of Sukabumi City and the Department, he said. From the Department's perspective, this application aligns with the first mission, which is to make population document services faster, easier, and more integrated. Then for the vision, it corresponds to the phrase 'making the community happy.' As for the City's vision, it connects to the 'comfortable' pillar because it makes services easier and more efficient. And for the mission, it aligns with number 4." (Interview Result, February 3, 2025)

4.1.2 Allocation of Resources at Every Level of Government

According toIndrajit (2016), one of the essential aspects of capacity is the availability of an adequate budget and human resources. This finding is also consistent with the results of research conducted by Andriani et al. (2023), which states that insufficient budget allocation becomes a major obstacle to the effectiveness of digital-based public services. First, the allocation of human resources referred to in this study concerns the involvement of the regional apparatus in the implementation of the Moci Legi application. In the context of this research, the human resources managing Moci Legit are entirely the responsibility of the Department of Population and Civil Registration (Disdukcapil) of Sukabumi City, without coordination with other regional apparatus. The Head of the Cooperation and Service Innovation Section of the Department provided the following explanation:

> "From the beginning until now, Moci Legit has been managed solely by Disdukcapil without any cooperation with other parties, because the full authority to manage Moci Legit belongs only to Disdukcapil. We use human resources with an IT background to manage Moci Legit." (Interview Result, February 3, 2025)

Another explanation was provided by the Head of the General and Staffing Subdivision of the Department of Population and Civil Registration of Sukabumi City.

> "For HR at Disdukcapil, we utilize the existing staff, but because the number of civil servants is limited, we are also assisted by THL (Daily Freelance Workers), especially in the front office and consultation sections. To improve staff readiness, we conduct capacity building every year, usually held outside the city and lasting about two days. The activities include technical guidance." (Interview Result, February 6, 2025)

Second, the allocation of financial resources in this study refers to the budget used to provide population administration services through the Moci Legit App. From a financial perspective, no specific budget is available for the development and maintenance of the Moci Legit application. The researcher obtained the following information from the Head of the Cooperation and Service Innovation Section:

> "There is no specific budget for the Moci Legit application, nor is there support from other parties. So, we use a self-managed budget, meaning we utilize funds already available at Disdukcapil." (Interview Result, February 3, 2025)

Based on the above findings, the researcher concludes that human resources for the implementation of e-government through the Moci Legit application in population administration services in Sukabumi

City have been properly allocated. This is indicated by the presence of employees with IT backgrounds and the involvement of Daily Freelance Workers. Technical guidance is also provided to employees to improve their understanding and skills. However, regarding financial resources, the researcher concluded that they have not been allocated adequately. This is because no dedicated budget has been provided or separated specifically for the Moci Legit App. This situation may limit the development and maintenance of the application, as it is still managed using self-managed funding and existing resources.

4.1.3 Development of Supporting Infrastructure and Superstructure

From the perspective of the theoretical framework developed through the studies and research of the Harvard JFK School of Government, this aspect emphasizes that the success of e-government is determined not only by political will but also by technical readiness and the legal framework underpinning its implementation. This finding is consistent with that of a study conducted by Sitompul and Widiyarta (2023), which states that the existence of infrastructure and regulations is a crucial prerequisite to support the efficiency and continuity of digital-based public services. Infrastructure in the implementation of e-government through the Moci Legit application has been properly implemented.

This is indicated by the availability of facilities such as computers and printers and the provision of a dedicated server for Moci Legit to support data storage and downloads, particularly for photos. In addition to infrastructure, supporting superstructures have also been implemented well, as indicated by the legal foundations underpinning the implementation of the Moci Legit application, including Presidential Regulation No. 95 of 2018 concerning the Electronic-Based Government System (SPBE), Sukabumi City Regional Regulation No. 5 of 2020 concerning SPBE, and Minister of Home Affairs Regulation No. 7 of 2019 concerning Online Population Administration Services. Thus, it can be concluded that the development of supporting infrastructure and superstructure in the implementation of e-government through the Moci Legit application has been carried out appropriately.

