

TRANSFORMATION OF PUBLIC SERVICES IN THE IMPLEMENTATION OF GOVERNMENT ADMINISTRATION

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Abstract

Public service transformation is a crucial strategic step in implementing more responsive and accountable government administration. For long-term success, this transformation must be supported by strong leadership, effective change management, and strategies that focus on sustainability and inclusiveness. This study explores the transformation of public services in the implementation of government administration, focusing on the impacts on efficiency, transparency, accountability, and public participation. This transformation, which is mainly driven by digitalization and technological innovation, is expected to improve the quality of public services and strengthen good governance. This transformation contributes significantly to improving operational efficiency, reducing bureaucracy, and accelerating the service process. In addition, transparency and accountability in government are strengthened through easier access to public information and a more effective performance monitoring system. However, this study also identifies challenges faced, including the digital divide that can widen the inequality in access to public services. Therefore, efforts are needed to bridge this gap and ensure inclusiveness in public service transformation.

Keywords: Public service transformation, government administration

INTRODUCTION

Public service transformation is becoming an increasingly important issue in the context of government administration, especially in the current digital

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era. According to Putra, B. K., & Dhanuarta, C. B. (2021) in many cases, the public experiences various obstacles in accessing services, such as slow processes, lack of transparency, and dissatisfaction with the quality of services received. The COVID-19 pandemic has accelerated the need for innovation in public services. Many local governments have succeeded in winning awards despite difficult conditions, showing that good service standards can be maintained with appropriate adaptation. This shows that despite limitations, the government remains committed to providing benefits to the community. Digitalization is one of the main pillars in this transformation. The government realizes that public services must adapt to the ever-growing expectations and needs of the community. Therefore, steps such as integrating services through public service malls and implementing electronic-based service systems are very important (Daub et al, 2020).

Sulistya et al., (2019) stated that this digital transformation is not only aimed at increasing efficiency, but also at creating more responsive and transparent services. In addition, decentralization in decision-making also contributes to the transformation of public services. By giving more autonomy to local governments, it is hoped that services can be more in line with local needs and increase community participation in the service process. This study aims to analyze various aspects of public service transformation, including the challenges faced and strategies that can be applied to achieve better and more inclusive services. By understanding these dynamics, it is hoped that effective solutions can be found to improve the quality of public services in Indonesia. The implementation of government administration in Indonesia is a complex process and involves various legal, social, and political aspects. Government administration itself comes from the term "administration" in English, which means to manage or serve (Sarwar et al., 2023). In this context, government administration includes all activities carried out by the government to carry out its functions in serving the community. One of the important legal bases in the implementation of government administration is Law Number 30 of 2014 concerning Government Administration. This law aims to create orderly administration, ensure legal certainty, and prevent abuse of authority. In addition, this law also provides legal protection to citizens and government officials. In the implementation of government administration, there are general principles of good governance that serve as guidelines for government officials in making decisions. These principles include fairness, openness, and accountability, which aim to ensure that public services are carried out effectively and efficiently (Lindgren, I., & van Veenstra, 2018).

Government officials have the authority to make decisions and take action in the context of implementing government. Discretion, namely decisions taken by officials to address concrete problems, is one form of this authority. This is important to ensure that the government can respond to unexpected situations and provide services that meet the needs of the community. The implementation of government administration also involves active participation from the community. Citizens are not only objects of service, but also subjects who play a role in the decision-making process. This is in line with the principle of democracy that prioritizes community involvement in government. The implementation of government administration in Indonesia aims to create quality, transparent, and accountable public services. With a clear legal basis, good principles, and community participation, it is hoped that government administration can run effectively and meet community expectations.

According to Temizel, M. (2015), the transformation of public services in the implementation of government administration is very important in this modern era, especially in the context of increasingly complex and dynamic community needs. The background of this study focuses on efforts to improve the quality and efficiency of public services through the application of technology and innovation in the government administration system. One of the main driving factors is public complaints about the slow administrative process and the lack of transparency in public services (Suaedi, F., & Zulfikar, 2023). For example, in some areas, people complain about complicated and unresponsive services, which are important indicators in assessing the success of government administration. Therefore, this study aims to explore how this transformation can be carried out to meet public expectations for better services. In addition, digitalization is one of the main focuses in the transformation of public services.

