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An Integrated Electronic Service Model for the Government of Maros District, Indonesia

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Abstract

This study tried to describe and analyze the alignment model for integrated electronic services in Maros District, South Sulawesi Province, employing a qualitative approach and Focus Group Discussion (FGD) techniques to gather primary data. The qualitative data analysis encompasses three stages: data reduction, data display, and concluding. The findings indicate that the full potential of electronic-based services remains unrealized due to frequent disruptions in the internet network infrastructure and workforce skill caused by mutations. Achieving integrated services necessitates organizational modernization through e-administration, the establishment of internal, external, vertical, and horizontal integration patterns, interconnection of systems, and virtualization of business processes. Moreover, constructing service ecosystems, such as the Online Single Submission (OSS) for business license services, is crucial. The Maros Regency Government aims to optimize the Public Service Mall (PSM) to facilitate the realization of integrated electronic-based public services. This involves developing an electronic government based on the Fixed-Quadrants Model, encompassing stages like the Conventional Organization Stage, Administrative Organization (E-administration), Centralized Services (E-Service Center), Potential Competitiveness, and Competitive Advantage (ecosystem services).

Keywords: *Fixed-Quadrants, Electronic, Integrated Services*

Introduction

Contemporary government services in Indonesia have undergone a process of modernization that emphasizes interconnectedness. It involves the utilization of digital information infrastructure, data and information integration, service development, and the establishment of integrated service collaborations within a single platform. As outlined in Government Regulation of the Republic of Indonesia Number 96 of 2012, which pertains to the Implementation of Law Number 25 of 2009 concerning Public Services, Article 14 stipulates that an integrated service system involves a cohesive approach to managing multiple service types in a unified manner, both physically and virtually, while adhering to predefined service standards. Furthermore, the significance of integrated public services is underscored by Regulation of the President of the Republic of Indonesia Number 97 of 2014, which elucidates the concept of "One Door" as a manifestation of the Indonesian government's commitment to implementing integrated services. Several other regulatory

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frameworks have also been stipulated to facilitate the government's performance through network and application development. Examples include Presidential Regulation Number 95 of 2018, which focuses on Electronic-Based Government Systems (EBGS), the Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 5 of 2018, outlining guidelines for EBGS evaluation, and Presidential Regulation Number 39 of 2019, which pertains to the concept of "One Indonesian Data." Following the insights of Denhardt and Denhardt (2004), the public's demand for efficient, effective, and economical services has driven the formulation of an integrated service model.

The utilization of e-government has notably transformed the dynamics of interac- tion between the government and the community, as highlighted by Al-Khouri (2014). Services that were traditionally reliant on queuing systems (inline) and constrained by operational hours have evolved into online services accessible through the government's website at any time, a concept encapsulated in the phrase "don't stay in line, get online" (Holmes, 2001). Additionally, Mustopadijaya (2003) asserts that e-government serves as a response to the shifting strategic landscape, necessitating efficient, effective, citizen-centric, transparent, and accountable state administration. In the view of Gil-García and Pardo (2005), the triumph of a government information system heavily hinges on the endorsement of organizational leaders and the availability of requisite resources. Consequently, there are three compelling justifications for the development of e-Government; (1) The advent of globalization, arriving earlier than anticipated, has elevated the signifi- cance of issues such as democratization, human rights, legal frameworks, transparency, corruption, civil society, good corporate governance, free trade, and open markets. These matters have become imperative considerations for all nations that wish to main- tain their standing within the global community. In light of this, governments must reevaluate their roles, shifting from an internal focus on domestic needs to an outward orientation aimed at positioning their citizens and countries within the global network (Abu-Musa, A.A., 2007; Fitzroy R. Gordon., 2012); (2) The rapid progression of information technology has enabled the swift generation, dis- tribution, and dissemination of data, information, and knowledge to societies world- wide within seconds. Consequently, individuals across different countries can directly communicate with one another without intermediaries, thanks to this accelerated data exchange (Chih Yu, Chien, 2010); (3) Enhancements in the quality of life across the globe are intricately tied to the improved performance of private industries in conducting their economic activities. The close relationship between communities (as customers) and economic entities has led to the establishment of increasingly refined service standards. However, while the private sector's performance has experienced rapid progress, the public sector has not under- gone a commensurate acceleration. This has created a noticeable gap in quality service standards between public and private service providers, as observed by Indrajit (2006: 7-8).