Figure 5. Computers and Printers Supporting Moci Legit
Source: Researcher's Documentation (2025)

4.1.4 Dissemination of the E-Government Concept

Dissemination is an important step that must be undertaken by the government to introduce and provide an understanding of the implementation of e-government. The dissemination process must be continuous so that both the government and the public can receive clear information and understand the mechanisms of e-government implementation. The Department of Population and Civil Registration (Disdukcapil) of Sukabumi City has disseminated information on the implementation of e-government through the Moci Legit application through the Jemput Bola outreach program, social media, and the distribution of leaflets. This was conveyed by the Head of the Cooperation and Service Innovation Section, who stated the following:

> "The first dissemination was conducted at the Disdukcapil office by Disdukcapil officials. Second, dissemination was carried out at various external activities, for example, during Jemput

Bola services. Third, we distributed Moci Legit leaflets. Fourth, at the time of the initial launch, dissemination was carried out in sub-districts and villages. However, at present, dissemination is not conducted regularly." (Interview Result, February 3, 2025)
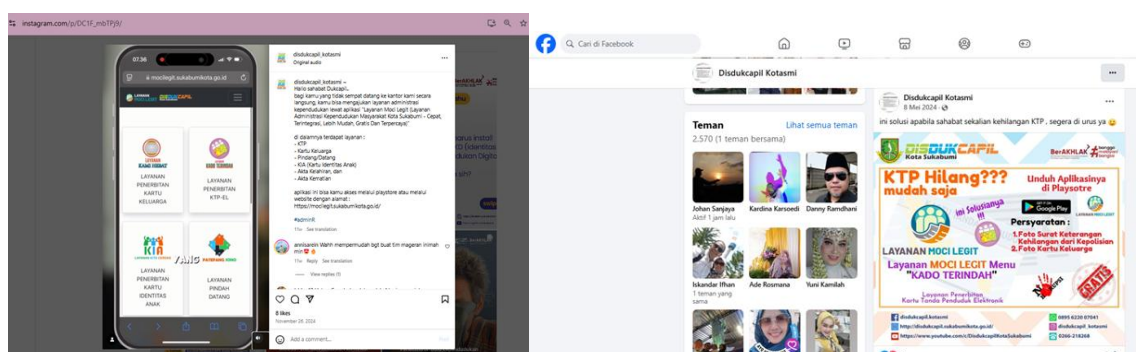

Figure 6. Dissemination of Moci Legit Through Social Media
Source: Documentation of Disdukcapil Sukabumi City (2025)

Figure 7. Dissemination of Moci Legit Through the Jemput Bola Program
Source: Documentation of Disdukcapil Sukabumi City (2025)

Although Disdukcapil has made several efforts to disseminate information, its implementation has not been consistent or comprehensive. Many members of the public are unaware of the application or how to use it because they have never received official information directly from the government regarding the program. These findings were supported by the experiences of citizens who used the application. Furthermore, several obstacles remain in the dissemination process of these findings. The Head of the Cooperation and Service Innovation Section explained the following challenges:

"There are still many people, especially the elderly, who are not familiar with technology or are technologically illiterate. Second, many still use phones that are not Android-based; therefore, they often have difficulty accessing the application. Third, some people still feel more comfortable coming directly to the Disdukcapil office to process population documents." (Interview Result, February 3, 2025)

The main problem with the support element is the lack of dissemination by the government. Based on field findings, the Sukabumi City Disdukcapil has disseminated information about the Moci Legit application; however, its implementation is not evenly distributed or continuous. This is evident from the lack of a routine schedule for dissemination activities. Furthermore, based on interviews with application users, many stated that they had never received direct information from the government. This lack of dissemination results in low levels of public awareness regarding the existence and use of the Moci Legit application. Consequently, many citizens still prefer to visit the Disdukcapil office

directly to manually process population documents, leading to long queues and slow service processes. This condition illustrates the weak role of the government in building communication with the public.

