Management of Information Systems in Improving Public Transparency through the Official Website of the South Cikarang District, Bekasi Regency

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Article Info	ABSTRACT
	This research is motivated by the problems of low accessibility of information, human resource capacity, synergy between stakeholders, and the absence of an effective digital information system in Cikarang Selatan District. The purpose of the study is to identify and analyze the management of information systems on the official sub-district website in supporting public transparency, and to provide optimization strategies based on SWOT analysis. This study uses a descriptive qualitative approach, through observation techniques, interviews, and documentation of 10 informants. Data analysis was carried out using the Miles and Huberman model which includes data reduction, data presentation, and drawing conclusions. The EFAS and IFAS instruments were used to map internal and external factors in a structured manner. The results of the study showed a number of main obstacles: the absence of SOPs, inactive digital channels, limited infrastructure and human resources, and minimal coordination between agencies. This condition causes a lack of transparency and unfulfilled public information needs. Recommended strategies include: increasing human resource training, optimizing infrastructure and system security, developing integrated social media, involving the community through online forums, preparing SOPs and data protection policies, and activating complaint channels and periodic monitoring and evaluation systems. The researchers also suggest the formation of a cross-sectional management team, reactivation of the website and CMS, integration of information channels with social media, routine technical training, and the development of an information system based on community needs that is easily accessible via mobile devices. This study emphasizes the importance of comprehensive improvements in public information governance in order to realize transparent, interactive, and participatory digital-based services.
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INTRODUCTION

An information system is a system in an organization that meets the needs of daily transaction processing that supports the organization's managerial operational functions with the strategic activities of an organization to be able to provide certain external parties with the information needed for decision making. The development of information systems has caused

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quite significant changes in the pattern of decision making carried out by management both at the operational level. The increasing use of information technology, especially the internet, has brought everyone to be able to carry out various activities more accurately, with quality, and on time. Every organization can utilize the internet and information technology networks to carry out its various activities electronically.

The number of internet users in Indonesia reached 213 million people as of January 2023, which is equivalent to 77% of the total population of 276.4 million people. Internet users increased by 5.44% compared to the previous year. In January 2022, the number of internet users was 202 million. Over the past ten years, internet users have continued to increase, with an additional 142.5 million from 70.5 million in January 2013. The highest growth occurred in January 2016 with 50.16%, while the lowest was in January 2022 with 0.5%. Internet penetration reached 64.8% in 2018, increasing to 78.19% in 2023. The average time of internet usage per day is 7 hours 42 minutes, with 98.3% of users using mobile phones. However, there are still 63.51 million people who are not connected to the internet, making Indonesia the eighth highest country in the world in this regard.

Based on the results of the analysis of performance achievements for the 2023-2026 period and a review of the K/L Renstra, the Provincial Regional Apparatus Renstra and the RTRW, the challenges and opportunities for developing the services of the South Cikarang District Regional Apparatus in the next 4 (four) years include the following: Internal Challenges, namely the Management and public service system in the South Cikarang District is not yet optimal, and SOPs have not been implemented, the development of the planning, control and evaluation system for public service performance is not yet optimal. The performance and capacity of Human Resources in the South Cikarang District are not yet optimal, and synergy between stakeholders is not yet optimal. The External Challenges are the high demands of the community for services, social conditions of the community, supporting policies and internet-based information systems.

In Bekasi Regency, especially in Cikarang Selatan District, the implementation of public information transparency faces various challenges that require more attention. The management of the public transparency information system at the Cikarang Selatan District Office is a very important issue in the context of good governance. In today's digital era, the public is increasingly demanding better access to public information, including services provided by the government.

South Cikarang District was chosen as the location for research on the management of public transparency information systems because this District is developing rapidly in Bekasi Regency, supported by the industrial, trade, and residential sectors. The increasing community requires transparency of public services, so that website-based information systems are very relevant. With a total of 182,072 people, consisting of 91,604 men and 90,468 women, South Cikarang District has a large and diverse population. This makes this area representative for researching the effectiveness of public information systems in reaching people with various social and economic backgrounds.

Various previous studies have raised the issue of public transparency, e-government, and information systems, as reflected in the results of bibliometric analysis using VOSviewer.

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Data visualization shows that keywords such as transparency, information systems, government websites, and e-government are the most frequently discussed topics in academic literature. This indicates that these issues have become a major concern in technology-based governance studies.

However, further analysis results show that the main focus of previous studies is still around the central government, provincial government, or other large institutions. Management of information systems at the sub-district level, especially in relation to transparency through official websites, is still rarely discussed in depth. In fact, keywords such as village information systems, although they have a very high relevance score, only appear in very small numbers, indicating that this topic has not been widely researched, but has great potential to be developed.

