

TRANSFORMING PUBLIC SERVICES: THE ROLE OF DIGITAL INNOVATION IN INDONESIAN MUNICIPAL GOVERNANCE

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ABSTRACT

Digital innovation has become an important catalyst in the transformation of public services in Indonesia, especially at the local government level. The application of digital technology can increase transparency, accountability, and responsiveness of the government to the needs of the community. However, challenges such as infrastructure gaps and bureaucratic resistance are still major obstacles in this process. This study aims to explore the impact of digital innovation on the quality of public services in local governments. The study was conducted using a qualitative approach, using thematic analysis of data obtained from various relevant sources. The results of the study indicate that digital innovation significantly improves the quality of public services by accelerating the administrative process and increasing transparency and accountability. Digital technology also enables local governments to be more responsive to community needs and encourages public participation in decision-making. However, the success of digital transformation is highly dependent on leadership commitment, technological infrastructure development, and increased human resource capacity. Challenges such as technological gaps between regions and bureaucratic resistance need to be overcome so that digital innovation can be implemented effectively. With the right strategy, digital innovation has great potential to increase efficiency and public trust in government in Indonesia.

Keywords: *Digital Innovation, Public Services, Governance, Local Government.*

INTRODUCTION

In recent decades, digital transformation has become one of the main agendas in many countries, including Indonesia. Along with the rapid development of information and communication technology, governments at various levels have tried to utilize digital innovation to improve the quality of public services. Local governments, as the vanguard in implementing services to the community, have an important role in adopting and implementing digital technology to meet the increasingly complex and dynamic demands of society (El-Massah & Moehieldin, 2020).

This change is not only driven by the need to improve the efficiency and effectiveness of services but also by the increasing expectations of the community regarding the quality of services provided by the government. Modern society is increasingly accustomed to the convenience offered by technology in everyday life, and they expect the same standards from public

services. Therefore, local governments in Indonesia face increasing pressure to innovate and update their governance systems to keep up with the times (Sofyani et al., 2020).

In addition, the decentralization and regional autonomy implemented in Indonesia provide space for local governments to be more independent in managing their affairs, including in terms of public services. With greater authority, local governments are expected to be able to respond to local needs more quickly and appropriately. However, this also brings challenges, especially in terms of the capacity and capability of local governments to implement digital technology effectively. In some areas, limited human resources, infrastructure, and budget are the main obstacles in this digital transformation process (Talitha et al., 2020).

Central government policies that encourage digitalization in the public sector also play a significant role in driving

innovation at the local level. Various initiatives, such as the Movement Towards 100 Smart Cities, have been launched to support digitalization efforts at the local level. These initiatives aim to build an ecosystem that is conducive to digital innovation, with the hope of improving the quality of life of the community through better public services. However, the success of these initiatives largely depends on the ability of local governments to adopt and adapt digital technologies according to the specific needs of their areas (Chen et al., 2021).

Another challenge faced in the transformation of public services in Indonesia is the digital divide between urban and rural areas. Urban areas, which are generally more advanced in terms of infrastructure and access to technology, tend to be faster in adopting digital innovations compared to rural areas. This creates a gap in the quality of public services between more advanced and less developed areas. Local governments in remote or less developed areas often face greater obstacles in accessing technology, which ultimately affects their ability to provide optimal services to the community (Apriliyanti et al., 2021).

Furthermore, the COVID-19 pandemic that has hit the world since early 2020 has accelerated the need for digitalization in public services. Social restrictions and the need to maintain physical distancing have forced many local governments to find new ways to continue providing services to the public. In this situation, digital technology is an essential solution, in terms of delivering information, health services, education, and public administration. The pandemic has become a catalyst that accelerates digital transformation in various sectors, including local government governance in Indonesia (Wilkinson et al., 2020).

