

Building Innovative and Efficient Public Services in the Digital Era in Indonesia

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ABSTRACT

In the digital era, the use of technology opens up significant opportunities to improve the process, quality, and access of public services. This study aims to analyze the development of public services in Indonesia within the context of digitalization, with a focus on increasing service innovation and efficiency. The study was conducted using a qualitative approach through a literature review method by reviewing various scientific journals, academic books, and relevant policy documents. The main results of the study indicate that the implementation of digital-based public services still faces several obstacles, particularly limited technological infrastructure, disparities in human resource capabilities, and the suboptimal use of technology across all service sectors. Nevertheless, the digitalization of public services has great potential to accelerate service processes, increase transparency, and expand public access to government services if supported by adaptive policies, strengthening the capacity of apparatus, and community involvement. The conclusion of this study confirms that the success of innovative and efficient public services in the digital era requires a sustainable, collaborative, and community-oriented strategy to improve service quality and public trust .

Keywords: *Public Service, Innovation, Efficiency, Digital Era*

INTRODUCTION

Public services are services offered by the government to fulfill the needs and desires of the community (*Farida et al., 2015; Peters & Pierre, 2006; Santoso et al., 2021*). Public services that are good, creative, and efficient can help the public to trust the government and raise the quality of life of the community (*Arundel et al., 2019; Farazmand, 2018; Mariyono, 2014*). As the world goes digital, governments should not only provide digital services but also enhance the quality of their services through the use of technology. Yet, difficulties both of a technical nature and policy orientation continue to be stumbling blocks for government in Indonesia to create innovative and efficient public services. Moreover, the government should establish an innovation culture in public services in Indonesia. This might be done by Supporting and rewarding innovations that have a real impact on the citizens. Besides, the government also has to stimulate the involvement of citizens in the process of public service innovation, for instance, through public-private partnership programs and the use of social media to gather public input.

It's also necessary to use user-oriented design principles when creating public services in the digital era. User-oriented design not only offers the government a better understanding of people's needs and preferences when it comes to using public services but also helps find the problems and troubles faced by users of public services. Therefore, the

government will be able to produce effective and efficient public services and at the same time satisfy the needs of the community. Besides, candor and responsibility are also crucial in creating good public services. The government should explain to the community clearly and openly about the public services that are made available, including information about prices, procedures, and the rights of the community in using these services. Besides, the government should also be able to guarantee that the public services provided are in line with the set standards, and should impose penalties on employees who fail to perform their duties appropriately. Besides, the government should also make sure that the public services offered are non-discriminatory and capable of including all strata of society, especially the vulnerable and marginalized groups. The government can realize this goal by recognizing the different needs and characters of society when designing public services and also by making sure that the public services offered are not only accessible but also welcoming to all layers of society.

In order to deal with problems and design new public services better in the digital era, the government must make a promise that they will keep on improving not only the quality but also the efficiency of public services, as well as build up public participation and trust in the government. Thus, the government will be able to satisfy the needs and desires of the community more effectively and at the same time build better relations with the community. For the government to be able to reach these objectives, they should implement drastic measures for the progress of the public service sector in Indonesia. One of the measures that can be implemented is the reform of bureaucracy, including the improvement of the system of governance and employee management.

Public service is a primary function of government, fulfilling the basic needs of the community. Good service quality is measured not only by speed and ease of access, but also by transparency, accountability, and the service's ability to adapt to changing times. Changes in the social environment and technological advances are driving the government to reform its service system to make it more responsive and community-oriented. Innovation in the public sector is seen as a crucial strategy for improving service performance. Several studies emphasize that innovation is not solely related to the use of new technology, but also encompasses updates to work processes, decision-making patterns, and how government interacts with the public. Effective innovation requires alignment between policy objectives, organizational capacity, and clear evaluation mechanisms.

The incorporation of digital technology not only allows the governments to improve the efficiency of their services but it also helps them to expand their service networks to the citizens. Digital transformation is viewed as one of the means to speed up administrative operations, enhance the precision of information, and increase the level of transparency in the provision of public services. Yet, the success of digitalization is in large part determined by adaptive leadership, readiness of human resources, and service design that really meets the needs of users.