The hierarchical and functional structure of government frequently poses chal- lenges for the public when interacting with government agencies to fulfill their needs. Therefore, the development of an electronic-based public service model that streamlines public access to government services becomes imperative. Adhering to a traditional public service model that does not align with contemporary requirements could lead to a decline in service quality. This, in turn, diminishes service effectiveness and generates dissatisfac- tion among the community, who are the recipients of these services (Sumirah, 2015). Jati & Dominic (2009) propose that the quality of public services is also influenced by various factors, including time and trust. Djuanaedi (2013) outlines specifications for different patterns of public service delivery as follows:

Functional: This pertains to public services provided by service providers according to their designated duties, functions, and authorities.

Centralized: In this pattern, public services are offered exclusively by a specific ser- vice provider, authorized through delegation of authority from other relevant service provider.

One-Stop Integrated: This approach involves consolidated services provided in a sin- gle location, encompassing various service types without procedural interconnections. Services already close to the community need not be co-located.

Integrated One Door: This service pattern is centralized in one location and covers diverse service types with process linkages, accessible through a single entrance.

Task Force: Public service personnel, whether individual officers or task force groups are designated to provide services within specific agencies and locations.

Public Service Mall: Integrating multiple service units within the framework of the One-Stop Integrated Service, this concept aims to create comfortable and high-quality service experiences through the incorporation of modern amenities.

The principle of electronic integration for services covers both interoperability and interactivity, as stipulated in Article 14 of Law Number 25 of 2009 concerning Public Services. This legal provision defines an integrated service system as a cohesive process that manages multiple service types collectively, both physically and virtually, in compliance with established service standards. Furthermore, the implementation of Integrated Technology Governance, as outlined in Presidential Regulation Number 97 of 2014 in Indonesia, aims to facilitate the execution of integrated public services. This is consistent with the perspective of Gold-Bernstein, Beth (2005), who contends that integrated services represent an optimal solution for achieving exceptional service quality.

Evaluating the effectiveness of electronic-based public services involves an analysis rooted in the Delone and McLean (2003) model. This model comprises three key compo- nents: system quality, information quality, and service quality. Meanwhile, the assessment of user-related variables, including user attention, user satisfaction, and the impact on system users, is gauged through the lens of net benefits. With these considerations in mind, the research objective is to depict and analyze the alignment of the integrated electronic service model within Maros Regency.

Methods

The research was conducted at the Public Service Mall of the One-Stop Investment and Integrated Services, which has affiliations with other public service institutions like the Office of Communication and Information in Maros Regency. Secondary data was collected through techniques involving documents pertinent to the data analysis unit. Meanwhile, primary data collection was carried out using the Focus Group Discussion (FGD) method. The acquired data and information will undergo analysis through the following methodologies:

Business Process Analysis: This entails dissecting a sequence of repetitive and logically connected activities that utilize organizational resources to process a ser- vice objective. The goal is to achieve measurable and predetermined outcomes or products for both internal and external customers.

Qualitative Data Analysis: Utilizing the approach outlined by Miles and Huber- man (1992), this analysis involves data reduction, data presentation, and concluding.

Maturity Model Analysis: This analysis evaluates the level of capacity based on the stages of e-government implementation or the maturity level in utilizing in- formation technology (Source: IT GI, 2007).

Strategic Alignment Stage Analysis: This process is approached as a multi-step procedure, employing a six-step method that incorporates organizational assess- ment based on the Henderson and Venkatraman model (Luftman & Brier, 2000). The alignment

process adheres to the five principles developed by Weill & Ross (2004): IT principles, IT architecture decisions, IT infrastructure, business appli- cation needs, and IT investment and prioritization.