However, despite the strong push for digital technology adoption, cultural and structural challenges remain. Many local governments are still trapped in a conventional bureaucratic mindset, where resistance to change and innovation is still quite strong. In addition, problems with inter-agency coordination and a lack of a clear vision in the use of technology often

hinder the digital transformation process. On the other hand, local governments that have successfully implemented digital innovation show that this change requires a strong commitment from local leaders, as well as continuous investment in human resource development and technology.

Transforming public services through digital innovation at the local government level in Indonesia is a challenging journey, but it is very important to face. This change will not only determine how local governments can meet the expectations of the community but also how they can adapt quickly to face future challenges. With great potential to improve the quality of public services, digital innovation is expected to be the main key to realizing better and more responsive governance in Indonesia.

LITERATURE REVIEW

Public Service

Some experts who provide an understanding of public services include Agung Kurniawan, who said that public services are providing services (serving) the needs of other people or the community who have an interest in the organization following the basic rules and procedures that have been set (Zulaiha et al., 2020). Ratminto defines that public services or general services can be defined as all forms of service services, both in the form of public goods and public services which in principle are the responsibility and are carried out by government agencies at the center, in the regions, and the environment of State-Owned Enterprises or Regional-Owned Enterprises, to fulfill the needs of the community or to implement the provisions of laws and regulations (Lapiente & Van de Walle, 2020).

Meanwhile, according to Sinambela, service is every activity carried out by the government in every activity that is profitable in a group or unit, and offers satisfaction even though the results are not tied to a physical product. Furthermore, in the Decree of the Minister of Empowerment of State Apparatus Number 63 of 2003, it has been explained that the definition of public service is all service activities carried out by public service providers as an effort to fulfill the needs of service recipients and

implement the needs of laws and regulations (Sønderskov & Rønning, 2021). The organizer of public services in the Decree of the Minister of State Apparatus Empowerment No. 63 of 2003 explains that Government Agencies as a collective term that includes Work Units/organizational units of Ministries, Departments, Non-Departmental Government Institutions, Secretariats of the Highest and Highest State Institutions, and other Government Agencies, both central and regional including State-Owned Enterprises, Regional-Owned Enterprises, Become organizers of public services. Users of public services are people, communities, government agencies, and legal entities that receive services from government agencies.

The provision of public services is carried out by public service providers, namely state/government organizers, economic and development organizers, independent institutions formed by the government, business entities/legal entities authorized to carry out part of the tasks and functions of public services, business entities/legal entities that cooperate and/or are contracted to carry out part of the tasks and functions of public services and the general public or private sector that carry out part of the tasks and functions of public services that cannot be handled/managed by the government/regional government (Papcunová et al., 2021). There are 3 important elements in public services, namely

1. The organization providing (organizing) services, namely the Regional Government
2. Service recipients (customers), namely people communities, or organizations with interests
3. Satisfaction is given and/or received by service recipients (customers) (Ishak, 2022).

Thus, the regional government in carrying out the monopoly of public services, as a regulator/rule maker (rule government/government regulation) must change its mindset and work patterns and adjust them to the objectives of granting regional autonomy, namely providing and improving services that satisfy the community to realize good governance. In

carrying out public services, regional governments must also provide broad opportunities for citizens and the community to gain access to public services, based on the principles of equality, transparency, accountability, and justice (Davidson & Pérez-Arriaga, 2020).

Every public service provider must have a service standard, as a guarantee of certainty for the provider in carrying out their duties and functions and for the recipient of the service in the application process. Service standards are standardized measurements in the implementation of public services as guidelines that must be adhered to and implemented by service providers, and become guidelines for service recipients in the application process, as well as a means of community and/or service recipient control over the performance of service providers (Holidin, 2020). Therefore, it is necessary to compile and determine service standards following the nature, type, and characteristics of the services provided and pay attention to the environment. In the process of formulating and compiling it, involve the community and/or other stakeholders (including bureaucratic apparatus) to obtain suggestions and input and build concern and commitment. Theoretically, the purpose of public services is basically to satisfy the community (Tiemann & Ring, 2022).

