

Reflection on the Dynamics of Digitalization of Public Services in Malang City

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Abstract

Public services are the government's responsibility in meeting the community's needs, which is growing along with digital transformation. In Indonesia, the implementation of digitization of public services is based on various regulations such as Law Number 25 of 2009 concerning Public Services and Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems (SPBE). This study focuses on the implementation of digitization of public services in Malang City, which is a pioneer through the integration of digital applications such as SIAPEL and Si-Izol. The Malang City Government also supports digital infrastructure by providing internet access and online complaint applications. Despite significant achievements, such as the 2024 Digital Government Award and the increase in the SPBE index, challenges remain. Obstacles such as unequal access to technology, personal data protection, and periodic evaluations still need to be addressed. This study analyzes how the implementation of policies and regulations related to the digitization of public services in Malang City can overcome these challenges. With a literature study approach, this study evaluates the implementation of SPBE in Malang City, including infrastructure, regulation, and service sustainability. The results of the study show the importance of strengthening policies, periodic evaluations, and integration of the complaint system as an effort to improve the quality of digital services. Malang City is expected to be a model for the implementation of digitalization of public services that is effective, transparent, and able to increase public trust in the government.

Keywords: Bureaucratic Reform, Digitalization, E-Government, Public Services, Service Innovation



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Introduction

Public service is a service provided by the government to meet all the needs and interests of the community (Santoso et al., 2021). Therefore, according to Arundel et al. (2019), good, innovative, and efficient public services can build public trust in government and improve the quality of life of the community. By Law Number 25 of 2009 Article 1 concerning Public Services, public service is an activity or series of activities to fulfill service needs by statutory regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers (Seftial, 2022). In essence, every community needs services and public services cannot be separated from the community.

Public services are a requirement for community needs in carrying out social life activities in modern countries (Apriliani, et al., 2021). Along with the times in this modern era, the needs of the Indonesian people regarding public services are changing. This is characterized by public services that begin to use media other than paper or what is often referred to as paperless (Yunaningsih, et al., 2021). In line with this, according to Fahlevi &

Octaleny (2024), the use of digital technology in public services can be done through various applications, such as mobile applications, websites, and social media. Mobile applications allow people to access public services anytime and anywhere. Websites can be used to provide integrated public information and services. Social media can be used to interact with the public and promote public service programs. According to Gulo et al., (2023), the use of technology in the service process will also make services faster and more effective, to increase public satisfaction with the services provided. This can be seen from the differences between conventional services and digital services in the table below:

Table 1. Differences between Conventional Services and Digital Services

Aspects	Conventional Services	Digital Services
Service Time	Manual processes take longer, often taking days or even weeks to complete a single document or request.	Automated and online processes allow services to be completed in hours or days, depending on complexity.
Cost Efficiency	Requires additional costs for document printing, transportation, and manual administration.	Reduce printing, physical delivery, and transportation costs as services are done online.
Effectiveness	Prone to manual errors, duplication of documents, and requires more manpower to process documents.	It is more effective because it uses an automated system, has fewer errors, and can process large volumes of documents with fewer resources.
Accessibility	Only accessible during certain business hours at designated physical locations.	It can be accessed anytime and anywhere via the internet, as long as the user has an adequate device.
Transparency	Processes tend to lack transparency as service status information is not always traceable.	Better transparency with real-time status tracking features on apps or websites.
Response to Feedback	Feedback takes longer to receive and process.	Feedback can be received directly through the app or social media and processed faster.

Source: Data processed, 2024

The rapid advancement of information and communication technology in the digital era necessitates the government's ability to effectively utilize technological sophistication. By what was stated by Suharnoko et al. (2018) technology is a mediator to be able to bring closer and strengthen harmonious relationships between elements of society, the business world, and government into a system of government order. In line with this, the government then formed a regulation on how to implement an electronic-based government system, which is regulated in Regulation of the President of the Republic of Indonesia No. 95 of 2018 concerning Sistem Pemerintahan Berbasis Elektronik (SPBE) or Electronic-Based Government Systems which aims to improve the integration and efficiency of the quality of public services, and for this reason the need for governance and management of electronic-based government systems nationally (Fahlevi & Octaleny, 2024).