Level	Maturity Level
0 Non Existent	The organization is unaware of existing deficiencies within any identifiable process, implying a lack of recognition regarding theneed for problem-solving.
1 Initial / Ad Hoc	There is evidence that the Public Service Mall of the One-Stop Investment and Integrated Services is aware of, or has docu- mented, issues that require attention. However, the handling of these problems lacks a standardized approach and often occurs on an ad hoc or case-by-case basis, resulting in overall disorgan- ization in process management.
2 Repeatable but Intituitive	While processes are developed by procedural stages and passedon to other parties for implementation, the absence of formal training or communication of standard procedures has led to in-dividual responsibility. This situation has resulted in numerous errors and potential program failures due to a lack of consistentguidance.
3 Defined	Policies are established, standardized, documented, and commu-nicated through training. They are subsequently integrated into the responsibilities of the Public Service Mall of the One-Stop Investment and Integrated Services. Although implemented, ir- regularities persist. This is attributed to incomplete policies, pro-cedures, and standards, as well as occasional complaints that could undermine optimal service delivery.
4 Managed and Measurable	Management oversees and ensures compliance with procedures,taking corrective measures when processes are ineffective. This oversight has led to continuous process enhancement and the es- tablishment of best practices. Automation and tools are utilized within defined parameters.
5 Optimised	The service process has achieved a commendable rating due to ongoing improvement efforts and maturity modeling when com-pared to other organizations. Integrated information technology is employed to automate workflows, provide quality improvement tools, enhance effectiveness, and enable swift or-ganizational adaptation.

Results and Discussion

E-Government Public Service Model Before 2009 and After 2009

Initially, the concept of public services was confined to services dispensed by the government. The prevailing service model before 2009 involved government officials engaging in conventional assistance, preparation, and fulfillment of the requirements for individuals or groups (Sianipar, 1998). Public services offered by governmental bodies cover both service-oriented and non-service-related facilities. Traditional services necessitated direct

interaction between the public and service personnel within intricate bureaucratic setups. This scenario prompted the development and implementation of electronic government solutions, both offline and online (Indrajid, 2006). Moreover, Jusman (2019) emphasizes that integrating the electronic government model into public services within the Public Service Mall (PSM) stands as the optimal approach to enhancing the performance of government officials and all institutional facets.

The stages proposed by multiple experts (Table 1) underscore that integration constitutes the pivotal phase in progressing toward a cohesive system. This encompasses complete integration, enterprise transformation, heightened engagement, and the realization of a fully functional e-government setup. The stages of E-Governance within the framework of the One-Stop Integrated Services at the Public Service Mall in Maros Regency center around the alignment of business strategies and integration processes. These stages then establish a five-tiered framework rooted in the Fixed-Quadrants model, including: 1) defining the role of integration within each business process, 2) enabling organizational modernization through e-administration, 3) constructing internal and external integration patterns, 4) facilitating system interconnections and virtualization of business processes, and 5) establishing a comprehensive ecosystem for fully integrated services.

Table 1. Differentiation Stages of E-governance

Stage Models (Year)	**Highlights (Stages)**	**E-Gov Framework Based on Presidential Instruction No. 3 of 2003**
Layne and Lee (2001)	• Catalogue; • Transaction; • Vertical Integration; • Horizontal Integration	• preparation (web presence) • maturation (interaction) • consolidation (transaction) • utilization (integration/transformation)
Hiller and Bélanger (2001)	• Information; • Two-way communication; • Transaction Integration; • Participation	
Ronaghan (2001)	• Emerging Presence; • Enhanced Presence; • Interactive Presence;	
	• Transactional Presence; • Seamless;	
United Nations (2001)	• Emerging Presence; • Enhanced Presence; • Interactive Presence; • Transactional Presence; • Networked Presence ;	
Deloitte and Touche (2001)	• Information; Publishing/dissemination; "Official" two-way transactions; • Multi-purpose portals; • Portal personalization; • Clustering of common services; • Full integration and enterprise transformation	

Lee (2010)	• Presenting; • Assimilating; • Reforming; • Morphing; • E- governance;	

Source: (Tripathi, 2014)

Electronic Governance Model in Creating Integration

In the present era, governments worldwide acknowledge the potent role of infor- mation and communication technology in amplifying citizen engagement within public policy formulation. It is seen as a means to bolster public trust in governance and to position societies amid the information age and the digital transformation of public services. As Moon (2002) points out, information and communication technology can assist govern- ments in revitalizing confidence in public institutions. This is achieved through enhance- ments in transparency, efficiency, effectiveness, and the facilitation of political participa- tion.

