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Daftar Isi (Table of Content)

Journal of Government & Civil Society

- 161 - 182
Digitalization: Innovation in Public Services (Case Study Implementation of the Complaints Service Unit in Surakarta (ULAS) and Klaten Regency Industry and Manpower Office)
Heka Jalu Seta¹, Didik Gunawan Suharto¹, Kristina Setyowati¹
(¹ Department of Public Administration, Faculty of Social and Political Sciences, Universitas Sebelas Maret, Indonesia)
- 183 - 203
Participatory Budgeting in Surakarta, Indonesia: Pro-Poor Approach
Akbarudin Arif¹, Agus Kristiyanto¹, Cahyo Seftyono², Sapja Anantanyu¹, Haryani Saptaningtyas¹, Bonn Juego³, Tulus Widayat¹
*(¹ Graduate School, Universitas Sebelas Maret, Indonesia)
(² Political Science Program, Universitas Negeri Semarang, Indonesia)
(³ International Development Studies, University of Jyväskylä, Finland)*
- 204 - 227
Improving Quality of Land Data Towards Modern Land Administration in The Administrative City of West Jakarta
Baskara Suprojo¹, M. Nazir Salim², Arditya Wicaksono³, Septina Marryanti⁴, Yudha Purbawa⁵, Reza Amarta Prayoga⁶, Purnama Alamsyah⁷, Fatwa Nurul Hakim⁸, Gustaf Wijaya⁹, Eko Wahyono¹⁰
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(⁴ Research Center for Population, National Research and Innovation Agency (BRIN))
(⁵ Research Center for Behavioral and Circular Economics, National Research and Innovation Agency (BRIN))*
- 228 - 245
Collaborative Governance in Local Governments: Yogyakarta Special Regional Fund
Imansyah¹, Lisa Sophia Yuliantini², Titin Purwaningsih³
(^{1,2,3} Department of Government Affairs and Administration, Universitas Muhammadiyah Yogyakarta, 55183, Indonesia)
- 246 - 263
Community Empowerment Strategy In Developing Agrotourism Village In Kuningan Regency, West Java
Rd. Ahmad Buchari^{1,2}, Sulaiman Zuhdi³, Azlan Abas⁴, Kadaruddin Aiyub⁴, Entang Adhy Muhtar¹, Ahmad Zaini Miftah^{1,2}, Riki Satia Muharam¹, Darto¹

(¹ Department of Public Administration, Universitas Padjadjaran, Bandung, Indonesia)
(² Center for Decentralization & Participatory Development Research, Faculty of Social and Political Sciences, Universitas Padjadjaran, Bandung, Indonesia)
(³ Departemen of Public Administrastion, Universitas Lancang Kuning, Pekanbaru, Indonesia)
(⁴ Faculty of Social Sciences and Humanities, University Kebangsaan Malaysia, Malaysia)

Comparison of Website Maturity in e-Government Implementation at the City Level in Indonesia

264 – 288

Reksi Anggara¹, Eko Priyo Purnomo¹, Tiara Khairunnisa¹

(¹ Department of Government Affairs and Administration, Jusuf Kalla School of Government, Universitas Muhammadiyah Yogyakarta, Indonesia)

Reform and Reformulation of Public Policy in Indonesia: What is Required?

289 – 311

Ni Wayan Widhiasthini¹, Made Srinitha Millinia Utami², Nyoman Sri Subawa³

(¹ Department of Publik Administration, Universitas Pendidikan Nasional Bali, Indonesia)
(² Department of Information Technology, Murdoch University, Australia)
(³ Department of Publik Administration, Universitas Pendidikan Nasional Bali, Indonesia)

Agile Governance in Optimizing Digital Literacy for MSMEs Actors in the Special Region of Yogyakarta

312 – 325

Muhammad Eko Atmojo¹, Awang Darumurti¹, Helen Dian Fridayani¹, Sanny Nofrima², Herdin Saputra³

(¹ Department of Government Affairs and Administration, Universitas Muhammadiyah Yogyakarta, Indonesia)
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(³ Ural Institute of Humanities, Ural Federal University, Russia Federation)

Collaborative Governance in Prevention and Control of Sexual Abuse in Local Level

326 – 343

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Digitalization: Innovation in Public Services (Case Study Implementation of the Complaints Service Unit in Surakarta (ULAS) and Klaten Regency Industry and Manpower Office)

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ABSTRACT

This study examines the impact of digital transformation on public service innovation through a comparative analysis of the Surakarta Complaints Service Unit (ULAS) and the Industry and Manpower Office in Klaten Regency. As digitalization becomes a cornerstone of modern governance, it offers critical pathways to enhancing efficiency, responsiveness, and transparency within public administration. By investigating digitalized complaint management and service processes, this research highlights how digital platforms can streamline responses to community needs and foster improved administrative practices. Through a qualitative approach, utilizing both literature review and in-depth interviews, findings reveal that digitalization not only addresses public grievances effectively but also plays a vital role in establishing principles of good governance. This study underscores the significance of digital transformation in elevating public sector responsiveness and accountability, providing valuable insights for other regions aiming to leverage technology in public service reforms.