Malang City the second largest city in East Java, which has Tribina Cita as a city of students, tourism, and industry, is one of the cities that has implemented public service digitization to improve the quality of services to the community. Malang City Government is currently committed to implementing Sistem Pemerintahan Berbasis Elektronik (SPBE) or Electronic-Based Government Systems. Through Malang Mayor Regulation Number 8 of 2023 concerning SPBE, which is the legal basis for the development of digital systems in Malang City. The Malang City Government has also launched various digital service applications such as SIAPEL (Sistem Informasi Aplikasi Pelayanan Elektronik) or Electronic Service Application Information System and Si-Izol (Sistem Informasi Izin Online) or Online Permit Information System to facilitate the public in accessing public services. Despite successfully implementing digital public services, challenges in implementing the regulations remain. Some of the obstacles faced include limited access to technology for the community, information that does not reach the community, and the need to protect the personal data of digital service users. Therefore, it is important to analyze the extent to which the regulations implemented can overcome these challenges and improve the quality of digital public services. Overall, this research will focus on how regulations are implemented in the digitalization of public services in Malang City.

Literature Review

A. Public Service

Public service is an activity or series of activities to fulfill service needs in accordance with statutory regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers (Law Number 25 of 2009 concerning Public Services). Meanwhile, according to Ratminto and Winarsih (2007) defines Public services or general services include various forms of services, both in the form of goods and services, provided by the central government, local governments, State-Owned Enterprises (BUMN), and Regional-Owned Enterprises (BUMD). This service aims to meet the needs of the community by prioritizing public interests. Its implementation is carried out based on applicable legal rules and provisions, thus ensuring that every aspect of the service

is provided in an organized, transparent, and accountable manner. Thus, public services are a real manifestation of the government's responsibility to provide access and convenience for the community to fulfill their basic rights.

B. Electronic-Based Government Systems

Electronic-Based Government Systems or SPBE According to the Regulation of the Mayor of Malang City Number 8 of 2023 concerning the Electronic-Based Government System, it states that the Electronic-Based Government System, abbreviated as SPBE, is the implementation of government utilizing information and communication technology to provide services to SPBE Users. The implementation of government based on information and communication technology aims to improve efficiency, transparency, and accountability in public services. SPBE not only makes it easier for the public to access services but also encourages data and system integration between agencies to create more effective governance. The implementation of SPBE covers various aspects, such as system governance, secure and accurate data management, and periodic evaluation to ensure the sustainability of its operations.

Method

The research method utilized in this study on the digitalization of public services in Malang City involves a systematic literature review, which allows for a comprehensive and coherent understanding of existing literature relevant to the topic. This approach, grounded in qualitative research principles, incorporates multiple steps that adhere rigorously to academic standards, ensuring replicability and thoroughness in findings. The method is structured into several key phases: defining research questions, selecting literature sources, determining keywords, conducting a literature search, and synthesizing extracted data for analysis (Faisal et al., 2021; Singh et al., 2020).

As described by Munn et al., systematic reviews are essential in synthesizing diverse data to clarify concepts and identify gaps in existing research (Munn et al., 2018). This methodology is especially pertinent in assessing the impact of digital transformation on public service delivery as it aggregates findings from various studies, thus providing a holistic overview of the subject matter. Faisal et al. also highlight that a systematic literature review should follow a transparent and methodical approach, ensuring that every relevant piece of literature is considered (Chan et al., 2022; Kayani et al., 2019). This is important given the need to address both primary and secondary sources, including legal frameworks like the Constitution of the Republic of Indonesia and contemporary academic discourse on digitalization.

The systematic review employed in this research adheres to recognized guidelines, akin to those set forth in PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses), which emphasizes the importance of structured search strategies and clear inclusion and exclusion criteria (Hines et al., 2019; Sood & Singh, 2024). These guidelines

facilitate the rigorous evaluation and synthesis of literature regarding public service digitalization, ensuring that the most pertinent studies are included in the analysis.

Moreover, the use of qualitative methods allows for deeper insights into user experiences and the challenges faced by both service providers and recipients in the digital landscape. The integration of qualitative data enhances the findings by providing context and illustrating the complexities involved in public service digitization efforts against a backdrop of governmental policies and societal disparities (Mahood et al., 2013; Strech et al., 2013). In summary, this research method integrates systematic literature review techniques, grounded in qualitative analysis, to explore the digitalization of public services in Malang City. The approach not only synthesizes diverse sources of information but also employs rigorous methodological standards to ensure a robust research outcome that can inform future studies and practical implementations in the field.