This condition indicates a research gap in the relevant literature. There are not many studies that specifically examine how information system management is carried out by the sub-district government through the official website, and to what extent it contributes to public transparency. In fact, as a government unit that interacts directly with the community, the sub-district has an important role in realizing open and participatory governance.

Based on the gap, this study is directed to fill the gap in academic studies, by raising the topic of information system management in improving public transparency through the official website of Cikarang Selatan District, Bekasi Regency. This study is expected to provide theoretical contributions in the development of e-government literature at the local level, as well as practical contributions to improving public information governance in sub-district governments.

Based on the initial analysis, the management of information systems in improving public transparency of the official website of the South Cikarang District, Bekasi Regency is very much needed to support accountable and participatory governance. In the South Cikarang District Office, there are various obstacles in the existing information system, such as lack of accessibility to information, lack of technology maintenance, lack of employee training in information processing and lack of periodic evaluation of the performance of the information system causing many problems to go undetected and left without improvement. These obstacles make it difficult for the public to access the information they need. Government accountability and responsiveness to the needs of the community are very important to build a positive relationship between the government and its people. A transparent information system will help the government provide clear reports on performance and budget use. As information technology advances, there are many opportunities to improve information systems to increase public transparency.

The objectives of the research with the problem formulation above are as follows: Identifying and analyzing how the information system on the official website of South Cikarang District is managed to support public transparency. Providing strategic recommendations to overcome obstacles and optimize supporting factors by using SWOT analysis in managing public transparency information systems.via the official website of South Cikarang District

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METHOD

This qualitative research is a research that emphasizes understanding the problems in social life based on holistic, complex and detailed real conditions or natural settings. By using this type of research, a deep and detailed picture of a situation or object can be revealed.

Required Data Primary Data is data obtained through in-depth interviews, researchers conduct direct interviews with informants to explore their views, experiences, and feelings about a particular topic, Focus Group Discussions, Observations and documentation, namely collecting data from relevant documents, such as notes, archives, or other written materials that can provide insight into the phenomenon being studied. Secondary Data Sources are data obtained from books or literature (books, journal articles, and previous research reports) that are relevant to the research topic. The data that researchers obtain from this secondary data are theories related to this research, such as government theory, information system theory, and public transparency theory.

Research informants are sources who refer to someone who understands the object of research and is able to provide an explanation of the research topic being raised. The samples or informants involved are people who can provide information about the situation and conditions of the research background 5 main informants and 5 supporting informants. The method of determining informants in this study uses sampling techniques using Purposive sampling and Snowball sampling.

Researchers use the SWOT analysis method as a systematic analysis instrument to explore the internal environment (strengths and weaknesses) and external environment (opportunities and threats) of an organization and then formulate this analysis in the form of an effective strategy.

This study uses a qualitative descriptive case study approach with data collection techniques through observation, interviews, and documentation. To strengthen the findings, the EFAS and IFAS instruments are used which are compiled based on the results of interviews and observations. EFAS and IFAS are used as tools to map strategic factor perceptions in a structured manner, as suggested by Rangkuti that SWOT analysis can be strengthened by giving weights and ratings. However, the score results are not used as a statistical basis but as a supporter of thematic narratives. According to Rangkuti, SWOT analysis compares external factors of opportunities and threats with internal factors of strengths and weaknesses.

RESULTS AND DISCUSSION

The Role of Website-Based Information Systems in Increasing Transparency of Public Services in South Cikarang District

1. Task Dimensions
   a. Task Compatibility

This condition indicates a failure in the aspects of organizational structure and human responsibility in the information system success model according to DeLone & McLean, which emphasizes the importance of organizational fit and user responsibility. The absence of actors

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formally assigned to manage the information system contributes to the low quality and performance of the system itself.

b. Ease of Access to Information

The indicator of ease of access to information in South Cikarang District is not optimal. The current system is unable to meet the needs of the community for fast, accurate, and transparent access to information. Therefore, the development and maintenance of an active website, as well as the determination of clear responsibilities for information management, are very necessary to improve the quality of public services and ensure that information can be easily accessed by all parties.

2. Structure Dimensions

a. System Integration

Based on these findings, it can be concluded that the indicators of information system integration at the sub-district level are not optimal. The current system is unable to meet the needs of the community for fast, accurate, and integrated access to information. Therefore, the development of an integrated and automatic information system is very necessary to improve the quality of public services and ensure that information can be easily accessed by all parties.

b. Coordination Between Organizational Parts

Based on these findings, it can be concluded that the coordination indicators between sections in the sub-district are not optimal. The current system is unable to meet the needs of the community for fast, accurate, and integrated access to information. Therefore, the development of a more formal and structured communication mechanism, as well as the formation of a cross-sectional team responsible for managing public information, is very necessary to improve the quality of public services and ensure that information can be easily accessed by all parties.