4.2 Capacity

The capacity element refers to the extent to which the government possesses the ability and resources to realize the concept of an e-government. This study concerns the extent to which the Department of Population and Civil Registration (Disdukcapil) of Sukabumi City is capable of developing and operating the Moci Legit application as the main implementing agency. Three essential aspects must be considered by the government in this regard.

4.2.1 Availability of Adequate Resources

Financial resources are a crucial component because they directly affect the success of e-government implementation, including the development of information technology infrastructure, application development, provision of human resources, and dissemination. In the context of implementing e-government through the Moci Legit application, this study found that budget limitations are the primary obstacle to the development and maintenance of the application. The budget is entirely sourced from the Regional Revenue and Expenditure Budget (APBD) without a special allocation for Moci Legit, resulting in its management relying on existing operational or information technology budgets through a self-managed system. This means that the available financial support is insufficient to optimally support service feature innovation or ensure continuous application maintenance to function properly. The researcher obtained the following information from the Head of the Cooperation and Service Innovation Section of Disdukcapil, Sukabumi City:

> "The funding source is purely from the APBD. However, if you ask whether there is a specific budget for Moci Legit in the APBD, there is none. Therefore, we only use the existing budget, for example, from operational or information technology allocations. Its development could be considered self-managed, using available resources without a dedicated budget. As for whether it is sufficient, it is not fully adequate. Ideally, additional funding is needed for feature development and maintenance so the application can perform more optimally, especially since we want to expand it into 21 integrated applications." (Interview Result, February 3, 2025)

One of the key problems within the capacity element is the unavailability of a complaint feature in the application, which results in users who experience difficulties in using Moci Legit being unable to directly submit questions or report issues. This condition potentially reduces the responsiveness and public trust in the digital services provided. Based on field findings, this issue occurs due to limited budgeting, which directly impacts the restricted development and maintenance of applications.

4.2.2 Availability of Information Technology Infrastructure

The Department of Population and Civil Registration (Disdukcapil) of Sukabumi City, as the implementing agency of the Moci Legit innovation, must provide adequate information technology infrastructure to ensure successful implementation and goal attainment. The availability of information technology infrastructure used in the implementation of e-government through the Moci Legit application for population administration services is adequate. This was conveyed by the Head of the Cooperation and Service Innovation Section as follows:

> "In terms of infrastructure, it is currently sufficient, said the official. We recently procured equipment specifically intended to support Moci Legit services. Technically, this application requires a server and storage media (storage server) because the public must upload documents such as ID cards and Family Cards. Internet networks, computers, and printers are also necessary. So far, from the infrastructure side, we can say it is adequate."(Interview Result, February 3, 2025)
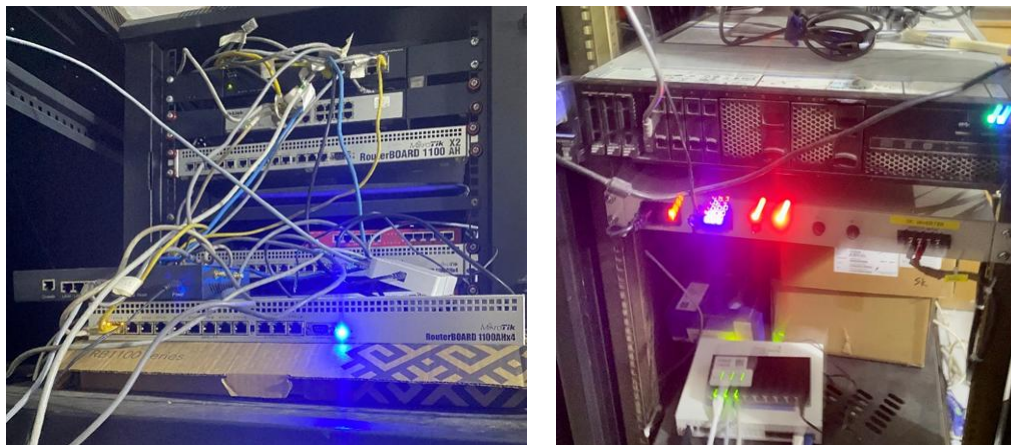
Figure 8. Server and Network Devices Supporting Moci Legit
Source: Researcher's Documentation (2025)