The current interpretation of integrated services within the Public Service Mall encapsulates the regional government's responsibility for overseeing a comprehensive ar- ray of services (service bundling) within its jurisdiction through a unified process, both physically and virtually, all within a single-door, single-roof arrangement. This process spans from the initial application stage to its eventual completion. The Maros Regency Government stands out for its innovation in electronic-based services, both offline and online, to realize outstanding service provision at the Maros Regency One-Stop Investment and Integrated Services within the Public Service Mall (PSM) (Ahmad B., 2018).

To achieve the realization of One-Stop Integrated Services, a pattern covering alignment and integration of services is imperative. The conceptual framework for the elec- tronic governance model in the context of integrated services within the One-Stop Inte- grated Services is outlined as follows; (1) Continual Process Enhancement: This involves a continuous process of improve- ment spanning all components of electronic governance and IT governance. It commences with reinforcing support, capacity, value and proceeds to the enhancement and alignment of organizational structures, processes, and relationship mechanisms; (2) Modernization of Public Administration Strategy: This strategy involves the mod- ernization of administrative organizations, progressing from nascent initiative-level components to more established process-level elements. It encompasses the definition of integration functions and information and communication technology requirements for each service. Other aspects include bolstering information and communication technology institutions, establishing e-master plan policies for the government of Ma- ros Regency, aligning public service organization administration to accommodate evolving community needs, simplifying processes, strengthening the role of organiza- tional structures at strategic and managerial levels through coordination, reporting, and decision-making processes, enhancing data digitization capabilities, and implementing e-government initiatives; (3) Supporting the Integrated Service Concept at the Public Service Mall (PSM): This involves bundling several services and fostering cross-functional collaboration be- tween offices/agencies to deliver improved services to the community. Entities already part of the Public Service Mall include the One-Stop Integrated Service Investment Service, Population and Civil Registry Service, Social Service, Regional Revenue Ser- vice, Regional Revenue Agency, State and Regional Companies, Banking institutions, and other Ministries/Institutions; (4) Technological Exploration for Competitive Potential: This includes initiatives to harness technology for competitive advantages. It encompasses aligning electronic per- formance measurement systems, developing comprehensive and real-time multi-chan- nel reporting applications, promoting automation, and creating expansive platforms or infrastructure for data,

information services, and security; (5) Focus on World-Class Information Technology Services: The strategy here is to establish world-class Information Technology services, involving implementing vari- ous types of services (Ecosystem Services), achieving full government electronic inte- gration, emphasizing high virtualization, and realizing fully functional e-government. The path to achieving a world-class government involves optimizing the Decision Sup- port System framework, selecting systems that foster agility, and ensuring system and platform compatibility for broader service provisions.

Drawing from the conceptual framework of the integrated electronic governance model for the One-Stop Integrated Service, a fixed quadrant framework (Figure 1) has been established to guide the development of the One-Stop Licensing Service delivery model within the Maros Regency Public Service Mall. The fixed-quadrants concept entails a structured workflow framework. This progression commences with the establishment of a foundation for constructing modern organizational administration, individual regulations and guidelines, well-defined business processes, amalgamation of diverse services, and culminates in the attainment of full integration and virtualization stages.