Digital Innovation

Digital innovation refers to the process of introducing and implementing new digital technologies that change the way individuals, organizations, and societies operate. It involves not only the development of new technologies, but also new ways of using existing technologies to create new value, improve efficiency, or create better user experiences (Marion & Fixson, 2021). Digital technologies encompass a range of tools and systems that process, store, and transmit information electronically. These include computers, the Internet, software, mobile applications, artificial intelligence (AI), data analytics, blockchain, cloud computing, and the Internet of Things (IoT). Digital innovation leverages these technologies to create new products, services, or business models that

are not only more effective but also more efficient and affordable (Williams, 2021).

One important aspect of digital innovation is how these technologies change the way information is generated, accessed, and used. For example, AI enables large-scale data analysis that would be impossible to do manually. This allows organizations to identify patterns and trends that can be used to make better, faster decisions. In this context, digital innovation often relates to big data analytics, which enables a deeper understanding of consumer behavior, business operations, or market conditions (Mariani & Nambisan, 2021). Cloud computing is another significant digital innovation, enabling the storage and processing of large amounts of data in real-time, anywhere and anytime. This not only reduces the cost of technology infrastructure but also increases operational flexibility and scalability. Organizations can leverage the cloud to accelerate product development, improve team collaboration, and provide better service to customers (Javaid et al., 2022).

Blockchain, although initially known as the technology behind cryptocurrencies like Bitcoin, has now been recognized as a digital innovation that can be applied across a range of industries. Blockchain offers a new way to manage and secure digital transactions by creating an immutable and independently verifiable record. It has great potential in cybersecurity, supply chain management, and even electronic voting (Zutshi et al., 2021). Digital innovation has also brought about significant changes in the world of work. Digital technologies have enabled the rise of remote work, process automation, and the use of online collaboration tools that are changing the way teams work. Automation, driven by AI and robotics, is transforming business processes by reducing reliance on human labor for repetitive tasks and speeding up operations (Wu, 2022).

However, digital innovation is not limited to the private sector. Governments and the public sector are also starting to adopt digital technologies to improve efficiency, transparency, and responsiveness. E-government, for example, is one form of digital innovation that

integrates information and communication technologies into public administration to provide better services to citizens (Mu & Wang, 2022). This digital transformation requires significant cultural and organizational changes. Organizations need to develop new skills and knowledge, adopt a more flexible mindset, and create an environment that supports innovation. In addition, there is a growing need for cross-sector collaboration between government, industry, and society to ensure that the benefits of digital innovation can be felt by all parties (Fernandez-Vidal et al., 2022).

While digital innovation offers many benefits, some challenges must be addressed. One of the biggest challenges is the issue of data privacy and security. As more data is generated and stored digitally, there is a greater risk of data breaches and cyberattacks. Therefore, cybersecurity is a top priority in any digital innovation (Saura et al., 2021). In addition, digital innovation can create a digital divide, where not all individuals or communities have equal access to new technologies. This can exacerbate social and economic inequalities if not addressed properly. Therefore, policymakers need to ensure that digital innovation is accompanied by efforts to improve digital literacy and access to technology for all levels of society (Lythreatis et al., 2022).

METHOD

This research will be conducted using a qualitative approach to explore the impact of digital innovation on the quality of public services in local governments. Through this approach, research data will be obtained from various credible sources, including research results and previous studies that are relevant to this topic. The main focus of this qualitative approach is to understand in depth how digital technology is implemented and how it affects various aspects of local government governance. Data collection will involve a comprehensive literature review to obtain a comprehensive picture of existing practices and challenges faced. After the research data has been collected, the next stage is to process the data to find significant findings. This analysis will provide in-depth insights into how

digital innovation affects transparency, accountability, responsiveness, and community participation in public services. The results of this analysis are expected to provide significant contributions to the development of policies and practices in local governments, as well as offer recommendations that can be implemented to improve the quality of public services in the digital era (Nartin et al., 2024).