Keywords: Digitalization, digital transformation, e-government

ABSTRAK

Penelitian ini mengkaji dampak transformasi digital terhadap inovasi layanan publik melalui analisis komparatif pada Unit Layanan Aduan Surakarta (ULAS) dan Dinas Perindustrian dan Tenaga Kerja Kabupaten Klaten. Digitalisasi telah menjadi landasan dalam tata kelola modern, menawarkan jalur penting untuk meningkatkan efisiensi, responsivitas, dan transparansi dalam administrasi publik. Dengan meneliti manajemen pengaduan dan proses layanan yang terdigitalisasi, penelitian ini menyoroti bagaimana platform digital dapat menyederhanakan respons terhadap kebutuhan masyarakat dan mendorong praktik administratif yang lebih baik. Melalui pendekatan kualitatif, menggunakan tinjauan pustaka dan wawancara mendalam, temuan menunjukkan bahwa digitalisasi tidak hanya secara efektif menangani keluhan publik tetapi juga berperan penting dalam penerapan prinsip tata kelola yang baik. Studi ini menegaskan pentingnya transformasi digital dalam meningkatkan responsivitas dan akuntabilitas sektor publik, serta memberikan wawasan berharga bagi daerah lain yang ingin memanfaatkan teknologi dalam reformasi layanan publik.

Kata Kunci: Digitalisasi, transformasi digital, e-government

INTRODUCTION

Technology is critical in developing the flow of distribution, consumption, and production of information. When technology helps change ways of communication that are limited by space and time into ways of communicating information without limits,

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the role of technology is vital in the process of information massification. Since technology is basically good, it is not surprising that a shift from conventional mass media to new mass media occurred. Ultimately, new media in the complex context of technology and globalization a critical component in the communications media industry is globalization. There are many things to consider when talking about new communication media. Some of the things to consider include how we understand the information society in the digital era, how modern media technology develops, how the media industry talks about information in the digital era, and how we experience such changes. (Wuryanta, 2004)

Technological advances in the field of information and communication technology mainly drive globalization. Computer technology, telecommunications, and the internet have changed the way people work, communicate, and interact with each other. The use of fast and efficient digital platforms enables worldwide collaboration and data exchange on an unprecedented scale. Automation, artificial intelligence and the Internet of Things (IoT) are at the heart of a new industrial revolution called Industry 4.0, driven by technological advances. This has brought about significant changes in the way people work, learn, and live daily. This doesn't just affect the industrial sector.

Increasingly close global relations are created by globalization and technological progress, two modern phenomena that cannot be avoided. Globalization enables the exchange of information, goods, and services beyond national borders because it removes geographic boundaries and integrates economics, politics, and culture. Globalization is accelerated and strengthened by technology and significant advances in information and communications technology. The convenience of technology, especially the digital revolution, is changing the way people interact and talk to each other. Technological developments such as the internet and social media enable instant communication and collaboration throughout the world. Technology and globalization unite societies that are increasingly connected. Having access to information from almost anywhere in the world allows people to participate in global discussions, share culture, and contribute to social change. Innovative technologies have a significant impact on work processes, products, services, and business models in the digital age. These include social media, mobile computing, cloud computing, data analytics, the internet of Things (SMACIT), and, more recently, blockchain, artificial intelligence, and virtual reality. They enable innovative working, collaboration, and automation models by enabling new connections between people, organizations, machines, and other things. (Urbach & Roglinger, 2018)

Globalization has made the digital technology sector currently develop very rapidly, which is marked by the Industrial Revolution 4.0, where the industry develops digital technology to make its business easier. Fintech companies or financial technology start-ups, such as peer-to-peer lending and crowdfunding, are examples of industries that are developing digital technology in their business. (Nurfalah & Rusydiana, 2019)

Globalization and technological advances have changed the way governments and businesses operate. The need for more efficient, cheaper, and more responsive public services emerged as a result of these changes. In conditions like this, the Klaten Regency Industry and Manpower Service realizes that technology integration can help increase capacity and quality of service. To increase efficiency, transparency and quality of public services in the modern era, digital transformation is significant. The Klaten Regency Government, especially the Department of Industry and Manpower, realizes the importance of implementing digital innovation to speed up the community service process. To make the public sector more digital is imperative and imperative for governments to be competitive in providing high-quality services.

The emergence of various advances and innovations in the field of technology has made the world of communication more accessible to communicate. The Internet, which allows anyone to access information anytime and anywhere, is one of the most significant advances in modern communications technology. Plt talks about the Internet as the primary source of information. Djoko Agung Harijadi, IKP director of the Ministry of Communication and Information (Kemkominfo), spoke at the 2015 Social Media Networking meeting. It was discovered in the discussion that one in three of our family members and relatives use the Internet, and eight out of ten use an internet device, smartphone, or other devices to search for information online. Therefore, the Internet is now the primary source of information and news. (Vinka & Michele, 2021)

The public service paradigm has changed along with the development of society, which is increasingly connected digitally. Digital transformation is a necessity for local governments to meet the increasingly complex needs and expectations of society. The Klaten Regency Department of Industry and Manpower is committed to adapting and exploiting the potential of digital innovation to increase the effectiveness, efficiency, and transparency of services in this context. As an essential part of a developing Indonesia, Klaten faces challenges and opportunities in managing industry and labor. To ensure that public services remain relevant and efficient, rapid adaptation to technological developments is required due to rapid economic growth in the region. The Klaten Regency Industry and Manpower Service focuses on using digital innovation to improve service quality in facing the dynamics of change.