On the other hand, different researches report that the public service digitalization still faces quite a lot of challenges. Infrastructure shortcomings, disparities in digital literacy levels, and organizational readiness are the factors that most often impede the optimization of services. For this reason, research on public services in the digital era should carry out a thorough study of the interrelationships between technology, policy, human resources capacity, and community conditions to be able to implement an effective and sustainable digital transformation.

Researchers have demonstrated through different studies that digital technology is a very important factor for boosting creativity and productivity in publicly funded services. (Arundel *et al.*, 2019) point out that in the public sector, innovativeness is capable of enhancing the service impact if it is in harmony with the policy goals. Besides, (Araujo *et al.*, 2021) hold that digital leadership is a significant element of change leading to the achievement of organizational transformation through technology usage.

On the other hand, some studies indicate that digitalizing government services can potentially increase the access and participation of the public if it is accompanied by the necessary infrastructure and personnel. Boellstorff *et al.*, 2019, stress the necessity for inclusiveness in digitally based services whereas Sharma *et al.*, 2020, point out that planning and organizational readiness are very important for technology implementation.

The outcome of the present study calls for further research on the increase of innovative, efficient, and more community-oriented public services by the Indonesian government in the digital era. It is well established that digital technology and innovation play a big role in the enhancement of the quality of public services. Yet, most of the researches thus far mainly deal with the general issues and very few have specifically looked at the actual conditions

and strategies of public services development in Indonesia in the digital era. This is an open door for new researches to bring a more contextual and practical exposure through their findings.

Therefore, the main focus of this research paper is to explore a number of issues including the current situation and problems of public services in Indonesia amidst the increasing use of digital technologies, the potential of digital technologies to bring about innovations and improvements in public services, and the ways the government can transform public services toward being more community-centered and responsive. To support this theme, the objectives of this study are to scrutinize the status of public services during the digital age, uncover the challenges that they are facing, and develop the ways for public services in Indonesia to be innovative and efficient.

METHODOLOGY

This research uses a qualitative approach with a literature review method, chosen because it provides a comprehensive understanding of various relevant policies, concepts, and previous research findings. Data were obtained from books, *International Journal of Educational Administration, Management, and Leadership*, 2(1), 5–16, Boellstorff, T. (2019). The opportunity to contribute: Disability and the digital entrepreneur. *Information, Communication & Society*, 22(4), 474–490.

and policy documents related to public services and digital technology. The collected data were then analyzed descriptively to illustrate the condition and development of public services in Indonesia. Through this approach, the research aims to formulate a public service development strategy that is adaptive, effective, and oriented to community needs.

DISCUSSION

Based on the research conducted, it was:

Table 1.

No	Main Challenge	Description	Impact on Public Service	Example Cases in Indonesia	Possible Sollutions
1	Limited Technological Infrastructure	Uneven internet access, especially in remote and underdeveloped areas	Digital services cannot be accessed equally by all citizens	Slow or unstable connectivity in 3T regions (frontier, outermost, disadvantaged)	Infrastructure development (fiber optics, satellites), expanding internet coverage
2	Lack of Competent IT Human Resources	Shortage of skilled IT professionals in government institutions	Inefficient development and management of digital systems	Lack of programmers and system analysts in local governments	Training programs, recruitment of experts, collaboration with private sector and academia

Nevertheless, on the flip side, the digital era offers opportunities for the Indonesian government to create new and efficient public services by using technologies like big data, cloud computing, and artificial intelligence. Besides, this research also reveals that the government should cultivate an innovative culture in public services in Indonesia by assisting and rewarding innovations that bring a positive change to society.

The government should also take the lead in encouraging citizen involvement in the making of innovative public services through initiatives like public-private partnership programs. Besides that, one of the best ways to reach people

for ideas and opinions is through social media platforms. Another critical factor to keep in mind when developing public services in the digital age is to strictly follow user-oriented design principles. In fact, user-oriented design can serve as the basis for the government to emerge with the most effective public services by catering to the needs and preferences of the community. Also, it can be the tool by which the government discovers the problems and challenges faced by the community in accessing public services.