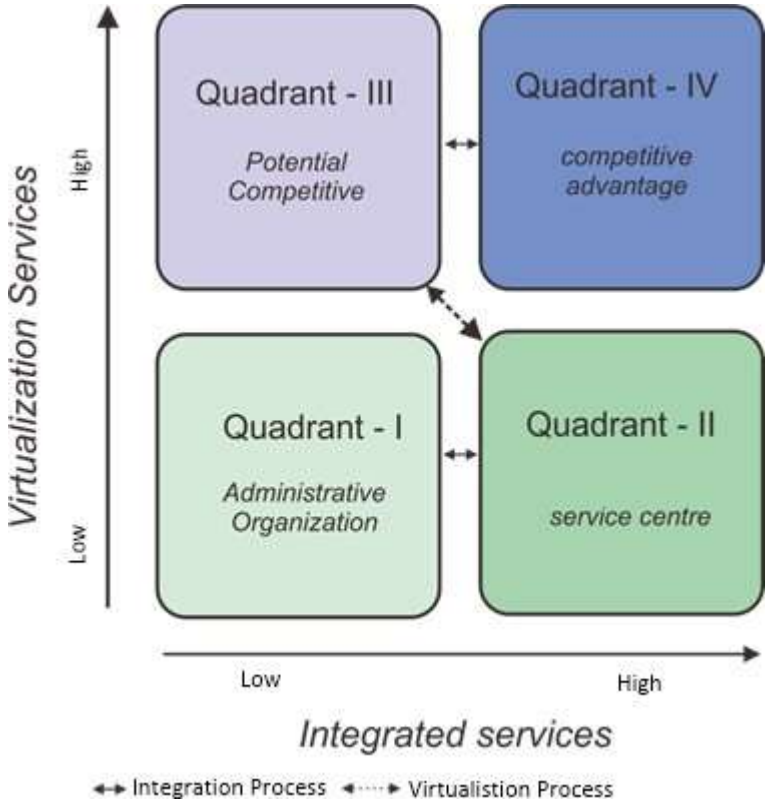


Figure 1. Fixed-Quadrants Model of Electronic Government Implementation in One-Stop Integrated Services at Public Service Mall (PSM) of Maros Regency

Legend:

Quadrant I - Administrative Organization: This quadrant emphasizes building a strategy for modernizing public administration. It involves one-to-one interac- tions, limited service bundling, a high level of customer engagement, and an un- defined integration function and Information and Communication Technology (ICT) needs.

Quadrant II - Centralized Service Perspective: This quadrant presents a service pattern interconnected with various services (service bundling) with a one-to-many approach. It centers on enhancing customer and community-oriented services, fo- cusing on high-service integration. Challenges include misaligned officer compe- tencies with integrated service goals, data and information management, and deci- sion-making processes.

Quadrant III - Potential Competitive Perspective: This quadrant relies on ex- ploring Information Technology (IT) capabilities. Although services remain lim- ited (low service bundling), online virtualization is implemented, reducing physi- cal visits through electronic-based services. Challenges here involve users who lack proficiency in using the online application.

Quadrant IV - Competitive Advantage Perspective: In this quadrant, a wide array of services (Ecosystem Services) are offered, forming an interconnected eco- system. This quadrant signifies a fully functional, world-class e-government setup. Challenges include frequent disruptions in the internet network, insufficient per- sonnel resource skills, and user preferences for offline services.

Table 2. Differentiation Model Stages of E-Governance

Stage Models (Year)	Highlights (Stages)	Fixed-Quadrants Framework
Presidential Instruction No. 3 of 2003	• preparation (web presence) • maturation (interaction) • consolidation (transaction) • utilization (integration/transformation)	1. Defining Integration Functions in Each Business Process 2. Modernizing the Organization through E-Administration 3. Constructing Internal, External, Vertical, and Horizontal Integration Patterns 4. Executing System Interconnection and Business Process Virtualization 5. Establishing Ecosystem Services and Full Functional Integration
Layne and Lee (2001)	• Catalogue; • Transaction; • Vertical Integration; • Horizontal Integration	
Hiller and Bélanger (2001)	• Information; • Two-way communication; • Transaction Integration; • Participation	
Ronaghan (2001)	• Emerging Presence; • Enhanced Presence; • Interactive Presence; • Transactional Presence; • Seamless;	
United Nations (2001)	• Emerging Presence; • Enhanced Presence; • Interactive Presence; • Transactional Presence; • Networked Presence ;	
Deloitte and Touche (2001)	• Information; Publishing/dissemination; "Official" two-way transactions; • Multi-purpose portals; • Portal personalization; • Clustering of common services; • Full integration and enterprise transformation	
Lee (2010)	• Presenting; • Assimilating; • Reforming; • Morphing; • E- governance;	

Sources: Tripathi, 2014, Presidential Instruction No. 3 of 2003.