The two main pillars of Klaten Regency's economic growth are industry and labor. Therefore, the Department of Industry and Manpower has a strategic role in managing industry and providing a quality workforce. This institution is taking proactive steps by adapting to digital innovation in the face of the complexity of global change and local needs. The public service paradigm has changed dramatically as a result of advances in information and communication technology. In line with Good Governance principles, the use of digital solutions can speed up processes, increase transparency, and optimize

data management. Consequently, this research will concentrate on how digital innovation can help improve the performance of the Klaten Regency Industry and Manpower Department.

In this era of continuously developing information technology, Klaten Regency realizes how important it is to use digital technology to increase administrative efficiency and make it easier for people to get government services. Klaten Regency's digital transformation covers many things. One of them is the implementation of an integrated information system, which allows various government agencies to share data and work more efficiently. Data required for various public services can be accessed and managed quickly, reducing the time and effort required to manage various administrations.

Apart from the Klaten Regency Industry and Manpower Service, there is a similar movement regarding public service innovation using digitalization in Surakarta. A program called the Complaints Service Unit is a forum for the public to submit complaints regarding public services provided in Surakarta. This research becomes interesting with the innovation of public services in these two cases through digitalization. This research will examine how digitalization has become an innovation in public services at the Klaten and Surakarta Regency Industry and Employment Services through the Complaints Service Unit (ULAS) program.

RESEARCH METHODS

Research is another term for research. This term comes from the words "re," which means "return," and "seek," which means "return to" or "research." In other words, research investigates facts or data to obtain additional information. (Subadi, 2006) The research used a qualitative approach. Qualitative research aims to comprehend (understand) social phenomena or symptoms by focusing on the phenomenon as a whole rather than dividing it into interrelated variables. (Adlini et al., 2022)

The research method used in this research is qualitative research. Qualitative research answers research problems with story data from interviews, observations, and document digging. A deep understanding of these concepts is needed to adequately explain the methods and types of research, as well as the presence and location of researchers, data sources, data collection methods, data analysis, and checking the validity of research results before they are included in research proposals and reports. (Wahidmurni, 2017).

Qualitative research is an in-depth and contextual approach to understanding social phenomena or events. The data source in this research is a literature review. Data was taken from journals, books, mass media, and print media. Qualitative research requires a solid theoretical basis to understand the complexity of changes occurring due to digitalization in public services. By analyzing literature data, we can deeply understand essential concepts related to digital change in the public sector.

The qualitative research used in this research uses case studies. This research uses a case study because the research focus examines the implementation of public service innovation through digitalization. Qualitative research methods are an in-depth and detailed approach. Case studies help explain “how” and “why” a phenomenon occurs, thereby enabling a deeper understanding of the specific context and complexity of the subject under study.

The data collection process in this research used sources originating from related literature in journals, books, online media, and print media, as well as interviews with associated parties. Interviews with sources who understand the research subject can provide a better understanding of data collection and the phenomenon being researched. Data searches were conducted at the research site by interviewing employees involved in digital government services.

RESULTS, DISCUSSION AND ANALYSIS

Digitalization

The word “digital” comes from the Greek language, which is “digitus”, which means “fingers”. The number of our fingers is 10, and the number 10 consists of numbers 1 and 0, so digital is a representation of the state of numbers consisting of numbers 0 and 1 or off and on (binary numbers). Digital systems function as a database for each computer system. There is also the term “bit”, which stands for “binary digits.” Digital is very important for humans because it is very complex and flexible. Digital theory is the idea of how technology and science develop from manual to digital and how complicated things become concise. In addition, the era of digital technology is now starting. Everything uses technology. Is this a modern era, which has been predicted by scientists for a long time? Digitalization is an era in which technological sophistication controls all human activities. Digital technology does not require human power or manual. However, it is more common in automatic operating systems that use a computerized system or format that computer can read. Analog systems develop into digital systems. (Aji, 2016)

The term “digitalization” refers to the restructuring of numerous spheres of social life around digital media and communication infrastructures. To put it simply, digitalization is the application of digital technologies. (Srai & Lorentz, 2019) Digitalization is the process of converting analog data into digital language. Digitalization can improve business relationships between customers and businesses, providing value to the economy and society as a whole. (João Carlos Gonçalves dos Reis et al., 2020) The term “digitalization” describes the advancement of digital data creation, transfer, storage, and analysis, which has the ability to “structure, shape, and influence the contemporary world”. (Brennen & Kreiss, 2016).

The process of transforming analog information into digital form is called digitalization. This may entail transforming different kinds of data into a format that can be read by computers, including sounds, documents, images, and signals. It is an essential step in the processing, storing, and transmission of data because it makes information transferable, easily accessible, and efficient. A crucial component of digital transformation is digitalization, which is the incorporation of digital technology into every facet of a company's operations, resulting in significant adjustments to the way a company generates value and runs. This can involve implementing new digital technologies to boost productivity, innovate, improve customer experiences, and streamline operations. All things considered, digital transformation and digitalization are critical to an organization's success in the digital age by staying relevant, increasing revenue, and better engaging and serving their stakeholders.