RESULT AND DISCUSSION

The Role of Technology in Improving the Efficiency of Public Services

Technology has brought significant changes in various aspects of life, including in terms of public services provided by local governments. One of the main roles of technology in public services is its ability to automate administrative processes that were previously carried out manually. With the application of digital technology, many routine and time-consuming administrative tasks can now be done automatically and more efficiently. For example, the process of processing population data, submitting permits, or paying taxes that previously required direct interaction and manual processing can now be done through an integrated system. This not only reduces the time required to complete these tasks but also reduces the potential for human error that often occurs in manual processes. This automation has a positive impact on local governments in terms of efficiency of time and resources, as well as improving the quality of services received by the public.

In addition to the automation of administrative processes, the integration of information systems between departments in local governments is a key factor in increasing the efficiency of public services. Before integration, there were often obstacles in communication and coordination between departments, which could hinder the smooth running of services to the public. For example, in managing permits involving several departments, the process can be slow if data and information must be transferred manually from one department to another. With the technology that enables the integration of information systems, data can be accessed directly by various departments concerned, thus

accelerating the decision-making process and service completion. This integrated system allows local governments to work more efficiently, reduce data duplication, and ensure that information used in public services is always accurate and up-to-date. This ultimately increases the speed and quality of services provided to the public.

Furthermore, digital technology also plays an important role in increasing the accessibility of public services. Before the existence of digital platforms, people had to come directly to government offices to obtain certain services, such as processing ID cards, paying taxes, or applying for various permits. This is often an obstacle, especially for people who live in remote areas or have limited mobility. With the existence of digital platforms, public services can now be accessed from anywhere and at any time, as long as people have access to the internet. Local governments can provide services through mobile applications, websites, or integrated service portals, which allow people to carry out various administrations online. This not only makes it easier for people to get services but also reduces the workload in government offices so that civil servants can focus more on tasks that require special attention. Thus, digital technology contributes significantly to increasing the accessibility of public services and ensuring that these services can be accessed by all levels of society, without being constrained by distance or time.

In addition, the use of digital technology also has an impact on reducing operational costs for local governments. Process automation and information system integration help reduce the need for physical documents, save storage space, and reduce the use of paper and other resources. Technology also enables more effective monitoring and supervision of service processes, so that problems can be detected and fixed more quickly before they have a wide impact. These cost savings can be allocated to the development of other more critical services, as well as increasing the capacity of local governments to manage their resources. The impact of these operational cost savings is also felt by the community because more efficient and faster services will reduce the costs that

must be incurred by the community in taking care of their administrative needs.

Digital transformation in public services is not just a technical change, but also a fundamental change in the way local governments serve the public. Integration of technology into public service systems requires a strong commitment from local governments to continuously update and improve existing systems, and involve all stakeholders in this process. Education and training for civil servants are also important factors in ensuring that the technology implemented can be used effectively and efficiently. Thus, technology not only accelerates the service process but also improves the quality of interaction between the government and the public, creating a public service system that is more transparent, accountable, and responsive to the needs of the community.

The role of technology in improving the efficiency of public services at the local government level in Indonesia is very significant. Through the automation of administrative processes, integration of inter-departmental information systems, and increasing the accessibility of services through digital platforms, local governments can provide services that are faster, more accurate, and more easily accessible to the public. This transformation not only improves the efficiency and effectiveness of public services but also brings positive changes in overall governance. Digital technology is an important tool for local governments to continue to innovate and adapt to developments, ensuring that public services remain relevant and meet the increasing expectations of the community.

Digital Transformation Challenges in Local Government

Digital transformation in local governments in Indonesia faces several complex and diverse challenges, which affect the success of implementing technology in public services. One of the main challenges faced is the gap in technological infrastructure across regions. Indonesia, as an archipelagic country with a very diverse geography, faces a major challenge in evenly distributing technological infrastructure across its territory. Urban areas generally

have better access to information and communication technology, with the availability of high-speed internet networks, sophisticated data centers, and adequate hardware. In contrast, many rural and remote areas still experience limited access, either due to inadequate telecommunications infrastructure or due to geographical constraints such as mountains or islands. This difference creates a significant gap in the ability of local governments to adopt and implement digital innovation effectively. Regions that are more advanced in terms of technological infrastructure tend to be faster in implementing digital systems in public services, while regions that are left behind have to face various technical obstacles that hinder this transformation process.