3. Technology

a. Hardware

Based on these findings, it can be concluded that the hardware indicators in the sub-district are not optimal. The current infrastructure is unable to support the needs of efficient and transparent information management. Therefore, the development and renewal of hardware, as well as increasing the accessibility of the internet network, are very necessary to improve the quality of public services and ensure that information can be easily accessed by all parties.

b. Software

Based on these findings, it can be concluded that the software indicators in the sub-district are not optimal. The current system is unable to support the needs of efficient and transparent information management. Therefore, software development and updating, as well as the establishment of clear responsibilities for system maintenance, are essential to improve the quality of public services and ensure that information can be easily accessed by all parties.

4. People

a. Training and Skills

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Based on these findings, it can be concluded that the training and skills indicators in the sub-district are not optimal. These findings indicate that the low technical training and digital skills of sub-district officials directly hinder the management of public information in a transparent and professional manner. Without increasing human resource capacity through structured training, the digital information system will only be a formality and will not provide practical value to the community.

b. Speed of Decision Making

These findings indicate that the speed of decision-making in managing digital information systems in South Cikarang District is still very low and has not been systematically structured. The absence of emergency response mechanisms, special personnel, and internal communication platforms causes various technical problems or public requests to not be immediately followed up. This has an impact on delays in digital services, low responsiveness, and decreased public trust in the official sub-district information channels.

Implementation of the Right Strategy by Cikarang Selatan District to Overcome Inhibiting Factors in Information System Management and Effectively Increase Public Transparency Based on SWOT Analysis Results.

Internal Factors

According to Rangkuti, internal factors are all aspects originating from within the organization that can influence the achievement of organizational goals. This factor is an important element in SWOT analysis, where the strengths and weaknesses of the organization are identified to formulate the right strategy. Internal factors have a direct impact on the operation and competitiveness of the organization because they relate to what is directly controlled and managed by management.

Internal factors include various components such as human resources, organizational structure, organizational culture, finance, technology, and work processes. Organizational strengths can be in the form of superior human resource quality, efficient technology systems, and solid management.

Rangkuti emphasized that evaluation of internal factors must be done objectively and systematically. This is important so that the organization has a comprehensive understanding of its internal conditions and is able to formulate strategies that are in line with existing potential and limitations. In this way, the organization can use strengths to seize opportunities and improve weaknesses to avoid threats.

1. Strengths

These findings indicate that South Cikarang District has major strengths in the form of leadership commitment, internal human resource potential, cross-sectional collective awareness, and high community needs for digital information access. These strengths are important prerequisites for supporting the development of a more effective public transparency information system, if followed up with policies, budgets, and ongoing technical training.

2. Weaknesses

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These findings indicate that South Cikarang District is still in the early stages of adopting digitalization, without strengthening institutions, human resources, and cross-system integration. Its relevance to public transparency is significant, because each of the above weaknesses directly affects the three main indicators of digital transparency: accessibility, data openness, and online community participation. When the system is inactive, information is not updated, and there is no human resources or technical support, the community will not obtain their information rights quickly, accurately, and easily accessible, contrary to the principles of open government.

External Factors

External factors are all conditions or elements that originate from outside the organization and have an influence on the organization's performance, decisions, and strategies, both in the form of opportunities and threats. These factors are beyond the organization's direct control, but greatly determine the direction and success of the organization in achieving its goals. Rangkuti emphasized that analysis of external factors must be carried out proactively so that the organization is able to respond quickly to environmental changes and develop relevant adaptive strategies.

1. Opportunities

The findings show that there is great potential in developing a website-based public information system in South Cikarang District, especially because of the policy support, user readiness, and ongoing digital transformation momentum. These findings are in line with previous studies that emphasize the importance of system integration, responsiveness to public needs, and strengthening human resource capacity in the successful implementation of e-government.

2. Threats

The findings show that the management of information systems in South Cikarang District faces serious risks in terms of public trust, communication effectiveness, and information integrity. This condition is exacerbated by the unpreparedness of technical devices, the absence of SOPs, and weak human resource support. Academically, this strengthens the statement of Bannister & Connolly and Heeks that without organizational readiness and a clear supporting structure, the e-government system will only be a symbol without a substantial impact on public services and transparency.