Digital Transformation as an Innovation

Technological developments continue to occur, sometimes without realizing it. In every aspect of our lives, we will be asked to continue to adapt to advances that come from technological advances. Therefore, current developments require humans to carry out digital transformation. Digital transformation is the beginning of creating new, more efficient methods to replace processes that have long been used to perform tasks. Existing technology is used to carry out this process. (Ainun et al., 2022)

As the need for digital technology increases, digital transformation, also known as digital transformation (DT), is an unavoidable phenomenon. Digital transformation is a significant transformation that involves all existing resources, including digital technology. Organizations must respond well to digital transformation, no matter whether they are ready or not to survive and compete. We seek to explain what digital transformation is, what drives it, and the impact that occurs when it occurs. An organization must prepare and create strategies to deal with the positive and negative impacts of digital transformation if they undertake it. (Hadiono & Santi, 2020)

The definition of "digital transformation" as "adopted processes and practices that help public organizations create social value in an increasingly digital world" is the basis for the conceptualization of this term for public sector organizations. Organizations cannot stop the need for digital transformation. This requires adjustments in the way businesses, civil society, government institutions, and other stakeholders use digital technology (Mergel et al., 2019). The term "digital transformation" essentially refers to a change in the focus and direction of digital government. Digital transformation is often referred to as a technological revolution and is considered a paradigm shift.

Around the world, industries and nations are undergoing a wave of change due to digital transformation (DT). Digital technology is frequently used to improve corporate development and change the way that it is done, particularly when it comes to sustainability objectives. (Wang & Yan, 2023) The term “digital transformation” refers to the combination of cutting-edge technologies, the blending of digital and physical systems, the dominance of novel business concepts and fresh procedures, and the development of intelligent goods and services. Digital transformation, defined as transformation ‘concerned with the changes digital technologies can bring about in a company’s business model, products or organizational structures. While digitization refers to the conversion of analog information into digital form and the automation of processes using information technologies, digital transformation refers to changes brought about by digital technologies. (Hess et al., 2016)

A company may embark on a number of digitalization initiatives, from process automation to computer retraining for employees. On the other hand, businesses cannot undertake digital transformation as a project. Rather, this more inclusive phrase describes the customer-driven strategic business transformation that calls for both the adoption of digital technologies and organizational restructuring on all levels. Many digitalization projects will usually be included in digital transformation initiatives. (Bloomberg, 2018) Transformation and innovation are not the same thing; one may lead to the other. The push for digitalization and transformation might begin as an innovation project, or it might be sparked by a fresh commercial opportunity. (Gobble, 2018)

Digital innovation and technology change, replace or complement existing standards in specific companies, ecosystems, and sectors. This process of change is called “digital transformation.” Technology and digitalization affect all aspects of human life. Digital transformation is critical for businesses and government agencies that depend on information technology systems, strategies, and human resources. To improve organizational performance and public services in the public sector, information technology is also widely used. As a result, leadership changes the way people view their lives and work.. (Khalida & Ridwan, 2023)

Digital transformation is necessary for organizations that want to survive and compete. With the very rapid development of technology in the future, digital transformation must be considered carefully. Organizations must prepare well for success in digital transformation. Digital transformation must be carried out and in accordance with the organization’s current plans. This suggests that organizations must reconsider existing strategies in order to adapt them to upcoming changes. In addition, the use of technology has increased amidst the industrial revolution 4.0. This technology has many important advantages, such as reducing labor costs and giving companies more flexibility. It is important to remember that implementing digital transformation will have positive and

negative impacts. While the positive consequences will definitely benefit the organization, the negative consequences must be overcome by creating new opportunities and seeking to adopt new trends in the development of human resource skills and capabilities. (Hadiono & Santi, 2020)

The government is one of the organizations that is carrying out digital transformation. Digital transformation in public administration is driving change in the delivery of government services, which includes using technologies such as data analysis, artificial intelligence, and process automation to optimize public services. (Lukman & Sakir, 2024) The role of digital government transformation is vital at this time because the government is working to rebuild relationships with society based on trust and progress (Junaidi, 2021)

Digitalizing public services has opened up new views on government public services. His presence brought optimism to the implementation of public services. As expected by the public, it comes with technological friendliness and efficiency. Public services usually provided manually are now developing faster and more precisely on target. At least, that is what people who have directly experienced the changes in services offered by the government in the public sphere say. (Badruttamam, 2022)

Digital transformation in public services has several impacts on its implementation, including effectiveness, responsiveness, operational efficiency, and the level of citizen satisfaction with public services that have been changed by digitalization. According to research conducted by (Taufiqurokhman et al., 2023), digitalization has increased the effectiveness of public services. The use of information technology in administrative processes and online services has accelerated citizens' access to information and services. Analysis of government responsiveness to public services shows that digitalization makes the government better able to meet people's needs. A well-integrated system allows the government to respond quickly to general requests, questions, or complaints. This lays the foundation for a more inclusive and engaged government. Digitalization also increases the efficiency of government operations. Automation of administrative processes reduces delays and errors.