This infrastructure gap is not only limited to the availability of internet networks but also includes access to the technological devices needed to support digital operations. Local governments in less developed areas often lack access to the latest hardware and software needed to manage digital systems efficiently. Even when devices are available, maintaining and updating these technologies is often a challenge, especially in budget-constrained areas. This leaves local governments reliant on outdated technology, which in turn hinders their ability to fully leverage the potential of digital innovation to improve public services. As a result, communities in these areas may miss out on the benefits of digital transformation that have been experienced in more developed areas, widening the gap in the quality of public services between regions.

In addition to the infrastructure gap, limited human resources are also a crucial challenge in digital transformation in local governments. Digital technology, although sophisticated, still requires skilled and trained human resources to be able to operate it properly. Many local governments in Indonesia face problems in this regard because not all civil servants have adequate skills in operating newly adopted information and communication technologies. This problem is exacerbated by the lack of comprehensive training programs to improve employee capacity and

competence in the field of digital technology. Even in areas that already have adequate technological infrastructure, the lack of skilled human resources often results in the technology not being used optimally, or even being ignored. Local governments need experts who cannot only operate but also maintain and develop existing digital systems so that the technology can function effectively and sustainably.

The challenges in developing human resources are also related to budget constraints and different priorities in each region. In some local governments, investment in technology development and employee training may not be considered a top priority, especially if the region is facing various other pressing problems, such as the need for basic infrastructure or health services. These budget constraints force many local governments to make savings, which often impacts the quality and quantity of training that can be provided to employees. Without adequate training, digital transformation will only be a half-hearted effort, where the implemented technology cannot provide maximum benefits because it is not supported by competent human resources.

In addition to technical and human resource challenges, resistance to change in bureaucracy is also one of the biggest obstacles to digital transformation in local government. Bureaucracy in Indonesia, like in many other countries, is often known for its rigid nature and slowness in adapting to change. This conventional bureaucratic culture is often hierarchical and oriented towards strict procedures, making change something to be feared or avoided. The implementation of digital technology requires significant changes in the way the bureaucracy works, including changes in workflow, transparency, and decision-making methods. However, these changes are often met with resistance from bureaucrats who are comfortable with the existing system, or who are worried that new technology will replace their roles. This resistance comes not only from individuals but also from the bureaucratic system itself, which tends to focus more on procedures and compliance than on innovation and efficiency.

This resistance to change can also arise from uncertainty or a lack of understanding about the benefits of digital technology. Many local government employees may not fully understand how technology can improve their work efficiency or improve the quality of public services they provide. This lack of understanding often leads to distrust or even rejection of digital initiatives introduced by local governments. To overcome this resistance, a holistic approach is needed, including effective communication, active involvement of employees in the transformation process, and the creation of an organizational culture that is more adaptive to change. Without serious efforts to change the mindset and culture of the bureaucracy, digital transformation in local government will find it difficult to achieve the expected goals.

The challenges in digital transformation in local governments in Indonesia are diverse and interrelated. The gap in technological infrastructure, limited human resources, and resistance to change in bureaucracy are obstacles that need to be overcome with a comprehensive and sustainable strategy. Local governments need to work together with various stakeholders, including the central government, the private sector, and civil society, to create an ecosystem that supports digital transformation. By addressing these challenges, local governments in Indonesia can be better prepared to harness the potential of digital technology to improve the efficiency and quality of public services, as well as to face various challenges that will arise in the future.