Furthermore, the tool used to compile strategic factors for information system management in increasing public transparency in Bekasi Regency (case study of the official website of South Cikarang District) is the SWOT matrix. This matrix can clearly describe how external opportunities and threats faced in information system management in increasing public transparency in Bekasi Regency (case study of the official website of South Cikarang District) can be adjusted to the strengths and weaknesses possessed. The SWOT matrix diagram is described as follows

Based on the results of the internal factor analysis (Strengths and Weaknesses) and external factor analysis (Opportunities and Threats) of the issues identified at the research location that have been outlined in the SWOT matrix above, the researcher obtained various strategic steps that need to be implemented in the management of information systems in

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increasing public transparency through the official website of the South Cikarang District, Bekasi Regency. Furthermore, the strategic issues obtained from the SWOT matrix:

1. SO Analysis (Strengths-Opportunities)

SO strategy is developing a strategy in utilizing strength (S) to take advantage of opportunities (O). Based on the results of the analysis (SO) researchers get strategies that can be done in managing information systems in increasing public transparency through the official website of the South Cikarang District, Bekasi Regency. The identified strategies (SO) are as follows:

a) Integrating the website with social media (Instagram/Facebook) as a supporting channel for public information dissemination. With the awareness of the importance of transparency and existing IT infrastructure, the use of social media can be a complement to information distribution, especially when the website is in the process of being reactivated.
   Powers utilized:
   1. Leadership awareness of the importance of transparency (S1)
   2. Informal communication mechanisms between staff (S4)
   Opportunities utilized:
   1. The development of social media as a supporter of official channels (O6)
   2. Public interest in digital information access (O1)

b) Building an integrated information system through collaboration with district OPDs and external parties (such as the Ministry of Communication and Information, universities, or digital partner institutions). Existing infrastructure and internal readiness can be maximized by establishing collaboration between institutions, to strengthen the integrated government network-based information system.
   Powers utilized:
   1. District Government Support in Digitalization (S6)
   2. HR with IT background (S2)
   Opportunities utilized:
   1. Digitalization policy of services from the district government (O2)
   2. Inter-agency integration technology support (O5)
   3. Opportunities for collaboration with external agencies/institutions (O7)

c) Conducting Technical Training and Certification of Information System Management. With staff who have an IT background and experience in attending general seminars, sub-district heads can collaborate with the Communication and Informatics Service (Diskominfo), universities, or IT training institutions to conduct certified training related to CMS (Content Management System) management, cybersecurity, and public information disclosure.
   Powers utilized:
   1. Staff have attended general training (S7)
   2. Internal HR with IT background (S2)
   Opportunities utilized:
   1. External support for technical training (O7)

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2. Digitalization policy as central-regional synergy (O2)

d) Establish a Documented Cross-Section Website Management Team. With informal communication capital between staff, a formal work team structure can be formed that represents each section, equipped with an information update schedule. This is reinforced with SOPs and role divisions to ensure the sustainability of information system management.

Powers utilized:
1. Leadership commitment (S1)
2. Informal communication between staff (S4)

Opportunities utilized:
1. Community support for digitalization (O4)
2. The need for an active information system (O1)

e) Holding a "Public Service Digital Literacy" Program for Residents and RT/RW To encourage the use of the website once it is active, the sub-district can hold a digital literacy socialization for the community, especially RT/RW administrators as an extension of the sub-district in the field.

Powers utilized:
1. Sub-district awareness of the importance of digital transformation (S3)
2. Public support for official information (S5)

Opportunities utilized: Community and RT/RW enthusiasm for digital access (O1, O4)

f) Proposing Special Budgeting for Information System Management in Musrenbang. Sub-districts can actively propose special budget allocations in the Development Planning Deliberation (Musrenbang) forum for website maintenance, hardware purchases, software development, and HR training.

Powers utilized: Leadership commitment and understanding of IT needs (S1, S3)

Opportunities utilized: Musrenbang momentum as a strategic budget opportunity (O2, O7)

2. ST (Strengths-Threats) Analysis

The ST strategy is to develop a strategy in utilizing strength (S) to avoid threats (T) in the management of information systems in increasing public transparency through the official website of the South Cikarang District, Bekasi Regency. Based on the results of the analysis (ST), the researcher obtained a strategy that can be implemented in the South Cikarang District in managing information systems in increasing public transparency through the official website of the South Cikarang District, Bekasi Regency. The identified strategies (ST) are as follows:

a) Re-optimizing IT infrastructure and experienced human resources to revive the website as an official and transparent information channel. The goal: Rebuilding public trust and avoiding disinformation. Based on the strength of existing devices and human resources, the website can be immediately reactivated with accurate, timely, and easily accessible content.

Powers utilized:
1. HR with IT background (S2)

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    2. Leadership commitment to transparency (S1)

Minimized threats:

    1. Lack of public trust (T1, T4)

    2. Manual system dependency (T3)

    3. Digital frustration of society (T6)

b) Establish a coordination structure between sections to accelerate information distribution and prevent delays in updates. The goal: Overcoming the threat of slow information due to lack of coordination. Human resources who already understand the importance of public information can be involved in the content management team from across sections/fields.