Quality public service standards are needed to ensure citizens receive fair, efficient, and responsive services from public institutions. This standard is defined as providing services that meet specific standards regarding speed, accuracy, availability, and responsiveness to community needs. Adaptation and innovation are essential to improving public services. Public institutions must be able to adapt to changing technology and demands to remain relevant and practical. Adaptation includes the ability to adapt to environmental changes and societal needs. In public administration, resource management is critical because it directly impacts public institutions' ability to provide good public services. Public institutions can allocate resources effectively with good management,

avoiding wasting budget and time and ensuring sustainable services. Technology and innovation are critical to improving government operational efficiency. Fast data collection and analysis and more efficient online-based services can be achieved through technology. Technology uses include information management systems, e-government platforms, and mobile-based applications. (Utami, 2023)

Overall, digitalization can improve the quality and efficiency of public services. Digitalization speeds up administrative processes, reduces bureaucracy, and reduces human error, thereby reducing turnaround times and increasing productivity. Digitalization enables better accessibility for society because services can be accessed digitally from anywhere and at any time, which can improve responsiveness to society's needs. In addition, because data and information can be accessed more easily by related parties and the general public, the application of digitalization can effectively increase transparency and accountability. Applying digital technology in public services can increase efficiency in various aspects of public administration. In the view of public administration, this is a crucial step in improving the quality and efficiency of public services. Digital technology allows governments to provide public services online, allowing people to access them quickly and easily without physically visiting government offices. Digital technology will also enable governments to reduce operational costs and increase transparency and accountability in public services. (Yulanda & Adnan, 2023)

Public Services

Public services are defined as activities or a series of activities carried out by public service providers to meet the service needs of every citizen and resident for goods, services, or administrative services provided by public service providers in accordance with statutory regulations (Dewi, 2021). According to this definition, public services include various actions carried out by public service providers to meet community needs in accordance with applicable laws and regulations. Public services are essential because the government helps people and maintains justice and order throughout the country. Types of public services cover various fields, such as health, education, licensing, and security. Public service providers must provide public services with transparency, accountability, and community participation in order to create a mutually beneficial relationship between the government and the community.

Public service refers to the person served, the person serving, and the type of service provided. Therefore, public services are different from private services because the government provides them to meet all people's needs. But in the process, public services face many problems. The bureaucratic paradigm tends to ask for services rather than providing them. Ineffective and efficient, convoluted, difficult to understand, challenging to implement, inaccurate, unfair, bureaucratic, unprofessional, unaccountable, limited

technology and information, high costs, political polarization, lack of standards, and lack of community control are some of the problems it causes. The public service paradigm, however, has changed with a focus on the people or citizens. (Wakhid, 2017)

Public service delivery is the government's effort to fulfill the basic needs and civil rights of every citizen regarding goods, services and administrative services provided by public service providers. In Indonesia, the 1945 Constitution requires the state to fulfill the basic needs of every citizen for their welfare, so that the effectiveness of the government system depends on how well public services are provided. (Dewi and Suparno, 2022) Public service providers are every state institution, corporation, or independent institution established by law to provide goods, services, and/or administrative services to every citizen and resident. If the public loses trust in service providers, the rules and laws that shape state sovereignty will be destroyed if the public no longer trusts public service providers. (Widanti, 2022)

The aim of establishing the Indonesian government is to achieve general welfare through the development and implementation of public services (civil servants or social services) to realize national goals. In the preamble to the 1945 Constitution of the Republic of Indonesia, paragraph IV stipulates that the government must carry out various functions and duties, which generally consist of government and administrative functions. However, after considering it more deeply, the goal is that the government basically serves the community. Governments are founded to help others, not themselves. They were founded to create environments and situations where everyone can develop their skills and creativity to achieve common goals. As stated in the mandate of the 1945 Constitution of the Republic of Indonesia, the state is responsible for providing public services to every citizen and resident to fulfill the fundamental rights and needs of society. The state is also responsible for fostering public confidence in public services. In addition, the state must strive to improve the quality of public services and ensure that their provision is in accordance with general principles of good governance and corporate governance. To improve government public services, Law Number 25 of 2009 concerning Public Services was enacted on July 18, 2009. (Wibawa, 2019)

According to Law Number 25 of 2009 concerning Public Services, public services are defined as activities or activities aimed at meeting the needs for goods and services of every citizen and resident related to services, which are defined as a series of activities. (Riani, 2021) Law Number 25 of 2009 concerning Public Services establishes four objectives for public services. The first aim is to provide clear boundaries and relationships regarding the rights, responsibilities, obligations, and authority of each party in providing public services; realizing good government and corporate-based public services; ensure that public services are provided correctly and in accordance with statutory regulations; and provide legal protection and certainty for the community.

The public services society currently expects the need to be provided by the government and demand high-quality services. As public awareness about the meaning of state life based on democracy – also known as popular sovereignty – as outlined in the 1945 Constitution, these demands are increasing. People increasingly realize that they not only have and bear responsibility for the existence of the state but also have rights that the state or government must fulfill in return for fulfilling these obligations and responsibilities by statutory regulations. Public service is the government's choice to provide services that are considered beneficial to its citizens. In some cases, the term "public service" is used to describe certain unique or specific service acts. This can occur in public facilities, transportation, education, health, housing, or welfare. This organization includes electricity, water, roads, schools, hospitals, public housing, and social rehabilitation institutions. In addition, public services have jurisdiction established by law. A brief explanation of public services includes decision-making, implementation, and evaluation. (Fakih & Lawati, 2019)

Public Services at the Klaten Regency Industry and Manpower Office

The Industry and Manpower Service, as referred to in Article 2, is tasked with assisting the Regent in carrying out political affairs in the fields of industry, employment, and immigration. In carrying out the duties as intended in Article 3, the Department of Industry and Manpower carries out the following duties:

1. Preparation of technical guidelines in the fields of industry, employment, and immigration.
2. Implementation of technical guidelines in the fields of industry, labor, and migration.
3. Implementation of coordination in the fields of industry, employment, and migration.
4. Carrying out monitoring, evaluation and reporting in the fields of industry, employment and migration.
5. Implementing Administration of the Department of Industry and Manpower and Carrying out other functions that may be assigned by the Regent in connection with the duties and functions of the Regent

In the current era of technology and globalization, the quality of human resources plays an essential role in achieving organizational goals. The Klaten Regency Industry and Manpower Service continues to strive and strive to improve the quality of human resources to answer the challenges of managing institutional survival. (Dionensia & Saragih, 2022)

The Klaten Regency Industry and Manpower Service helps the growth of industry and labor in the region by providing various critical public services. One of these services is an industrial business license, which allows entrepreneurs to start or develop their businesses by applicable standards and regulations. In addition, the agency offers training and skills development programs to help them compete in an increasingly competitive job market. In addition, industry and labor agencies are responsible for helping employers and workers talk to each other, resolve employment disputes, and ensure labor laws apply correctly. Job placement services are the focus, helping people find jobs that match their abilities. By balancing workers' rights and employers' needs, this agency is essential in building a healthy industrial ecosystem in Klaten. Service for creating AK-1 cards. There are many community needs in terms of public services, especially in terms of finding work. Job seekers need a Job Seeker Registration Card (AK-1). AK-1 serves as proof that the job seeker has registered with the authorized employment agency in their district or city and as identification to make it easier to find their master card in a mobile body. The government handles employment and transmigration issues through the Manpower Service. There is a great need for public service from the Manpower Department apparatus because the number of people looking for work is increasing. (Fitriani, 2013)

Public Service Innovation through the Surakarta Complaints Service

Society is in a sophisticated era due to the development and progress of technology and its use in everyday life. Every organization, including public organizations, must face the challenge of adapting to change. The government adopted a system known as electronic government, or e-government, which was carried out through digital transformation due to technological advances (Nawawi, 2015).

Technological advances mean that government managers must improve the quality of their services. One of them is implementing digital-based complaint management to improve the quality of their services because it has more significant benefits than public complaints made manually. Based on the concept of public complaints and digital government, digital-based complaints are a way to express public dissatisfaction between the services provided to the public and what the public expects. The public service innovation carried out by the Surakarta Government is through a digital Complaints Service Unit.

According to Perwali Surakarta No. 25 of 2013 concerning the Surakarta Complaints Service Unit. In the Surakarta City Government, public complaints are defined as notifications from the public receiving services containing information about discrepancies between the services received and service announcements or notifications from the community receiving services in the form of constructive thoughts, suggestions, ideas, or complaints/complaints to the service provider.

Organizations can accept public criticism and aspirations rather than ignoring or considering them trivial by understanding the benefits of having a complaint platform and ensuring that incoming complaints are appropriately handled. This shows that public complaints must be discussed. Several articles of Law No. 25 of 2009 concerning public services make it essential to discuss the follow-up to public complaints. According to Article 18, paragraph 2, public service procurement, at a minimum, includes service procurement, management of public complaints, information processing, internal supervision, outreach to the public, and consultation services. According to Article 18, letter g, the public can file complaints against service providers who commit violations.

Public complaints regarding public services in Surakarta use the Surakarta Complaints Service (ULAS). In 2013, the Surakarta Complaints Service Unit (ULAS) was established as a non-structural government organization that carries out public complaint services. ULAS aims to improve service quality and ensure public service provision based on the principles of good governance. It also aims to provide open public information about how the community can overcome dissatisfaction with the services they receive. The formation of ULAS is part of the commitment of the Surakarta city government to improve the quality of services by providing opportunities for citizens to submit complaints and complaints about the services the community receives (Utomo et al., 2019). The Surakarta Complaints Service Unit (ULAS) can be accessed through a particular complaint website channel and mobile application managed by Unit officers Surakarta Complaint Service Apart from that, complaints from the people of Surakarta can be submitted by telephone, letter, or by coming directly to the nearest inspectorate office or sub-district office. This can also be done via the ULAS website at complainingcommunitysurakarta.co.id and the Solo Destination mobile application, which has the ULAS feature.

Complaint services are essential to service delivery because improving service quality is independent of public input, usually through criticism or complaints. Presidential Regulation Number 76 of 2012 concerning the Management of Public Service Complaints stipulates that public service providers are responsible for receiving and processing complaints from the public who are dissatisfied with the services they receive. According to Dwiyanto in Wibawa (2009), people's aspirations to file complaints or protests against the way the government manages public affairs and services are critical for efforts to improve overall government work procedures.

Innovation in Public Services at the Klaten Regency Industry and Manpower Office

Social, mobile, cloud, analytics, and other digital technologies are affecting most facets of human activity as well as organizations. To compete and succeed in the digital age, organizations must incorporate these digital technologies and their potential to change operations, engage talent, and propel new business models. Organizational change

happens when a business moves from where it is to where it wants to be in the future. The process of organizing and carrying out change in an organization so as to reduce employee resistance and costs to the organization while concurrently optimizing the change endeavor's efficacy. (Schwertner, 2017)

Continuous digitalization is driving a significant transformation in the field of public administration. Digitalization has developed into a powerful force in public service innovation, community engagement, policy formulation, and service delivery. Essentially, this digital revolution goes beyond just the digitization of processes. A paradigm shift is needed to achieve this, including open access to information, data-driven decision-making, and user-centered design.