The government has implemented various initiatives, such as electronic-based government systems, to improve accessibility and transparency of services (Junginger, 2016). With digitalization, it is hoped that the service process will be faster and more efficient, and can reach more people, including groups that have been marginalized. Decentralization also plays a key role in this transformation, giving local governments more autonomy to tailor services to local needs. This is expected to increase the responsiveness and relevance of public services to the community. Against this backdrop, this study aims to analyze various aspects of public service transformation, including the

challenges faced and strategies that can be implemented to achieve better and more inclusive services.

RESEARCH METHOD

This study deeply investigates the transformation of public services in the implementation of government administration using a literature review approach. The results include a comprehensive understanding of the challenges and obstacles in the transformation of public services, the impact of transformation in public services, the determinants of the success of transformation in government administration, the implications of public service transformation for good governance. The literature analysis involves an in-depth study of the literature on the transformation of public services in the implementation of government administration. With a strong conceptual foundation, this study provides an important contribution to enrich the discussion on how public services are transformed in the implementation of government administration.

RESULT AND DISCUSSION

Challenges and Obstacles in Public Service Transformation

According to Hening, P., & Kumara, G. H. (2019), the transformation of public services in the implementation of government administration faces various challenges and obstacles that can affect its success. Here are some of the main challenges and obstacles that are often faced in this process:

1. Resistance to Change

Rigid Bureaucratic Culture: Established bureaucracies often have a rigid and hierarchical work culture, which makes it difficult to accept change. State civil servants may be reluctant to abandon the old ways of working that they have mastered and feel comfortable with the existing routine.

Discomfort with New Technology: The application of information technology in public services can cause discomfort, especially for employees who are less familiar with technology. This can result in resistance to the adoption of new systems and hinder the digitalization process.

2. Infrastructure Limitations

Inadequate Technological Infrastructure: One of the main obstacles to the transformation of public services is the limited technological infrastructure, such as the internet network that is not evenly distributed throughout the region, especially in remote areas. This limitation can hinder the

implementation of digital services and e-government. **Lack of Resources:** Public service transformation requires significant investment in technology, human resource training, and infrastructure upgrades. However, budget constraints are often a barrier, especially in developing countries or areas with limited resources.

3. Limited Human Resource Capacity and Competence

Lack of Human Resource Training and Development: Government officials may not have the skills needed to adapt to new technologies and more modern processes. Lack of training and capacity building programs can hinder the effectiveness of transformation.

Competence Gaps: Differences in competency among employees, especially between older and younger generations, can create gaps in their ability to adapt to new technologies and work methods.

4. Incoherent Policies and Regulations

Conflicting Policies: Sometimes, policies at the national and local levels can be contradictory or out of sync, causing confusion in implementation. Unclear or overlapping regulations can hinder the transformation process.

Lack of Policy Support: Policies that do not support innovation or change can be a barrier. Overly restrictive or bureaucratic regulations can slow down the change process and hinder the adoption of new, more efficient practices.

5. Change Management Challenges

Ineffective Change Management: Transformation processes require effective change management to ensure that all stakeholders are engaged and ready for the change. If change management is not done well, resistance can increase, and implementation can fail.

Lack of Visionary Leadership: Strong, visionary leadership is essential in guiding transformation. If leaders do not have a clear vision or do not provide sufficient support, the transformation process can be hampered.

6. Social and Economic Challenges

Social Disparities: Social and economic disparities between regions can affect people's ability to access transformed public services. People in remote or disadvantaged areas may not have equal access to technology, and therefore may not benefit from the transformation.

Social Impacts of Digitalization: Digitalization of public services can have social impacts, such as job losses in certain sectors due to automation. This can create resistance from these affected groups.

7. Lack of Public Participation

Lack of Public Involvement: Public service transformation should involve public participation to ensure that the services provided are in line with their needs. However, lack of community participation in the planning and implementation process can reduce the effectiveness of the transformation.