The e-government One-Stop services model, implemented within the One-Stop Investment and Integrated Services, is proposed as a structured framework with well-defined indicators. This framework commences with the establishment of an appropriate organizational administration development structure, streamlining coordination, configuring individual protocols and standards, and elucidating clear business workflow.

The architecture of both external and internal entity relationships is illustrated as an adaptation of the Fixed-Quadrants e-government service model within the One-Stop Investment and Integrated Services in Maros Regency. The aim is to actualize integrated public services (one-stop e-government), encompassing integrated services across diverse processes ranging from permit applications to their completion via an electronic-based service system.

The journey towards achieving full functional e-government maturity necessitates commencing with the implementation of the One-Stop e-service policy. This involves the integration and the expansion of service offerings (bundling services) and the virtualization of licensing services. The relatively low degree of adaptation within the e-governance process and integrated government functions is attributed to challenges in unifying licensing services, hence positioning the process of government support as the initial phase.

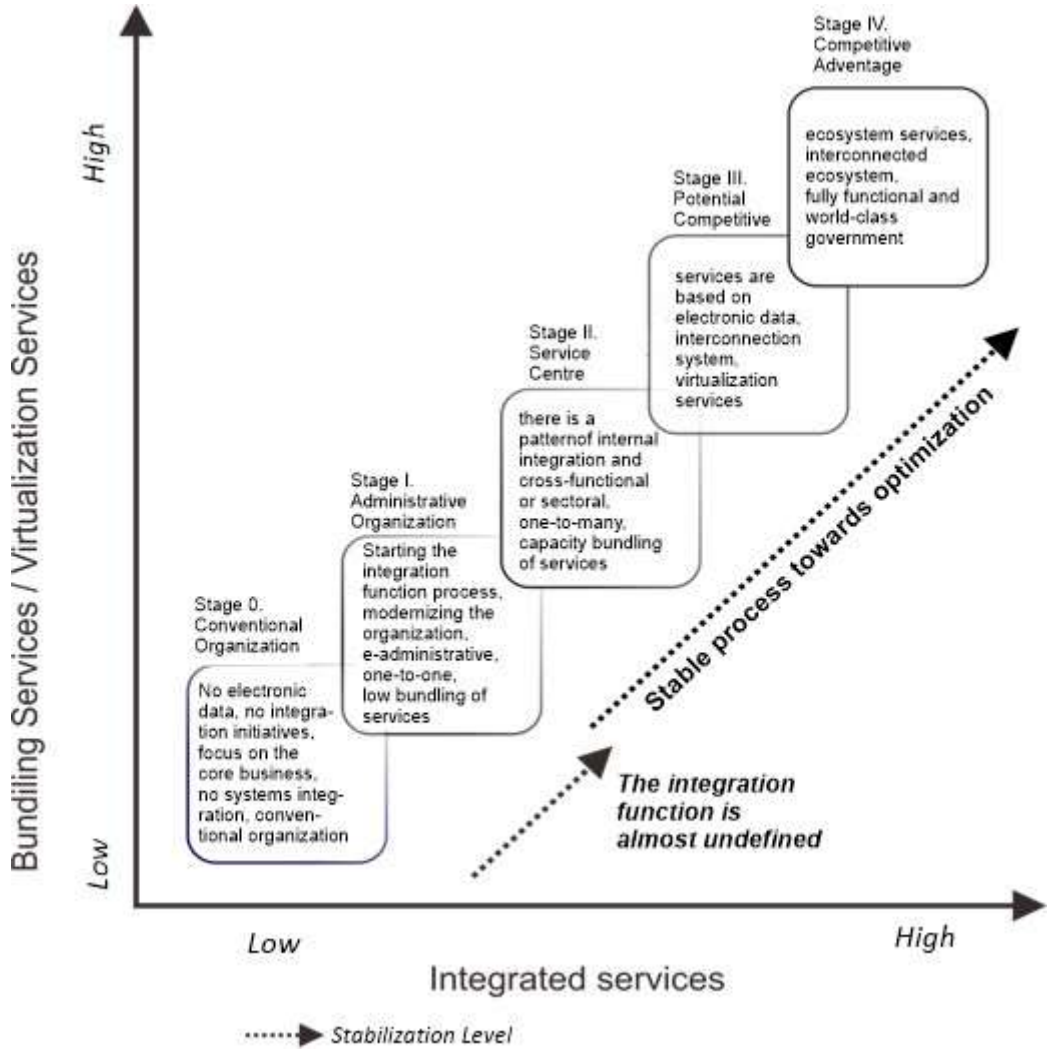


Figure 2. The Implementation of E-Government at the One-Stop Investment and Integrated Services within the Public Service Mall (PSM) in Maros Regency.

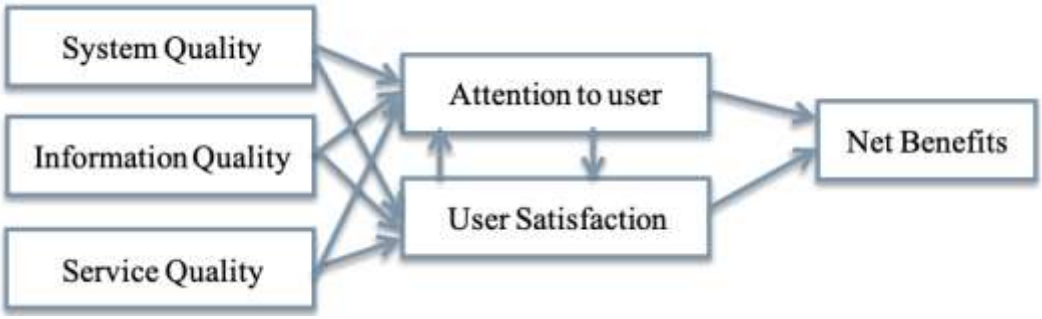
Stage Zero represents the Conventional Organization Stage, characterized by the absence of data electronicization implementation patterns, which highlights the inadequate backing of government policies for constructing integrated services, insufficient capacity, and a lack of understanding regarding the prevailing issues. Despite the existence of a Public Service Mall (PSM), the execution of integrated governance mechanisms, struc- tures, and processes remains suboptimal. This situation is influenced by an elevated volume of complaints concerning the supporting policy system and a dearth of proactive efforts to foster collaboration with all involved service entities, including central and district governments, departmental heads, technical teams, supervisory teams, coaching teams, financial institutions, and others. The initial stage, Administrative Organization (E-administration), marks a stable phase of the integration process. At this point, initiatives and patterns