Government Regulation Number 38 of 2017 concerning Regional Innovation states in Article 1 Paragraph 1 that regional innovation is any form of innovation in regional government administration. Meanwhile, Article 4 states that regional innovation is meant by (1) government, public service, and other regional innovations by regional authority. In Article 5, paragraph (1), what is meant by governance innovation is innovation in regional government administration, including internal governance in the implementation of administrative functions and management of management elements. Paragraph (2) Government public service innovation is innovation in providing services to the public, including innovation in providing public goods/services and the types and forms of public goods/services. Paragraph (3) What other regional innovations relating to government affairs are meant within the scope of regional competence. This includes all forms of innovation in the administration of government affairs, which are the responsibility of regional governments. (Walo et al., 2021)

Digitalization has resulted in many innovations in public services around the world. Governments and public institutions can provide more effective, fast, and easily accessible services through digital technology. For example, administrative services such as managing identity documents, business licensing, or paying taxes can now be done online, saving the public time and effort. Additionally, governments can use data collected in real time to spot problems and create better policies. In addition, the government and society communicate more frequently through social media and other online platforms, allowing citizens to participate in decision-making actively. Public services become more transparent, efficient and responsive to the community's needs, creating a more modern government and getting closer to its citizens through innovation with digitalization.

One step towards providing high-quality e-services is to have a government organization website. The website functions as a medium for disseminating information about the processes and service requirements needed by the community. Socialization carried out via the Internet is the implementation of web-based service policies. E-service via the website is an effort to utilize information and communication technology in the field of

public services to increase the effectiveness, efficacy, transparency, and accountability of service delivery. (Fakih & Lawati, 2019)

Using information technology and the internet in government services, such as taxation or procurement of goods and services through an electronic open auction system, can increase the government service system's speed, cost, and completeness. Using digital technology to improve development programs of all sectors to achieve the complete and inclusive, broadly "inclusive," innovative, and adequate information desired by current and future local governments. To improve services to the community and be able to encourage general democracy in society by building networks and relationships with the government and the community directly, sharing resources between stakeholders as a governance principle, encouraging broad community participation. (Líšková, 2018).

In this era of continuously developing information technology, Klaten Regency realizes how important it is to utilize digital innovation to make it easier for people to access government services and increase administrative efficiency. In Klaten Regency, digital transformation covers many things. One is implementing an integrated information system, which allows various government agencies to share data and work more efficiently. Data required for various public services can be accessed and managed quickly, reducing the time and effort required to manage various administrations.

All services or management provided by the government or public bodies to the community or individuals to fulfill their needs and rights are called public services. Providing effective, efficient, open, fair, and responsive services to the community is the primary goal of public services. To ensure that people's rights and needs are fully met, the quality of public services is essential. Sound public service principles are accessibility, equality, legal certainty, equity, community participation, and accountability. In recent years, efforts to digitize public services have relied on information and communication technology to increase efficiency, transparency, and ease of access for the public. As a result, citizens can now more easily access, track, and assess public services.

Based on the results of interviews with the Klaten Regency Industry and Manpower Service, digitalization was carried out based on objectives based on community complaints and data digitization. So, innovation is carried out with digital transformation. Digital transformation is an answer and innovation in overcoming public complaints regarding public services at the Klaten Regency Industry and Manpower Service.

The innovation at the Department of Industry and Manpower with digitalization was carried out by establishing a website to carry out public services. One of the digital innovations from the Klaten Regency Industry and Manpower Service is the SIKENDI website, which stands for Employment and Industry Information System. This website aims to make registration and searching for information about employment services online easier. This website displays part of the Klaten Regency Industry and Manpower

Department's efforts to improve public services and service quality. This includes the AK1 Card (Yellow Card) registration process, used as the identity for job seekers. This process includes filling in the data form online, obtaining a registration number, and printing the AK1 Card at the Disperinaker office by fulfilling the specified requirements.

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Digital innovation in public services has a significant role in developing e-government or electronic government. E-government is a concept where the government uses information and communication technology to provide more efficient, transparent, and easily accessible services to the public. Digital innovation in public services includes using various technologies such as mobile applications, online platforms, data analysis, and artificial intelligence to improve the quality and affordability of public services.

Technological developments and implementing electronic government are critical concepts in e-government. The concept of e-government is that the government uses technological advances to improve government governance, which includes government structures and activities (Twizeyima & Anderson, 2019). E-Government is the government's use of technology, information, and communication through applications designed to provide services and information to stakeholders, including society and business. (Verkijika & Wet, 2018)

Digital transformation in e-government refers to the application of information and communication technology towards sustainable services and implementation in the government sector, which aims to improve the quality of public services and the overall welfare of citizens. This process completely redesigns existing processes, procedures, structures, and services for more efficient and effective governance. (Tangi et al., 2021).

By implementing e-government characterized by electronic government and digitalization in public services, the transition from conventional to modern systems has become necessary to overcome various complaints and respond to situations in dealing with problems at the Klaten Regency Industry and Manpower Service. Digitalization allows the government to provide services that are more effective, transparent, and easily accessible without being limited by location or time. This has been helpful during the pandemic, but conventional services have become impractical due to physical distancing and the need to maintain social distancing. Digital-based services speed up processes, reduce bureaucracy, reduce physical contact, and provide broader access to information and services. Apart from that, digitalization helps in flexible public services for the community in terms of time and convenience.