Result and Discussion

In Indonesia, the term public service is often identified with public service or community service. Public service is an activity or a series of activities to fulfill service needs by laws and regulations for every citizen and resident for goods, services, or administrative services provided by public service providers (Law Number 25 of 2009 concerning Public Services). Public services can be understood as various types of services covering goods and services that are the responsibility of government agencies, both at the central, regional, and state or regional levels. The implementation of this service aims to meet the needs of the community as well as to carry out the provisions of applicable regulations.

The government has a major role in providing services, managing development, and running the government to organize and manage its people. This is done to create peace, order and prosperity for the population, as stated in a study. Public service is a manifestation of the function of the state apparatus as a public servant, in addition to executing state duties. Public services by the State Administration Institute are defined as all forms of public service activities carried out by government agencies at the central, regional, and environmental levels of State-Owned Enterprises (BUMN)/Region-Owned Enterprises (BUMD), either in the form of goods or services. This activity is carried out to fulfill community needs and to comply with statutory provisions.

Public Service is a mandatory thing that must be considered by the government to create services by what the community wants, as stated in the mandate of the Law, which aims to advance the general welfare and educate the nation's life. Public services also act as a form of good governance implementation. By applying the principles of good service, the government can strengthen public trust in state institutions. Therefore, public services not only aim to fulfill the daily needs of the community but also to create a harmonious relationship between the government and citizens.

Various regulations have been made so that the digitization of public services in Indonesia can be implemented optimally to realize bureaucratic reform and public service

innovation to be able to become a solution for improving quality in serving the community. There is Presidential Instruction No. 3 of 2003 on National Policy and Strategy for e-Government Development, Law No. 25 of 2009 on Public Services; then Presidential Regulation (Perpres) No. 81/2010 on the Grand Design of National Bureaucratic Reform, to Perpres No. 95 of 2018 on Electronic-Based Government Systems.

However, in practice, public services in Indonesia often face various challenges, such as complicated bureaucracy, lack of professional human resources, and limited infrastructure. To overcome this, innovations such as service digitization are being implemented. Digital transformation allows services to be faster, more transparent, and easily accessible to the public. Thus, public services are not only a government obligation but also a driving force for social and economic development.

In the current era, it can be concluded that Indonesian society leads to Digitalization. One of the demands of society is to want fast-paced services, thus requiring the government to apply the digital concept to every public service in the existence of the transfer from analog form to digital, so that information can be obtained through equipment and internet networks. With the use of digitalization is able to transform relationships between citizens, business people, and other government agencies (Putra & Wardani, 2024).

Digitalization is the process of creating or improving business processes using digital technology and data. Digitalization is also defined as the process of transformation from analog to digital form, which includes converting information, data, or media from a physical format into a format that can be processed electronically. This process is very important in the modern era, as it enables increased efficiency and effectiveness in various sectors, including business and public services. Digitalization is not just about data conversion but also involves the use of technology to manage and utilize information more optimally. The term digitization refers to the use of digital technology and data to increase business, and revenue, and create a digital culture (Crawford et al., 2020).

In practice, digital data is used as the main support for the entire process. If it is already in the digitalization stage, the company has been able to change the business process to be more efficient, productive, and profitable. In line with this, the government then introduced an electronic-based service innovation known as E-Government. Electronic-based government or e-government is a form of service that uses electronic technology with the aim of making it easier for people to access public services.

So it can be interpreted that digitization of public services is a series of activities to meet the needs of citizens or service recipients by utilizing digital technology and data in facilitating services (Panggabean & Meilani, 2023). In line with this, the government introduced an electronic-based service innovation known as E-Government. Electronic-based government or e-government is a form of service that uses electronic technology to make it easier for people to access public services. Digitalization is also strengthened by Presidential Regulation Number 95 of 2018 concerning SPBE or Electronic-Based Government System which is a strong

foundation for the government in presenting or developing digital technology-based policies for the needs of today's society.

Digitalization of public services has a significant positive impact if it can be implemented properly by public service providers. Digitalization provides the following benefits: Bureaucratic processes that usually require a lot of time can be cut through digitalization. The existence of an online system provides convenience for people who no longer need to queue for too long at the service office. Digital systems allow the government to present service information openly and easily accessible. Through the official website or social media of public service providers, the public can monitor the flow of services, the costs required, the documents that need to be prepared, and the completion time. This transparency increases the government's accountability to the public while reducing opportunities for illegal levies or irregularities in public services.