for implementing data electronicization are already in place. Some initiatives align with government policies to establish integrated services, and capacity enhancement endeavors are underway. Un- derstanding of relationship mechanisms is shared among a limited number of staff mem- bers. Training about the structure and process of integrated governance implementation has been conducted. Functional operations are established, adopting a one-to-one approach, and certain types of services (low bundling of services) are consolidated (low bundling of services) within the Public Service Mall (PSM).The second stage, Centralized Services (E-Service Centre), embodies a phase with both internal and cross-functional/sectoral integration patterns. This stage has been offi- cially mandated as an internal policy, binding all employees to its implementation. The approach adopted is either one-to-many or many-to-one, and it encompasses the incorpo- ration of diverse services (capacity bundling of services) within the PSM. Notably, this includes services such as licensing, security, trust, management, navigation and search, transactions, learning, and more.

The third stage, "Potential Competitive," delineates the e-governance applications as comprising an interconnected system that adopts a one-to-many approach, consolidating a multitude of services within the One-Stop Integrated services framework. These cover diverse services, such as identification systems (taxation, registration, booking, voting), authentication systems (e-signature, e-seal, e-time-stamping), e-registered delivery services, and website authentication. This application is accessible to individuals at any time and from anywhere. A prime exemplar of a truly integrated service is the Online Single Submission (OSS) system for licensing, which stems from the implementation of Law Number 6 of 2023 that designates the Government Regulation to replace Law Number 2 of 2022 concerning Job Creation as a Law. OSS is mandated for business entities, minis- tries, institutions, and local governments. Its purpose is to facilitate the management of business licenses for entities meeting certain criteria, including (1) encompassing both business entities and individuals; (2) spanning micro, small, medium, and large enterprises;

(3) new businesses and those established before the operationalization of OSS, with both domestic and foreign capital. The OSS streamlines the processing of diverse business permits linked to location, environmental considerations, construction, and operational permits for regional business activities.