Powers utilized:

    1. Informal communication between staff (S4)

    2. Awareness of the importance of information systems (S3)

Minimized threats:

    1. Lack of coordination between departments (T7)

    2. Lack of information integration (T5)

c) Develop a website performance monitoring and evaluation system by utilizing internal human resources. The goal: Prevent website management that is only formal and not accountable. Officers who have digital training can be assigned to evaluate content and user responses regularly.

Powers utilized:

    1. HR has participated in training and has the capacity (S7)

    2. Awareness of the importance of evaluation (S3)

Minimized threats:

    1. *Website* inactive / formality (T3)

    2. Weak accountability and oversight (T8, T9)

d) Developing participatory features on websites or social media (criticism forms, polls, complaint columns), managed by staff who already have IT skills. The goal: Responding to low public participation by providing space for direct feedback. This feature can be followed up as input for developing information based on citizen needs.

Powers utilized:

    1. Understanding the importance of public access (S5)

    2. Human resources who understand digitalization (S2)

Minimized threats:

    1. Low public participation (T10)

    2. Lack of official feedback channels (T11)

e) Empowering tech-savvy people to handle basic site security. The goal: Reduce the risk of cyberattacks or data breaches. Internal managers can be tasked with ensuring secure passwords, regular data backups, and CMS updates.

Powers utilized: Human resources with a technology background (S2)

Minimized threats: Cyber security risks / data leaks (T12)

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f) Ensure consistency of content across platforms (websites and social media) to counter disinformation. The goal: Avoid public confusion due to different information across channels. Awareness of the importance of transparency is used as motivation to maintain one valid official narrative.
Powers utilized: Commitment to transparency and coordination (S1, S4)
Minimized threats: Disinformation due to channel inconsistency (T5, T13)

g) Optimizing Leadership Commitment to Form an Internal Technical Team. The sub-district head can utilize his authority and personal commitment to initiate the formation of an internal technical team based on available resources, especially by involving employees who already have an information technology background. Although not ideal, this team can be tasked with handling minor technical obstacles while building a more structured maintenance system.
Powers utilized:
1. Strong leadership commitment (S1)
2. There are basic IT human resources (S2)
Minimized threats:
1. Absence of internal technical team (T8)
2. Slow technical handling (T7)

3. WO Analysis (Weaknesses-Opportunities)

WO strategy is to develop a strategy in utilizing opportunities (O) to overcome weaknesses (W). Based on the results of the analysis (WO) of issues identified at the research location, the researcher obtained a strategy that can be applied to the South Cikarang District in managing information systems in increasing public transparency through the official website of the South Cikarang District, Bekasi Regency. The identified (WO) strategies are as follows:

a) Reactivating Sub-district Websites Through District Digitalization Support. Inactive and minimally maintained websites can be reactivated by submitting a proposal to the Bekasi District Government as part of the digitalization synergy program. Sub-districts can request technical assistance as well as budget support from the communication office or Bappeda for domain activation, CMS maintenance, and strengthening technical human resources.
Weaknesses addressed:
1. *Website* inactive & not maintained (W1, W5)
2. No special budget (W11)
3. HR does not yet have full competence (W9)
Opportunities utilized:
1. Digitalization policy support from the district (O2)
2. Opportunities for technical cooperation with external OPDs (O7)

b) Develop and implement SOPs for information system management with technical training support from external institutions. By utilizing opportunities for collaboration with partner agencies or institutions (such as Kominfo or universities), sub-districts can overcome the weaknesses of minimal IT training and unclear work systems.

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Weaknesses addressed:
1. No SOP and standard work structure (W2)
2. Lack of training and clarity of responsibilities (W9, W14)

Opportunities utilized:
1. Opportunities for collaboration with training institutions or universities (O7)
2. Vertical synergy between levels of government (O2)

c) Actively develop official social media while improving the infrastructure and management of the main website. While fixing weaknesses such as website inactivity, server disruptions, and unupdated content, public information can still be distributed through Instagram or Facebook which is managed with informative and official content standards.

Weaknesses addressed:
1. Absence of authorized active channels (W1, W12)
2. Inconsistency of communication channels (W8)

Opportunities utilized:
1. The development of social media as an information channel (O6)
2. Community support for digital information (O1, O4)

d) Propose a simple digital-based public complaint system that can be accessed through social platforms and the web. The opportunities for digitalization and high public participation can be utilized to overcome the absence of a responsive official complaint channel.

Weaknesses addressed:
1. Absence of official complaint channel (W13)
2. Lack of public participation (W10)

Opportunities utilized: Active community participation and digital readiness (O1, O4)

e) Leveraging increased rural internet access to redesign information systems that are inclusive and accessible to all levels of society. This can be the basis for redesigning the appearance and content of websites to be user-friendly and relevant to the information needs of citizens.