Lack of Education and Information: The public may be less educated and informed about the changes taking place, so they may not understand the benefits of the transformation. This can reduce public acceptance of new services.

8. Sustainability and Evaluation Issues

Program Sustainability: Many public service transformation programs are successful in the early stages, but then struggle to maintain momentum or sustainability. Factors such as leadership changes, shifting priorities, or budget changes can affect the sustainability of the transformation.

Lack of Ongoing Evaluation: Incomplete or unsustainable evaluation can cause the transformation to fall short of expectations. Regular and in-depth evaluation is needed to ensure that the transformation process continues to be relevant and effective.

9. Public Trust Issues

Lack of Trust in Government: If the public does not trust that the government can carry out the transformation well, they may not support or even resist the change. Low public trust can be a major barrier to implementing change.

Discussion of these challenges and barriers is important to understanding the dynamics that occur in the public service transformation process. Identifying and addressing these challenges is key to ensuring that the transformation is successful and delivers real benefits to society.

The Impact of Transformation in Public Services

Lapuente, V., & Van de Walle, S. (2020) stated that transformation in public services is a process of significant change in the way government and public institutions provide services to the public. This change is often driven by technological developments, increasingly complex demands from society, and the need for efficiency and effectiveness in services. This transformation covers various aspects, including process digitalization, organizational restructuring, and changes in work culture. The impacts are also diverse, bringing positive and negative consequences that affect the quality of life of the community and the

overall performance of the government. Transformation in public services is an important step towards a more modern and responsive government (Ferlie, E., & Ongaro, 2022). However, its implementation must be carried out by considering infrastructure readiness, community digital literacy, and data security, so that the positive impacts can be felt evenly. Transformation in public services has various significant impacts, both positive and negative. Here are some of the main impacts.

The positive impacts of transformation in public services according to Mensah, I. K. (2020) are:

1. Increased Efficiency and Productivity

The transformation of public services, especially through digitalization, has succeeded in increasing the efficiency and productivity of the bureaucracy. Processes that previously took a lot of time and resources can now be done faster and at a lower cost. For example, the implementation of an e-government system allows the processing of documents such as ID cards, driving licenses, and taxes to be done online, reducing waiting times and long queues at government offices. Automation of administrative processes also minimizes human error and speeds up decision-making, so that services can be provided more responsively and accurately.

2. Better Accessibility and Inclusivity

With digital transformation, public services become more accessible to various levels of society, including those in remote areas or with physical disabilities. Online platforms and mobile applications allow the public to access services anytime and anywhere without having to come directly to the service office. This not only increases convenience but also ensures that public services can be enjoyed equally by all citizens, reducing social and economic disparities.

3. Increased Transparency and Accountability

Transformation in public services also contributes to increased transparency and accountability of government. Open and easily accessible information systems allow the public to monitor the process and performance of public services in real-time. For example, the public can track the status of their application submissions or view government financial reports published online. This helps prevent corruption and abuse of authority, and builds trust between the government and the public.

4. Improved Service Quality and Public Satisfaction

With the adoption of innovative technology and service methods, the quality of public services has improved significantly. The government can

collect and analyze data to understand the needs and preferences of the public, then adjust services to be more appropriate and relevant. Feedback from service users can also be collected and responded to more quickly, allowing for continuous improvement in the service process. As a result, the level of public satisfaction with public services increases, which in turn strengthens the legitimacy and reputation of the government.

5. Encourage Innovation and Continuous Learning

Public service transformation encourages a culture of innovation and continuous learning within the bureaucracy. Civil servants are encouraged to develop new skills and adopt more creative and adaptive work approaches. This not only enhances individual competency but also increases institutional capacity to face future challenges and changes. In addition, collaboration with the private sector and non-governmental organizations in developing public service solutions is also increasingly open, resulting in positive synergies and more effective solutions.