The fourth stage is Competitive Advantage. This phase encompasses the integra- tion of diverse service types (ecosystem services) and systems (Interconnected ecosystem), culminating in a fully functional and world-class e-government platform. Services are designed for all user levels (e.g., G2C, G2B, G2S), utilizing robust directories with extensive database virtualization. Technologies include web services (UDDI, WSDL, SOAP, and XML), cloud computing models (SAAS, PAAS, IAAS), and the deployment of a Central Authentication Service (CAS).

Based on the Fixed-Quadrants Model, the execution of e-government within public services at the One-Stop Investment and Integrated Services can be expounded upon using the Information System Success Model by Delone and McLean (2003) as follow:



From administrators' and users' point of view, it can be deduced that the system's quality, both hardware and software components, supported by policy tools and standard operating procedures (SOPs) of the information system, is capable of delivering infor- mation of high quality in line with user requisites. The presence of an integrated electronic- based system within the Public Service Mall (PSM) in Maros Regency offers users the convenience of flexibility, reliability, and user-friendly operation. In a similar vein, the in- formation quality evaluated through the fixed-quadrants model and the e-government model underscores that public services can furnish information of superior quality, charac- terized by accuracy, timeliness, and expeditiousness. This alignment resonates with the outcomes of interviews conducted with the Head of the Licensing Services Division, who highlighted that electronic-based integrated services at the One-Stop Investment and Inte- grated Services within the Public Service Mall (PSM) enhance user experience and expe- dite service delivery to both users and the interested public.

The utilization of electronic systems can significantly enhance service quality, thereby elevating public satisfaction. Service quality hinges on the comparison between people's expectations and their perceptions of the actual service rendered. When consider- ing user attention, encompassing both internal (employees) and external (community) as- pects, it becomes evident that differing levels of comprehension or skills exist in the usage procedures of electronic information systems. Employees face challenges stemming from sudden role mutations, necessitating skill adjustments and alignment with the system or service applications. Meanwhile, some users grapple with a lack of proficiency in utilizing online applications. Hence, dissemination and simulations in the form of instructional manuals on information system usage are imperative. The satisfaction of internal and external users reflects a commendable response, as all tasks can be accomplished with efficiency, efficacy, and cost-effectiveness. The advantages accrued from the application of the Fixed-Quadrant Model and the E-Government Model in integrated public services yield benefits for individuals, groups, and organizations, enabling them to fulfill their mission of delivering excellent service in Maros Regency. This concurs with Ahmad B.'s (2020) findings that the merits of integrated electronic-based service innovations foster an enhancement in the performance of business license services, thereby catalyzing the growth of investments and micro, small, and medium enterprises in Maros Regency, South Sulawesi Province.

Conclusion

The stages of electronic service development before 2009 include preparation (web presence), maturation (interaction), consolidation (transaction), and utilization (integration/transformation). The stages of electronic service development after 2009 are defining the integration function in each business process, modernizing the organization through e-administra- tion, establishing internal, external, vertical, and horizontal integration patterns, inter- connecting systems and virtualizing business processes, building service ecosystems, and achieving full function integration. A prime example of fully integrated services is seen in the licensing services facilitated by the Online Single Submission (OSS) sys- tem, aimed at streamlining business licensing processes and fostering local revenue growth and community well-being. The e-government development framework operates based on the Fixed-Quadrants Model, involving stages such as the Conventional Organization, Administrative Or- ganization (E-administration), Centralized Services (E-Service Centre), Potential Competitive, and Competitive Advantage (ecosystem services). Integrated public ser- vices yield high-quality information output characterized by accuracy, reliability, and swiftness. The existence of an integrated electronic-based system at the Maros Re- gency Public Service Mall (PSM) enhances user convenience, offering flexibility, re- liability, and user-friendliness to cater to diverse needs.

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