Weaknesses addressed: Appearance and content do not meet requirements (W1, W6)

Opportunities utilized:
1. Increasing internet access in rural areas (O3)
2. Community support for digitalization (O4)

f) Improving Network Infrastructure and Information Access Through Digital Village Programs or Public Wi-Fi. Infrastructure limitations can be overcome by promoting the "Free WiFi" program in sub-district and village offices through collaboration with Diskominfo or the Digital Village program from the center/district.

Weaknesses addressed:
1. Network disruptions & infrastructure limitations (W5)
2. No public Wi-Fi access (W12)

Opportunities utilized: Digital village program & connectivity support (O3, O2)

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4. WT (Weaknesses-Threats) Analysis

WT strategy is to develop a strategy to overcome weaknesses (W) and avoid threats (T). Based on the results of the analysis (WT) of issues identified at the research location, the researcher obtained a strategy that can be applied to the South Cikarang District in managing information systems in increasing public transparency through the official website of the South Cikarang District, Bekasi Regency). The identified strategies (WT) are as follows:

a) Form a special technical team to manage the website and prepare SOPs to prevent stagnation and rebuild public trust. Without a clear work structure and person in charge, the system will continue to be inactive and worsen the image of the sub-district government in the eyes of the public.

Reduced weaknesses:
1. There is no work structure or SOP for information system management (W2, W3)
2. No technical team (W14)

Threats faced:
1. Unclear tasks, stagnation of digital services (T2, T8)
2. Declining public trust (T1, T4)

b) Propose a special annual budget for the operation and development of information systems to avoid digital stagnation. Without the allocation of funds, the system cannot be updated or secured, which can give the impression that the website is just a formality.

Reduced weaknesses: There is no specific budget for operations/maintenance (W11)
Threats faced: The system is not working, people think the website is just a formality (T1, T3)

c) Conduct regular technical training for sub-district officials to reduce dependence on external assistance and increase digital accountability. Competent human resources will be able to update content, handle minor technical issues, and secure the system from potential data leaks or cyber attacks.

Reduced weaknesses:
1. HR is not yet competent in IT (W9)
2. Minimal technical training (W10)

Threats faced:
1. Dependence on district (T8)
2. Slow response to technical issues (T7)

d) Providing an official complaint channel based on a simple digital form as an initial alternative to increase public participation. An official channel is needed to accommodate complaints, prevent dependence on unstructured social media, and strengthen community involvement.

Reduced weaknesses: There is no official public complaints channel (W13)
Threats faced:
1. Low community participation (T9, T10)
2. Disinformation via unofficial social media (T11, T12)

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e) Engaging the Community in the Improvement Process through Satisfaction Surveys and Digital Suggestion Boxes. Sub-districts can provide Google Forms or online suggestion boxes linked to official social media to accommodate public suggestions and complaints regarding the website and service information. The input is processed as a basis for system development.

Reduced weaknesses: No evaluation system or public participation (W10, W13)

Threats faced: Lack of feedback worsens digital services (T9, T13)

EFAS and IFAS Questionnaire Results

The EFAS (External Factor Analysis Summary) and IFAS (Internal Factor Analysis Summary) questionnaires are used as instruments to map and prioritize strategic factors that have been identified through interviews and observations. This method allows researchers to measure the level of importance (weight) and actual conditions (rating) of each factor, so that the SWOT analysis can be carried out more systematically and in a focused manner. According to Rangkuti, the EFAS and IFAS questionnaires and tables are used to provide a more objective assessment of internal strengths and weaknesses as well as external opportunities and threats based on respondent perceptions.

Based on the results of previous interviews and observations, researchers identified a number of strategic factors that influence the management of information systems in increasing public transparency through the official website of the South Cikarang District, Bekasi Regency). To strengthen and validate these findings, researchers used tools in the form of EFAS (External Factor Analysis Summary) and IFAS (Internal Factor Analysis Summary) questionnaires.

This questionnaire was designed with reference to the SWOT analysis framework and Leavitt's Diamond theory, which divides factors into four main dimensions: Tasks, Structure, Technology, and People. Each factor is assessed by respondents based on two aspects, namely: level of importance (weight) and actual conditions (rating). Weight is given on a scale of 1-5, while rating uses a scale of 1-4. The results of this measurement are then multiplied to obtain a total score for each factor, which is then used to determine the factors that are strategic priorities in the development of the sub-district information system.