According to Kuziemski, M., & Misuraca, G. (2020) the negative impacts of transformation in public services are as follows:

1. Digital Divide and Social Exclusion

Although digital transformation brings many benefits, not all groups in society can enjoy these benefits equally. The digital divide, caused by differences in access to technology and levels of digital literacy, can lead to social exclusion for certain groups such as the elderly, low-income communities, or those living in areas without adequate technological infrastructure. This can deepen social and economic disparities, and hinder efforts to equalize public services.

2. Data Security and Privacy Risks

The use of digital technology in public services increases risks to data security and privacy. Cyber attacks, such as hacking and data theft, can threaten the integrity of sensitive information belonging to the government and individuals. Leakage of personal data can have serious impacts such as identity fraud and privacy violations. In addition, if not properly regulated and managed, large-scale data collection can raise concerns about excessive surveillance and human rights violations.

3. High Implementation and Maintenance Costs

Transformation processes in public services often require significant investments in infrastructure, technology, and human resource training. The cost of implementing and maintaining new systems can be a burden on government budgets, especially in developing countries with limited

resources. If not planned and managed efficiently, these large investments may not produce comparable results and can lead to waste of public budgets.

4. Resistance to Change and Impact on the Workforce

Transformation often faces resistance from within the organization itself. Employees who are accustomed to old systems and procedures may feel threatened or reluctant to adapt to new changes, especially if they feel their skills are no longer relevant. In addition, automation and digitalization of processes can lead to workforce reductions or changes in roles and responsibilities, which can create instability and dissatisfaction among employees. To overcome this, an effective change management strategy and comprehensive training program are needed.

5. Complexity and Dependence on Technology

The integration of advanced technology into public services can increase the complexity of systems and work processes. High dependence on technology also makes public services vulnerable to technical disruptions and system failures. If technology infrastructure is not managed and maintained properly, it can cause significant service disruptions and undermine public satisfaction and trust in government. Transformation in public services is a crucial step towards a more modern, efficient, and responsive government to the needs of the community. Its positive impacts include increased efficiency, accessibility, transparency, service quality, and encouraging innovation. However, this transformation also brings challenges such as the digital divide, data security risks, high implementation costs, resistance to change, and dependence on technology (Park, J., & Lee, 2020). To maximize the benefits and minimize the negative impacts, the government needs to adopt a holistic and inclusive approach in planning and implementing public service transformation. This includes investing in equitable technology infrastructure, increasing digital literacy of the community, developing strong data security policies, effective change management, and ensuring the involvement and active participation of all stakeholders. Thus, public service transformation can truly become a tool to improve the welfare and quality of life of the community as a whole.

Determining Factors for the Success of Transformation in Governance

Transformation in governance is a complex and multifaceted process, involving significant changes in organizational structure, processes,

technology, and culture. The goal of this transformation is to create a more efficient, responsive, transparent, and accountable government, and able to meet the evolving needs of society (Ko et al., 2022). The success of this transformation cannot be achieved instantly and requires careful planning and systematic implementation. There are several key factors that determine the success of transformation in governance:

One of the main factors that determines the success of government transformation is strong and visionary leadership. Leaders who have a clear vision of the future of the organization and the ability to inspire and mobilize resources and workforce are essential. Effective leadership ensures that transformation is prioritized, supported by appropriate policies, and executed consistently. In addition, leaders who are committed to transformation can overcome internal and external resistance, and maintain the momentum of change until goals are achieved.

Successful transformation requires comprehensive strategic planning and effective implementation. Strategic planning includes analyzing the current situation, setting clear goals, identifying the resources needed, and developing realistic and measurable action plans. Effective implementation means implementing the plan in a timely manner and with optimal resource allocation, including training and capacity building for the workforce. In addition, having a rigorous monitoring and evaluation mechanism helps ensure that the transformation process is on track and allows for adjustments if necessary (Pittaway, J. J., & Montazemi, 2020).

According to Gong, Y., Yang, J., & Shi, X. (2020) the success of government transformation also depends heavily on the involvement and participation of all stakeholders, including civil servants, the community, the private sector, and non-governmental organizations. This participation not only increases the legitimacy of the transformation process but also ensures that different perspectives and needs are accommodated. Active involvement of stakeholders in the planning and implementation of the transformation helps identify potential obstacles early on and increases support for the proposed changes.