Apart from case studies at the District Industry and Manpower Service. Klaten has public services with digital innovation in other areas, namely Surakarta, with a product called the Surakarta Complaints Service Unit (ULAS). ULAS is a platform for the public to provide criticism and suggestions regarding public services in Surakarta.

In both cases, the aim of establishing public services with digitalization is to improve the quality of services, ensure the provision of public services by the principles of good governance, and provide open public information. The principles of good governance include transparency/openness, accountability in public services, responsiveness in public services, equitable fairness, efficiency and effectiveness, and participation in public services. (Rohman et al., 2019)

The principles of good governance in public services can be implemented optimally by innovating using digitalization. In the case taken, namely public service innovation with digitalization in Surakarta and Klaten, it shows that switching to digital government can contribute to improving public services and is by the principles of good governance, which can be explained as follows:

1. Transparency/openness, in the implementation carried out in two cases in different places, shows that digitalization makes it easier for people to access information and services. In fact, at the Klaten District Department of Industry and Manpower, there are digital services to digitize data so that existing data can be accessed openly.
2. Responsiveness is the government's ability to identify community needs and set public service priorities and agendas per community aspirations and needs. The government must meet the needs of the people in the best and best way. For people to feel satisfied with government services, the quality of services must meet its standards. Internet-based public service providers must be fast and responsive in handling complaints or aspirations regarding public services. (Azizah and Najicha, 2022). In both cases, it has been proven that digitalization helps realize responsiveness. At the Surakarta Complaints Service Unit (ULAS), a forum for the public to provide reviews or complaints about public services in Surakarta, this digital service makes the government responsive in its services. Complaints can be made at any time. They can be responded to quickly by the government.
3. Equal justice and good and fair governance means providing services without discrimination. According to the United Nations Development Program in 1997, justice means providing a fair opportunity for everyone to improve their quality of life without distinguishing between genders. Based on this understanding, it can be concluded that the same public services must be provided equally without distinguishing anyone based on ethnicity, race, religion, social strata, or gender. (Rohman et al., 2019). With digitalization, services are provided fairly and evenly. Digitalization means everyone can access public services anytime, anywhere, and get the same services.

4. Efficiency and effectiveness mean that every activity and organization is organized to produce something necessary. With digitalization, efficiency, and effectiveness can be achieved because people can access public services anytime, anywhere, without coming to a public service location. In addition, digitalization brings administrative efficiency by reducing time-consuming and costly manual processes. By digitizing the case study at the Klaten Regency Industry and Employment Service, AK-1 cards or job seeker cards can be obtained online, with no need to come to the service office.

From the case studies, digitalization increases transparency by providing public access to relevant information and decisions. Government agencies can provide more comprehensive access to the public regarding policy decisions, budgets, and institutional performance by publishing data online through transparency portals and data disclosure platforms.

From the two case studies raised, digitalization allows people to get data and services more quickly and easily, which improves service quality. When people use digital platforms such as public service portals as done by ULAS and the Department of Industry and Manpower, people can get information, submit applications, and carry out transactions with government institutions online without having to visit a physical office. This not only shortens response times, but also allows government agencies to provide more personalized services and focus on each person's needs fairly. Overall, digitalization increases public value by improving administrative efficiency, service quality, and transparency across the public and non-profit sectors. By using digital technology correctly, we can improve public governance and improve the quality of life of society as a whole.

CONCLUSIONS

Applying digital transformation in public services can significantly increase efficiency, transparency, and service quality to achieve good governance, ultimately providing better benefits for the Government and society. To ensure public services remain relevant and efficient, rapid adaptation is needed to technological developments due to rapid economic growth in the region. The Klaten Regency Industry and Employment Service and the Surakarta Complaints Service Unit (ULAS) focus on utilizing digital innovation to improve service quality in changing dynamics. The two main pillars of Klaten Regency's economic growth are industry and labor. Therefore, the Department of Industry and Manpower has a strategic role in managing industry and providing a quality workforce. This institution is taking proactive steps by adapting to digital innovation and facing the complexity of global and local changes. Then, with the existence of the Surakarta Complaints Service Unit (ULAS) as a forum for the public to convey complaints, criticism, and suggestions for public services in Surakarta via online media, the public is more confident in submitting

complaints because there is fairness and certainty of responses to their complaints. It is recommended that decision makers of both governments, namely the City of Surakarta and the Department of Industry and Manpower of Klaten Regency, prioritize the continued integration of digital technology to improve administrative efficiency, service quality, and transparency to overcome the opportunities and challenges highlighted in this study. This can be achieved by implementing integrated information systems that enable data exchange and effective service delivery. The report also recommends that the Government reassess current plans to adapt to upcoming technological advances and prepare its workforce for the digital era. It is also recommended that more research be conducted to evaluate the long-term impact of digitalization on the provision of public services and the efficiency of specific digital tools and platforms in addressing society's changing needs. The limitations of this research are limited to the implementation of digitalization in the Surakarta Complaints Service Unit (ULAS) and the Klaten Regency Industry and Manpower Service. It is hoped that future research will examine the sustainability or long-term impact of providing digital public services in both cases.

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