The questionnaire is structured based on two assessment sections:

Weight (Level of Importance) Scale 1-5:

1 = Not Important
2 = Less Important
3 = Quite Important
4 = Important
5 = Very Important

Rating (Actual Condition) Scale 1-4:

1 = Very Bad
2 = Bad
3 = Good
4 = Very Good

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Value of Interest $= \dfrac{\text{Jumlah Nilai Faktor Kepentingan Per Indikator}}{\text{Jumlah Responden}}$

Rating $= \dfrac{\text{Total Nilai Rating Dari Seluruh Responden}}{\text{Jumlah Responden}}$

Weight $= \dfrac{\text{Nilai Kepentingan Faktor}}{\text{Total Nilai Kepentingan Semua Faktor}}$

The final value of each factor is calculated using the formula:

Score $\quad\quad\quad$ = Weight × Rating

IFAS Analysis Results (Internal Factor Analysis Summary)

The following table presents the results of the assessment of the strengths and weaknesses of information system management in increasing public transparency through*website*The official data for South Cikarang District, Bekasi Regency, are as follows:

Table 4.1 IFAS Analysis Results (Internal Factor Analysis Summary)

No.	Dimensions	Strategic Factors	Value of interest	Rating	Weight	Score
1.	Task	Relevance of information systems to sub-district tasks	4.4	2.8	0.060	0.168
2.	Task	Ease of access to public information	4.6	3.4	0.063	0.2142
3.	Task	Digital complaint channel	4.8	2.3	0.066	0.1518
4.	Structure	Coordination and consistency of information	4.3	2.9	0.059	0.1711
5.	Structure	SOP and division of work roles	4.5	2.5	0.061	0.153
6.	Structure	Digital evaluation and accountability mechanisms	4.6	2.3	0.063	0.1449
7.	Technology	Access to information technology	4.8	1.6	0.066	0.1056
8.	Technology	Hardware availability	4.5	3.4	0.061	0.2074
9.	Person	HR Competence	4.2	3.7	0.057	0.2109
10.	Person	IT Training	4.4	2.8	0.060	0.168
11.	Person	Responsiveness of decision making	4.5	1.5	0.061	0.0915

Source: Data processed by Researchers in 2025

EFAS (External Factor Analysis Summary) Analysis Results

The following table presents the results of the assessment of the opportunity and threat factors for information system management in increasing public transparency through*website*The official data for South Cikarang District, Bekasi Regency, are as follows:

Table 4.2 EFAS (External Factor Analysis Summary) Analysis Results

No.	Dimensions	Strategic Factors	Value of Interest	Rating	Weight	Score
1.	Technology	Internet network quality	4.7	2.3	0.064	0.1472
2.	Technology	Security and data protection	4.4	3.3	0.060	0.198
3.	Technology	Availability of alternative digital information	4.5	2.3	0.061	0.1403
4.	Person	Community involvement	4.9	2.4	0.067	0.1608
5.	Person	Trust in digital services	4.5	2.2	0.061	0.1342

Source: Data processed by Researchers in 2025

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Based on the calculation results, the strategic factors with the highest scores indicate the main internal strengths, while the lowest scores indicate areas of weakness that are a priority for improvement.

1. Highest Scoring Strategic Factors (Strengths)
   a) Ease of access to public information recorded a score of (0.2142) with a weight of (0.063), meaning that the public and employees consider that ease of access to public information is an important aspect of service, and its current performance is considered quite adequate. This shows that efforts to digitize information have begun to be accepted and used, although it is still necessary to maintain the sustainability and update of its content.
   b) Coordination and consistency of information recorded a score of (0.1711) with a weight of (0.059) illustrating that some parts of the organization began to show coordination in delivering information, although not yet optimal. This indicates an initial awareness of the importance of cross-sectional work in realizing consistent information.
   c) The availability of hardware recorded a score of (0.2074) with a weight of (0.061) indicating that physical infrastructure such as computers and other devices had begun to be available and was considered sufficient to support the operation of digital services by employees.
   d) HR competency recorded a score of (0.2109) with a weight of (0.057) giving a positive signal that employees have basic abilities in managing information technology. This is the main capital for the implementation of an effective digital system, especially if the competency continues to be honed through technical training.

2. Lowest Scoring Strategic Factors (Weaknesses)
   a) The digital complaint channel recorded a score of (0.1518) with a weight of (0.066) this indicator shows that the digital-based complaint channel is not yet available or has not been utilized optimally. The absence of online complaint media makes public services lose the participatory element that should support transparency.
   b) The digital evaluation and accountability mechanism recorded a score of (0.1449) with a weight of (0.063). This shows that the lack of formal mechanisms to evaluate and assess the performance of digital information systems is a major obstacle in ensuring the accuracy and quality of data presented to the public.
   c) Information technology access recorded a score of (0.1056) with a weight of (0.066) indicating limitations in supporting infrastructure such as internet networks, active servers, and internal digital systems. This hampers connectivity and the smoothness of the information system as a whole.
   d) Responsiveness of decision making recorded a score of (0.0915) with a weight of (0.061) indicating a weak mechanism in providing a quick response to disruptions or requests for digital information. The absence of a flexible work structure makes problem solving slow.