Based on these findings, the researcher concludes that the availability of information technology infrastructure for implementing e-government through the Moci Legit application has been carried out effectively, supported by the presence of servers, network devices, computers and printers. This infrastructure enables the government to operate the Moci Legit app properly.

4.2.3 Competent Human Resources

The availability of human resources responsible for operating the Moci Legit application generally demonstrates the necessary competence and skills, particularly in information technology. This was explained by the Head of the General and Staffing Subdivision of Disdukcapil, Sukabumi City:

> "In terms of competence and expertise, it already matches the needs for managing Moci Legit. There are indeed some staff members who do not come from an IT background, but the more technical or crucial parts of the application are handled by people with IT expertise. Meanwhile, those who are not from an IT background can adjust through technical guidance sessions." (Interview Result, February 6, 2025)

Although the current human resources managing the Moci Legit application possess the required competencies and expertise, the number of available personnel is still limited and insufficient to handle the workload and meet rapid service targets. This limitation contributes to delays in service completion, which often do not meet the standard processing times stated in the SOP. In many cases, delays occur because the number of staff is disproportionate to the increasing volume of service requests, especially considering that digital services through Moci Legit aim for completion within one day. This is supported by the following interview statement from the Head of the General and Staffing Subdivision:

> "If you ask whether the number is sufficient or not, clearly it is not enough. Especially now, since many tasks related to Moci Legit are handled by THL staff. If the application is intended to be further developed in the future, additional human resources will be required to optimize performance. Moreover, with Moci Legit, services are expected to be completed within one day of application. Previously, without Moci Legit, service completion could take up to three days, but now it requires only one day." (Interview Result, February 6, 2025)

Based on the above issues and findings, the researcher concludes that although the availability of human resources with the competence and skills required to operate Moci Legit is generally adequate—especially in information technology—the number of personnel remains insufficient. Therefore, additional human resources are required to ensure optimal implementation.

4.3 Value

The support and capacity elements are two components that focus more on the role of the government as a service provider. In contrast, the value element emphasizes the role of the community as a service recipient. The extent to which the implementation of e-government is considered beneficial is not determined by the government but by the users themselves. If the community does not perceive any benefit from the implementation of e-government, the innovation can be considered ineffective or of limited value. Therefore, this section discusses the benefits experienced by the people of Sukabumi City from the implementation of e-government through the Moci Legit application in population administration services. The explanation for this element includes two main aspects: the benefits perceived by the community as service recipients and the benefits obtained by the government as the service provider.

The benefit for the government from implementing e-government through the Moci Legit application is the ability to provide services that are easier, more effective, and more efficient. Meanwhile, the benefit for the community can be seen, among other indicators, from the number of service submissions received through Moci Legítimo. From January 2023 to January 2025, 37,823 applications for population administration services were submitted through this application. This aligns with the data presented in the recap report of population administration services submitted via Moci Legit, as follows:

Table 1. Recapitulation of Moci Legit Services for 2023–2025

Month	Total	KK	KTP	KIA	Moving-In/Migration	Birth Certificate	Death Certificate
01-2023	2.343	604	745	202	335	329	128
02-2023	2.112	635	613	162	301	281	120
03-2023	1.725	503	479	114	271	254	104
04-2023	1.110	280	306	116	147	184	77
05-2023	2.400	696	644	182	381	348	149
06-2023	1.889	504	531	152	272	337	93
07-2023	2.316	610	611	209	340	436	110
08-2023	1.646	508	354	24	303	331	126
09-2023	1.826	614	541	0	271	296	104
10-2023	1.867	517	541	93	291	321	104
11-2023	1.882	568	504	119	278	303	110
12-2023	1.748	512	522	160	239	233	82
01-2024	1.772	485	523	132	269	261	102
02-2024	1.438	366	458	106	205	219	84
03-2024	1.037	266	294	80	137	196	64
04-2024	1.081	239	255	169	148	205	65
05-2024	1.456	353	394	155	213	279	62
06-2024	1.201	301	329	124	157	212	78
07-2024	1.437	363	386	133	206	243	106
08-2024	1.228	310	355	145	154	200	64
09-2024	947	264	272	69	104	177	61
10-2024	944	236	292	91	99	179	47
11-2024	829	192	228	75	107	177	50
12-2024	831	209	227	69	101	164	61
01-2025	758	173	215	53	110	144	63

Source: Sukabumi City Department of Population and Civil Registration Data (2025)

Furthermore, the benefits gained by the community through the Moci Legit application include easier, more effective, and efficient services. This is reflected in the conveniences experienced by users, such as saving time, cost, and effort, as the community no longer needs to wait in long queues or travel significant distances to process population documentation. However, despite these conveniences, the effectiveness of the application still depends heavily on system stability, and users continue to encounter several challenges. These challenges include technical issues (errors), such as the application unexpectedly closing during data entry or document upload, delays in document issuance, recurring system errors, and unstable internet connections, which often cause upload failures. In addition, some community members still prefer to process documents manually due to limited technological literacy and a lack of comprehensive socialization provided by the government.

Based on the problems and findings above, the researcher concludes that the benefits of the Moci Legit app cannot yet be considered optimal. This is because users still experience various obstacles, particularly system errors. Therefore, the Sukabumi City Department of Population and Civil Registration needs to further optimize the Moci Legit application, especially regarding system improvements and enhanced public socialization, so that the benefits can be more widely and effectively felt by the public.

5. Conclusion

This study shows that the implementation of e-government through the Moci Legit application in population administration services in Sukabumi City during 2023–2024 has not yet been optimal. Suboptimal implementation is caused by several factors within the elements of support, capacity, and value. In the support element, the aspect that remains inadequate is the lack of comprehensive and consistent socialization. This is evident from the absence of a regular schedule established by the Department of Population and Civil Registration (DPM-PR).

In the capacity element, the first aspect that has not yet been optimized is the limited availability of financial resources, which affects application development and maintenance, including the absence of a complaint feature in the application. The second aspect is human resource management. Although the personnel involved possess the required competencies, their number is still insufficient to support fast and efficient service delivery. Meanwhile, in the value element, although the Moci Legit application provides benefits to both the government and the public, the benefits perceived by users remain suboptimal because of persistent technical issues (errors), lengthy document issuance processes, limited technological literacy among users, and inadequate socialization by the government.

Implications

This study indicates that the Sukabumi City Department of Population and Civil Registration must improve in several areas. There is a need to establish a regular socialization schedule and enhance socialization efforts through social media—not merely by distributing posters or promotional designs, but also by providing complete video tutorials on how to use Moci Legit. The Department needs to allocate a dedicated budget for the development and maintenance of Moci Legit instead of relying solely on existing operational funds. Regular evaluations of the application must be conducted to reduce the occurrence of system errors. This can be achieved by strengthening server infrastructure and increasing application responsiveness.

Limitations and Future Research

This study has several limitations, including its restricted scope, focusing solely on the implementation of the Moci Legit App in Sukabumi City. The perspectives explored are still limited to government officials and a portion of MoCi Legit users, thus not representing the full spectrum of user experiences. For future research, to statistically measure user satisfaction, a quantitative method may be employed, or comparative studies between regions implementing digital population-administration services can be conducted. Future studies should explore the experiences of communities not yet reached by digitalization, such as individuals with limited Internet access.

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