The Role of Regional Leadership in Driving Digital Innovation

Local leadership plays a crucial role in driving digital innovation, which can transform the way public services are delivered and improve the efficiency and responsiveness of government. Digital transformation requires not only advanced technology but also a strong commitment from local leaders. Without a clear and consistent commitment from local leaders, digital initiatives often fail to reach their full potential. Local leaders must demonstrate a high level of dedication to supporting this

digitalization process, from the planning stage to implementation. This commitment is reflected in various actions, such as establishing policies that support innovation, providing adequate budgets, and building an organizational culture that is adaptive to change. Committed leaders will prioritize digital transformation as a top agenda, ensuring that all elements of local government function synergistically to realize this vision. They must also dare to make decisions that may be unpopular, such as overhauling bureaucratic structures that are considered outdated or ineffective, to facilitate the adoption of more efficient and modern technology.

In addition to commitment, an effective leadership strategy is also very important to drive technology adoption in local government. Local leaders must have a clear and planned strategy for implementing digital technology in public services. This strategy includes various aspects, including budget allocation, infrastructure development, and human resource training. Proper budget allocation is the foundation of any digital initiative because, without adequate financial support, transformation efforts will be hampered. Regional leaders must be able to plan budgets wisely, allocating funds for hardware purchases, software development, and ongoing system maintenance. In addition, the development of technological infrastructure is also a major focus of this leadership strategy. Without adequate infrastructure, such as a stable and fast internet network, reliable servers, and other supporting devices, digital technology cannot be implemented effectively. Therefore, regional leaders must work together with various stakeholders, including the central government and the private sector, to ensure that the necessary infrastructure is available and accessible to the entire community.

Furthermore, an effective leadership strategy also includes efforts to improve the capacity of human resources in local governments. Digital technology, although important, will not provide optimal results if it is not supported by employees who have adequate skills and knowledge. Therefore, local leaders need to focus on developing human resources through ongoing training

programs. This training not only serves to improve the technical skills of employees but also to build a deeper understanding of the benefits and potential of digital technology in public services. With competent human resources, local governments can operate and maintain digital systems more efficiently, and respond to technological changes more quickly. This strategy must also include efforts to create a work culture that is innovative and open to change, where employees are encouraged to continue learning and adapting to technological developments.

In addition to short-term commitments and strategies, long-term leadership vision is also very important in ensuring the sustainability of digital innovation in local governments. Digital innovation cannot be considered a temporary project or a one-time initiative but must be seen as an integral part of the long-term development strategy of local governments. A clear and future-oriented leadership vision is needed to guide the direction of this digital transformation. Regional leaders must have a vision that includes not only short-term goals, such as increasing administrative efficiency but also the long-term impacts they want to achieve, such as improving the quality of life of the community through better and more inclusive public services. This vision must be clearly articulated to all stakeholders so that they can understand and support the transformation efforts being made.

Long-term vision also includes the ability to anticipate technological changes and prepare local governments for future challenges. Technology continues to evolve rapidly, and local leaders must be able to look ahead, plan the right investments, and ensure that systems built today can be adapted and improved in the future. Visionary leaders will encourage local governments to continue to innovate, not only following technological trends but also becoming pioneers in implementing creative and effective digital solutions. Thus, long-term vision not only helps maintain the momentum of digital transformation but also ensures that local governments can continue to function efficiently and

relevantly in the face of increasingly rapid global change dynamics.

The role of local leadership in driving digital innovation is vital. Strong commitment, effective strategy, and long-term vision are key elements that determine the success of digital transformation in local government. Leaders who can combine these three aspects will be able to create an environment conducive to innovation, ensuring that digital technology is not only adopted but also deeply integrated into the public service system. With the right leadership, digital transformation can be a catalyst for greater change, increasing government efficiency, transparency, and accountability, and providing real benefits to the wider community. The challenges faced in this process are indeed not few, but with visionary and committed leadership, digital innovation can be implemented effectively, bringing positive, sustainable changes to public services in Indonesia.