Based on the results of the IFAS and EFAS analysis, Cikarang Selatan District has strengths in human resource (HR) competency and hardware availability, which shows that

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internally there is a foundation of human resources and minimal infrastructure to support the management of information systems and digital services. In addition, the ease of access to public information is also considered good by the community, which indicates the opening of digital information channels that can be accessed by the public relatively easily.

However, significant weaknesses lie in the lack of responsiveness in decision-making and limited access to information technology. These two factors indicate that even though human resources and hardware are available, the follow-up process for system disruptions or public complaints is still slow due to the absence of a fast reporting system and responsive work structure. In addition, the lack of system integration, inactive websites, and the absence of functional digital complaint channels further strengthen the picture that public information transparency is still running partially and is not supported by an integrated and sustainable digital ecosystem. Therefore, the following strengthening strategies can be recommended.

Recommendations for Public Information System Strengthening Strategy

a. Strength Oriented Strategy

(Leveraging internal strengths to strengthen the digital position of sub-district governments)

1). Maximizing existing internal potential to accelerate the development of public information systems.
2). Optimizing leadership commitment by making it the driving force in formulating internal policies related to information systems (team formation, regulations, and budget priorities).
3). Actively involve human resources with an IT background in managing websites and information systems, and appoint them as main technical admins.
4). Strengthening informal communication between staff (e.g. WhatsApp groups) into a semi-formal coordination mechanism as a basis for developing a more organized digital work structure.
5). Integrating previous training experiences as a foundation for advanced technical training to enhance the operational capabilities of digital information systems.

b. Opportunity Strategy

(Linking internal strengths with available external opportunities)

1). Taking advantage of supportive external conditions so that the digitalization process runs faster and more sustainably.
2). Aligning sub-district strategies with the District Government's digitalization program, for example by submitting a request for system integration or training from related agencies.
3). Utilizing the expansion of rural internet networks to increase accessibility of sub-district websites by residents.
4). Develop websites and digital services based on user needs (citizen centric), especially students, industrial workers, and the general public who need fast information.
5). Establish technical cooperation with educational institutions, private sector, or other OPDs in developing integrated and interoperable systems.

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c. Weakness Oriented Strategy
(Overcoming internal weaknesses through reform and systematization)
   1). Overcoming internal weaknesses that have been the main obstacles to digital information management.
   2). Prepare standard operating procedures and work structures that regulate the flow of public information system management in a standardized manner across sections.
   3). Reactivating the official sub-district website by extending the domain, redesigning the appearance, and compiling an information content calendar.
   4). Conduct technical training for employees, especially in content management, CMS management, and system maintenance.
   5). Allocate a special budget in sub-district planning to support the procurement of hardware, networks, and operations of public information systems.

d. Threat Oriented Strategy
(Reducing the impact of external threats that have the potential to weaken the system)
   1). Responding to and reducing the impact of potential threats that could undermine the credibility and success of information systems.
   2). Activating official social media as a temporary alternative to maintain digital presence and public trust while waiting for the website to recover.
   3). Establishing an official online complaint and reporting mechanism, to increase public engagement and curb disinformation emerging from unofficial sources.
   4). Implement a website monitoring and evaluation system, to ensure technical functionality and consistent information updates.
   5). Conducting public outreach to restore public trust in the sub-district's transparency commitment through citizen forums or official online media.

CONCLUSION

Based on the results of the study on the management of information systems in increasing public transparency through the official website of the South Cikarang District, Bekasi Regency, the following can be concluded: Unintegrated Systems and Absence of SOPs (standard operating procedures), Inactive Digital Channels and Minimal Access to Information. Minimal Coordination and Integration Between Agencies. Limited Technology Infrastructure. Lack of Human Resources and Training. High Community Needs Are Not Met. Students, PT employees, and the community actively express the need for a trusted and easily accessible digital information system. However, until now, there has been no clear institutional action to meet these needs. The current condition shows that the South Cikarang District is in the early stages of building a digital information system, but is still far from the principles of e-government, transparency, and openness of public information. In order for the public information system to operate professionally, officially, and sustainably, comprehensive reform is needed to meet the needs of the community. This reform includes the establishment of standard operating procedures (SOPs), improving internal and external coordination, updating technology

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infrastructure, and developing HR capacity. Based on the SWOT analysis constructed through the IFAS-EFAS approach, it can be concluded that the current internal conditions of the South Cikarang District are not strong enough to respond to major external opportunities. Despite the commitment of the leadership and the potential of human resources, structural, technological, and coordination weaknesses still dominate and are the main obstacles to digital transformation. Without strategic steps to improve internal weaknesses, digitalization opportunities and public expectations are at risk of not being met, even turning into threats to the trust and legitimacy of the sub-district government. Therefore, the main recommendation is the need for a priority strategy that focuses on strengthening the work structure, developing human resource capacity, and restoring the information technology system so that digital potential and opportunities can be utilized optimally.

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