

RINGKASAN

Pelayanan publik merupakan salah satu fungsi utama pemerintah dalam memenuhi kebutuhan masyarakat. Seiring perkembangan teknologi informasi, penyelenggaraan pelayanan publik mengalami transformasi dari sistem manual menuju sistem berbasis digital guna meningkatkan efisiensi, transparansi, serta kemudahan akses layanan. Salah satu upaya yang dilakukan adalah penerapan sistem pelayanan berbasis aplikasi. Kantor Kementerian Agama Kabupaten Banyumas mengembangkan aplikasi PUSAKAMAS sebagai sarana pelayanan digital yang memudahkan masyarakat dalam mengakses berbagai layanan secara lebih cepat dan praktis. Penerapan aplikasi PUSAKAMAS diharapkan mampu meningkatkan efektivitas pelayanan publik melalui pemanfaatan teknologi digital dalam proses administrasi layanan. Melalui sistem tersebut masyarakat dapat mengajukan permohonan layanan, mengunggah dokumen, serta memantau status pelayanan secara mandiri tanpa harus datang langsung ke kantor. Namun dalam implementasinya masih terdapat beberapa kendala yang berkaitan dengan optimalisasi sistem, integrasi data, serta pemahaman masyarakat dalam memanfaatkan layanan digital.

Penelitian ini bertujuan untuk menganalisis efektivitas penerapan aplikasi PUSAKAMAS pada Kantor Kementerian Agama Kabupaten Banyumas menggunakan model *Essentially Digital Governance* yang terdiri dari sembilan prinsip, yaitu *Deliver Public Services for Free, Value Equality of Outcome Over Process, Provide Formal Rights and Real Redress, Use Already Existing Digital Information, Do It Once, Grow Scalable Services in Competition, Keep the State Nodal Obligation, Isocratic (DIY) Administration, dan Experiential Learning*. Menggunakan metode kualitatif dengan pendekatan deskriptif. Pengumpulan data dilakukan melalui wawancara mendalam, observasi, dan studi dokumentasi dengan teknik *purposive sampling* yang melibatkan pihak-pihak yang berkaitan langsung dengan pelaksanaan aplikasi PUSAKAMAS, yaitu pimpinan instansi, pengelola sistem, pegawai pelayanan, serta masyarakat pengguna layanan. Analisis data menggunakan model analisis interaktif Miles dan Huberman yang meliputi reduksi data, penyajian data, dan penarikan kesimpulan.

Hasil penelitian menunjukkan bahwa penerapan aplikasi PUSAKAMAS telah membawa perubahan terhadap pola pelayanan publik dari sistem manual menjadi berbasis teknologi. Sistem pelayanan digital tersebut mampu meningkatkan efisiensi pelayanan, mempermudah akses masyarakat, serta mendukung transparansi proses administrasi. Meskipun demikian, masih terdapat beberapa aspek yang memerlukan pengembangan lebih lanjut. Secara keseluruhan, penerapan aplikasi PUSAKAMAS telah memberikan kontribusi dalam meningkatkan efektivitas pelayanan publik di Kantor Kementerian Agama Kabupaten Banyumas. Oleh karena itu, pengembangan sistem, peningkatan integrasi data, serta sosialisasi kepada masyarakat perlu terus dilakukan agar pemanfaatan layanan digital dapat berjalan lebih optimal dan mampu meningkatkan kualitas pelayanan publik.

Kata kunci: Efektivitas Pelayanan Publik, PUSAKAMAS, *Digital Governance*, Pelayanan Digital

SUMMARY

Public service is one of the main functions of government in meeting the needs of society. Along with the development of information technology, the implementation of public services has undergone a transformation from manual systems to digital-based systems in order to improve efficiency, transparency, and accessibility of services. One of the efforts carried out is the implementation of application-based service systems. The Office of the Ministry of Religious Affairs of Banyumas Regency developed the PUSAKAMAS application as a digital service platform that facilitates the public in accessing various services more quickly and practically. The implementation of the PUSAKAMAS application is expected to improve the effectiveness of public services through the use of digital technology in administrative service processes. Through this system, the public can submit service requests, upload documents, and monitor the status of services independently without having to visit the service office directly. However, in its implementation there are still several challenges related to system optimization, data integration, and public understanding in utilizing digital services.

This study to analyze the effectiveness of the PUSAKAMAS application at the Office of the Ministry of Religious Affairs of Banyumas Regency using the Essentially Digital Governance model which consists of nine principles: Deliver Public Services for Free, Value Equality of Outcome Over Process, Provide Formal Rights and Real Redress, Use Already Existing Digital Information, Do It Once, Grow Scalable Services in Competition, Keep the State Nodal Obligation, Isocratic (DIY) Administration, and Experiential Learning.

This research uses a qualitative method with a descriptive approach. Data were collected through in-depth interviews, observation, and documentation studies using purposive sampling techniques involving parties directly related to the implementation of the PUSAKAMAS application, including institutional leaders, system administrators, service officers, and community service users. Data analysis used the interactive analysis model of Miles and Huberman consisting of data reduction, data presentation, and conclusion drawing.

The results of the study indicate that the implementation of the PUSAKAMAS application has brought changes to the pattern of public services from manual systems to technology-based services. The digital service system is able to improve service efficiency, facilitate public access, and support transparency in administrative processes. Nevertheless, there are still several aspects that require further development. Overall, the implementation of the PUSAKAMAS application has contributed to improving the effectiveness of public services at the Office of the Ministry of Religious Affairs of Banyumas Regency. Therefore, system development, improved data integration, and continuous public socialization are needed so that the utilization of digital services can run more optimally and improve the quality of public services.

Keywords: Public Service Effectiveness, PUSAKAMAS, Digital Governance, Digital Public Services.