The Impact of Digital Innovation on the Quality of Public Services

Digital innovation has had a significant impact on the quality of public services, especially in terms of increasing transparency and accountability. Digital technology allows local governments to process and present information more openly so that the public can easily access various relevant data. For example, with the e-government system, various information related to budgets, projects, and government decisions can be accessed online, so that the public can directly monitor how public resources are managed. This transparency not only helps reduce the potential for corruption and abuse of authority but also strengthens public trust in the government. When the public feels that the government is acting transparently and responsibly, they tend to be more trusting and supportive of the policies taken. In addition, the digital system also allows for more effective reporting and supervision, where the public can report suspected irregularities or irregularities directly through an online platform so that supervision can be carried out more thoroughly and quickly.

In addition to increasing transparency, digital innovation also plays an important

role in increasing local government accountability. With the digital management system, every action and decision taken by government officials can be tracked and audited more easily. This system allows for a clear digital footprint so that if there is a deviation, the responsible party can be quickly identified and held accountable. In the context of public services, this accountability is very important because it ensures that the services provided to the community are truly following the standards set. For example, in the management of social assistance, a digital system can ensure that the assistance is truly distributed to those who are entitled, and if there is an error, corrections can be made immediately. This higher accountability, in the end, not only increases the efficiency of public services but also builds public trust in the integrity of local government.

In addition, digital innovation has also accelerated the responsiveness of local governments to community needs. Digital technology allows the communication process between the government and the community to be faster and more effective. Through digital platforms such as mobile applications or online portals, the public can submit complaints, suggestions, or service requests directly, without having to go through a long and complicated bureaucratic process. Local governments, on the other hand, can respond to these complaints or requests more quickly because all data is automatically documented and integrated into the digital system. This certainly increases service efficiency, because the time usually used for manual data processing can be significantly reduced. In addition, with integrated data, the government can conduct real-time analysis to identify the most pressing problems and immediately take the necessary actions. For example, in emergencies such as natural disasters, a quick response from local governments can be a determining factor in saving lives and reducing losses. Digital innovation allows local governments to mobilize resources more efficiently and ensure that assistance reaches those in need in a short time.

Digital technology has also brought significant changes in terms of community

participation in the decision-making process in local governments. With digital platforms, citizens now have more opportunities to engage in public dialogue and consultation, which previously may have been limited due to geographical constraints or access to information. Through social media, online forums, or participatory applications, citizens can convey their views, aspirations, and criticisms directly to local governments. This creates a more inclusive space for participation, where various community groups, including those who may be underrepresented in traditional processes, can contribute. This increased participation not only enriches the decision-making process but also ensures that the policies taken are more in line with the needs and desires of the community. In addition, with digital technology, local governments can more easily collect data and feedback from the community, which can then be used to formulate more responsive and evidence-based policies.

Digital innovation has had a significant positive impact on the quality of public services, especially in terms of increasing transparency, accountability, responsiveness, and community participation. Digital technology enables local governments to operate more efficiently, quickly, and openly, so that services provided to the community become better and fairer. However, to maximize this potential, a mature commitment and strategy are needed from the local government, including investment in technological infrastructure, human resource capacity development, and efforts to overcome various challenges that arise. Thus, digital innovation can truly be an effective tool to improve the quality of public services and strengthen the relationship between local governments and the community.

CONCLUSION

Digital technology has great potential to improve the quality of public services in Indonesia. This innovation not only speeds up administrative processes and increases efficiency, but also strengthens transparency and accountability in government, thereby reducing corrupt practices and increasing

public trust in the government. In addition, by increasing responsiveness to community needs and encouraging public participation in decision-making, digital innovation helps create a more inclusive and adaptive government to change. However, the success of this digital transformation is highly dependent on several key factors, such as the commitment and long-term vision of regional leaders, the availability of adequate technological infrastructure, and the development of qualified human resource capacity. Challenges such as technological gaps between regions, resistance to change in bureaucracy, and budget constraints need to be addressed with the right strategy so that digital innovation can be implemented effectively and sustainably. With an integrated and comprehensive approach, digital innovation can be a major catalyst in creating more efficient, transparent, and responsive public services throughout Indonesia.

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