So the public administrators should focus on developing public services that function better and are more efficient, and that respond to the community's needs. Besides, transparency and accountability are crucial elements in raising the quality of public services, as this paper points out. The public administration is obliged to publish clear and transparent information about the public services provided, including details about costs, procedures, and the community's rights in using these services. Public authorities should also monitor that the services offered are up to the set standards and that employees who fail to carry out their responsibilities properly are punished. Also, the research points out that, in the digital age of public service, creativity and efficiency must ensure accessibility for all societal layers, including the vulnerable and marginalized ones.

One way to approach this is through recognizing the diversity of society in the creation of public services, and making sure that the public services delivered are not only accessible but also welcoming to all strata of the society. The paper also revealed that individuals' interaction with public services that have introduced technology differ from one sector and type of public service to another. Yet generally, the community is in favor of the introduction of technology in public services as it helps to accelerate processes, enhance quality, and make it easier to access public services.

However, there are still concerns about the privacy and security of personal data when using technological public services. Besides, this research implies that the government should enhance communication and public awareness efforts about technological public services, especially for those unfamiliar with the technology.

The government should offer help and training to the public on how to access and use technologically enhanced public services. Public services using technology is a topic of discussion in the study. Furthermore, the study revealed that technological public services in Indonesia are currently concentrated in certain sectors, for example, health and education. The government should leverage technology in public services to other sectors including licensing and administrative services.

Finally, this research shows that public participation in the development and implementation of technology in public services is crucial. Public participation can help the government understand community needs and preferences, as well as help strengthen public trust in government.

So, they have to make it possible for people to have more say in the creation and delivery of public services by using technology, to do this there can be partnership programs and the collaboration between the government, private sector and community. The need for this is further confirmed by the fact that a significant point of the study is the necessity of clear laws and standards relating to the establishment and use of technology in public services in Indonesia that handle such issues as user data confidentiality and protection, interoperability, and service quality. The administration has the responsibility to not only mandate the application of these laws and standards but also to keep them continuously updated in line with the changes in technology.

Besides that, it was also revealed by this research that to come up with new and more efficient community services in the digital age one must first of all build up synergy and teamwork among concerned administration, private sector and the local community. Government organizations should establish long-term partnership programs with private sector and local community, at the same time they should grant incentives and rewards to those who are successful in producing new and efficient public services with the use of technology.

Moreover, it can be seen from the above that there are several segments of the government that need to come to a decision about the matter in question, e.g. how many resources should they allocate to the development and implementation of technology in public services? These resources could be budget, infrastructure, as well as staff who are skilled in IT. The administration must also guarantee that these resources are employed efficiently and effectively to attain the target of producing innovative and efficient public services.

This research also found that establishing an effective evaluation and monitoring system is crucial for the development and implementation of technology in public services (Sharma, M., Sahdev, S.L., Singh, G., & Kumar,

B. (2020)). This evaluation and monitoring system can help the government ensure that the public services provided meet the needs and preferences of the community, and achieve the goal of developing innovative and efficient public services.

Ultimately, this study highlights that the government must keep investing in research and development efforts to create and implement various technologies in public services. The government should always innovate and change technologically as well as adapt to the demands of the people in order to keep improving the quality and effectiveness of public services in Indonesia.

To sum up, this paper argues that the formation of innovative and efficient public services in Indonesia in the digital era should be a cooperative and partnership work among the government, private sector, and public. The government has to develop a culture of innovation and employ technology to enhance the effectiveness and efficiency of public services, at the same time addressing the privacy and security of public data. The government should also spread the use of technology in public services to other sectors and encourage the public to participate more in the development and implementation of technology in public services.

CONCLUSION AND RECOMMENDATION

Based on this study it can be said that there are still many obstacles in the way of improved public services in Indonesia in the digital era. The main issues arise from the lack of sufficient technological infrastructure, the unpreparedness of human resources, and the uneven development of digital-based services. However, if there are responsive systems in place, knowledge and skills of personnel are enhanced, and the habit of continuing innovation is ingrained, the digitalization of public services can greatly enhance efficiency, effectiveness, and accessibility.

Consequently, in order to effectively create new and efficient public services, the government has to show dedication to enhancing collaboration across different sectors, human resource quality improvement, and delivering public services that focus on community needs.

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