According to Cichosz et al., (2020) transformation in government administration will not be successful without adequate human resource development. This includes improving the skills and competencies of civil servants through training, continuing education, and career development that supports the goals of the transformation. Skilled and adaptive human resources are key to implementing technological change, introducing new work practices,

and delivering high-quality services. In addition, creating a work culture that supports innovation and continuous learning is also critical to the success of transformation. Technology plays a central role in government transformation. The adoption of modern technologies, such as the digitalization of public services, the use of big data, artificial intelligence, and e-government systems, can improve government efficiency, transparency, and responsiveness (Chen et al., 2021). However, the success of technology adoption depends on the readiness of infrastructure, digital literacy, and supportive policies. Innovation in government processes and services is also important to create new solutions that are more effective and relevant to the needs of the community.

The success of transformation in governance is also greatly influenced by the availability of adequate infrastructure. This infrastructure includes information and communication technology, data networks, physical facilities, and other supporting systems. Strong infrastructure allows the government to implement new systems, provide better services, and ensure that technology can be accessed and utilized optimally by the entire community.

Transformation often faces resistance from individuals or groups who are comfortable with the status quo or are concerned about the negative impact of change on their positions. Therefore, effective change management is essential to manage this resistance and facilitate a smooth transition. Change management includes transparent communication, involving employees in the change process, addressing fears and concerns, and providing support during the transition (Borrás, S., & Edler, 2020).

Transformation in governance also requires careful risk management, especially related to data security and privacy. With the increasing use of digital technology, the risk of cyber attacks, data leaks, and privacy violations is a major concern. Governments must develop strong security policies, implement sophisticated protection systems, and conduct regular audits and monitoring to minimize these risks (Alkaraan et al., 2022). Successful transformation focuses not only on short-term changes, but also on long-term sustainability and adaptability. Governments must be able to adapt to changes in the external environment, such as technological developments, socio-economic changes, and political dynamics.

Sustainability of transformation can be achieved through the establishment of flexible institutions, adaptable processes, and policies that support continuous innovation. The success of transformation in governance depends on a combination of factors, including strong leadership, strategic planning, stakeholder participation, human resource development, technology

adoption, adequate infrastructure, change management, risk management, and a focus on sustainability. Governments that are able to manage and integrate these factors in the transformation process will be better prepared to face future challenges and be able to provide better services to the public.

Implications of Public Service Transformation for Good Governance

Public service transformation is a strategic step taken by many governments around the world to improve efficiency, transparency, accountability, and responsiveness in governance. Good governance refers to the principles that support effective, efficient, and transparent governance, and uphold accountability and public participation. Public service transformation can have a significant impact on achieving good governance. The following description will discuss the implications of public service transformation on the principles of good governance in depth (Bryhinets et al., 2020).

According to Zuiderwijk et al., (2021) public service transformation has broad and significant implications for good governance. By increasing transparency, accountability, efficiency, public participation, law enforcement, justice, responsiveness, and public oversight, this transformation plays an important role in realizing a better government that is more responsive to the needs of the community. However, to achieve optimal results, this transformation must be implemented with careful planning, adequate infrastructure support, and active involvement from all stakeholders. Thus, the transformation of public services is not only a tool to improve government performance, but also a foundation for building better and more sustainable governance.

CONCLUSION

Transformation of public services in the implementation of government administration is an important process that aims to improve the quality, efficiency, and accountability in providing services to the community. Based on the research results, here are some main conclusions that can be drawn, namely:

1. Increasing Efficiency and Effectiveness
2. Strengthening Transparency and Accountability
3. Community Involvement and Participation
4. Challenges of the Digital Divide
5. The Importance of Leadership and Change Management

6. Sustainability of Transformation

Transformation of public services in government administration is a crucial step in building better governance that is more responsive to the needs of the community. With the support of appropriate policies, infrastructure investment, and effective change management, this transformation can be the basis for improving the quality of public services and achieving more substantial good governance.

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