Digital-based services have the main advantage of easy access for the community (Maulana et al., 2024). People can easily access services online and this can be done anywhere. This is very helpful for people who live in areas far from service centers or people who have busy lives. Digitization can affect the quality of public services. Digital systems ensure that community data is managed more accurately and quickly. In addition, the government can also use this data to map community needs so that it can provide more relevant and responsive services. Digitalization enables data integration between agencies. This integration supports the completion of services that require cross-sector coordination. For example, verification of population data to receive social assistance can be done automatically, minimizing the risk of errors or duplicate data.

A. Digitalization of Public Services in Malang City

Malang City has successfully demonstrated a strong commitment to digitizing public services through the implementation of an Electronic-Based Government System. In 2024, Malang City won the Digital Government Award and entered the top 10 nationally for the city government category. This achievement is supported by an increase in the SPBE index from 2.60 in 2022 to 3.82 in 2023, which shows significant progress in the integration of technology and services (malangkota.go.id/). The achievement can be seen from the SPBE index table below:

Table 2. Malang City SPBE Index

Index Name	2023 Value
SPBE	3,82
SPBE Policy Domain	4,40
Internal Policy on SPBE Governance	4,40

Index Name	2023 Value
SPBE Governance Domain	3,10
SPBE Strategic Planning	3,00
Information and Communication Technology	3,25
SPBE Organizer	3,00
SPBE Management Domain	2,73
SPBE Management Implementation	2,63
ICT Audit	3,00
SPBE Service Domain	4,45
Electronic-based Government Administration Services	4,20
Electronic-based Public Services	4,83

Source: SPBE Malang City, 2024

This digitalization includes various innovative applications, such as Siapel Tegas for population administration and Si-Izol for licensing services, as well as application integration such as Sambat for public complaints. Digital infrastructure is also strengthened by installing Internet in 552 RW points, public spaces, and government offices, as well as 326 public CCTVs that support transparency and security (Malang Kota.go.id/).

To support the strengthening of digitalization, the Malang City Government not only expands digital access and infrastructure but also needs to ensure an adequate legal foundation. This policy aims to integrate technological innovation with a clear regulatory framework so that every application implemented can run consistently and provide maximum benefits to the community. This effort includes service standard planning, periodic evaluation mechanisms, and an effectively integrated complaint system.

Analysis of the draft regional regulations (Ranperda) or draft of local regulations shows several important findings that need to be addressed to support the sustainability of public service digitization in Malang City. First, no regulation specifically regulates the standards of digital-based public service delivery, which is an important guideline in ensuring uniformity and quality of services. Second, periodic evaluations to measure the effectiveness and oversee the implementation of digitalization have also not been explicitly regulated. Third, although various applications such as Siapel Tegas and Si-Izol are available, the integrated digital complaint and feedback mechanism has not been implemented optimally (malangkotago.id/).

This suggests the need for strategic policies, such as those designed through Malang Mayor Regulation No. 8 of 2023 on Electronic-Based Government Systems (SPBE). This regulation can serve as a reference in developing digital service standards, emphasizing the importance of periodic evaluation, and ensuring the continued integration of the complaint system with applications such as Sambat Online (Yuwono, 2022). With the revision of regulations and strengthening of digital infrastructure, Malang City is expected to improve the efficiency of public services and support the vision of being one of the best cities in implementing service digitization at the national level.

Conclusion

The digitization of public services in Malang City has shown significant progress with the implementation of the Sistem Pemerintahan Berbasis Elektronik (SPBE) or Electronic-Based Government System. This initiative not only improves service efficiency through various digital applications such as SIAPEL and Si-Izol but also strengthens transparency and accessibility for the community. These efforts are based on national policies such as Presidential Regulation No. 95/2018 on SPBE, which serves as a guideline for integrating digital technology into the government system. With awards such as the Digital Government Award 2024 and an increase in the SPBE index from 2.60 in 2022 to 3.82 in 2023, Malang City has proven its commitment to be one of the pioneers of digitizing public services in Indonesia.

Nevertheless, various challenges remain to be overcome, such as limited access to technology for some communities, the need for personal data protection, and periodic evaluation mechanisms to measure the effectiveness of digital services. In addition, more specific regulations are needed to ensure uniform and optimal digital service standards. With the strengthening of digital infrastructure and policy updates such as Malang Mayor Regulation No. 8 of 2023, Malang City has the potential to become a model for sustainable and inclusive implementation of public service digitalization at the national level.

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