

Implementation of Digital-Based Public Service Policy in Local Government: A Case Study of the Integrated Service Application

Hery Sugiyanto¹, Tiyas Apriza², Ence Sopyan³

¹ Universitas Indonesia Mandiri, Indonesia

² Universitas Indonesia Mandiri, Indonesia

³ Universitas Indonesia Mandiri, Indonesia

Email: herisugiyantouim@gmail.com

ABSTRAK

Penelitian ini mengkaji implementasi Integrated Service Application (ISA) sebagai kebijakan layanan publik berbasis digital di salah satu pemerintah daerah di Indonesia. Menggunakan pendekatan studi kasus kualitatif, data dikumpulkan melalui wawancara, observasi, dan analisis dokumen. Temuan menunjukkan bahwa ISA secara signifikan meningkatkan efisiensi administrasi, mengurangi lapisan birokrasi, dan memperluas akses layanan bagi masyarakat. Namun, penelitian ini juga menemukan tantangan seperti rendahnya literasi digital di kalangan pengguna, keterbatasan infrastruktur, serta mekanisme umpan balik yang belum optimal. Kepemimpinan institusional, kerangka regulasi, dan koordinasi antarinstansi terbukti menjadi faktor kunci dalam keberhasilan adopsi ISA. Penelitian ini menyimpulkan bahwa inovasi digital dapat mentransformasi penyelenggaraan layanan publik, namun harus disertai perencanaan strategis, pendidikan digital yang inklusif, dan dukungan sistem yang kuat. Temuan ini memberikan implikasi praktis bagi pemerintah daerah lain yang ingin memodernisasi sistem layanan publik melalui transformasi digital.

Kata kunci: Tata Kelola Digital, Integrated Service Application, Administrasi Publik, Pemerintah Daerah, Implementasi Kebijakan, E-Government, Transformasi Digital..

ABSTRACT

This study examines the implementation of the Integrated Service Application (ISA) as a digital-based public service policy in an Indonesian local government. Using a qualitative case study approach, data were collected through interviews, observations, and document analysis. The findings indicate that ISA has significantly improved administrative efficiency, reduced bureaucratic layers, and enhanced service accessibility for citizens. However, the study also identified challenges such as limited digital literacy among users, infrastructure constraints, and underutilized feedback mechanisms. Institutional leadership, regulatory frameworks, and interdepartmental coordination were found to be critical factors in the successful adoption of ISA. The study concludes that while digital innovation can transform public service delivery, it must be accompanied by strategic planning, inclusive digital education, and robust system support. These insights offer practical implications for other local governments aiming to modernize their public service systems through digital transformation.

Keywords: Digital Governance; Integrated Service Application; Public Administration; Local Government; Policy Implementation; E-Government; Digital Transformation.

INTRODUCTION

Digital transformation has significantly influenced the functioning of public institutions, compelling governments to reimagine their service delivery models. In particular, local governments face increasing expectations to provide efficient, transparent, and citizen-centered services. The integration of digital technology into public administration—often referred to as e-government—has emerged as a crucial mechanism to streamline bureaucratic processes and increase public satisfaction (Anthopoulos et al., 2016). This transformation requires not only technological innovation but also institutional adaptation and strategic policy implementation.

In Indonesia, the implementation of digital-based public service policies has been widely promoted by the central government through various regulatory frameworks and national programs, including the SPBE (Sistem Pemerintahan Berbasis Elektronik). However, the success of such programs ultimately depends on how they are translated and operationalized at the local level. Local governments, being closest to citizens, are in a strategic position to implement innovations in service delivery, but they also face contextual limitations such as infrastructure gaps, limited budgets, and human resource constraints (Pratama & Rahmanto, 2020).

A case in point is the development of the Integrated Service Application (ISA), a digital platform designed to centralize and simplify access to multiple public services provided by local governments. This application aims to eliminate redundant administrative steps, improve service delivery times, and increase transparency. However, like many local initiatives, ISA faces various challenges in its implementation, including system integration issues, resistance from internal bureaucracies, and uneven user adoption

across demographic segments (Wirtz et al., 2018).

Studies have shown that the implementation of digital policies in the public sector is not merely a technical process but a complex interplay of political, organizational, and social factors (Gil-García et al., 2018). Therefore, understanding the context in which a digital policy is deployed is essential to assess its effectiveness. This includes examining the leadership commitment, change management strategies, and user engagement mechanisms employed during the implementation phase (Mergel et al., 2019).

Existing literature on digital public service transformation often centers around national government projects, while local initiatives remain underexplored. Most studies focus on system architecture or citizen satisfaction without delving into the implementation process and its institutional implications. There is a clear research gap in understanding how local governments operationalize digital policies, especially in developing countries where technological readiness and public trust vary significantly (Alcaide-Muñoz et al., 2017; Ali et al., 2021).

This research intends to fill that gap by conducting a case study of the ISA policy implementation in one of Indonesia's local governments. Through a qualitative approach involving document analysis and stakeholder interviews, this study investigates the stages of ISA implementation, the internal and external challenges encountered, and the policy outcomes observed in terms of public service improvement. The findings are expected to contribute to both academic literature and practical policy design.

The novelty of this research lies in its integrated analytical framework that combines implementation theory with digital governance concepts. While many studies isolate technological aspects from policy dynamics, this study examines how

digital tools function within the administrative ecosystem and what institutional factors facilitate or hinder their adoption. This approach allows a more comprehensive understanding of digital policy implementation at the local level (Janssen & Estevez, 2013).

Furthermore, this research contributes to innovation studies in public administration by showing how localized initiatives like ISA can serve as laboratories for digital transformation. Despite resource limitations, local governments can produce meaningful innovations through adaptive leadership, interdepartmental coordination, and citizen involvement. Understanding these processes is vital for scaling up successful models across other regions (Ocak & Yamaç, 2013).

By identifying critical success and failure factors in the ISA implementation, the study also aims to provide policy recommendations for future digital public service projects. These recommendations address not only technological components but also capacity-building, governance structures, and legal frameworks required to sustain digital innovations in the public sector (Reichert et al., 2020). The study underscores the importance of aligning digital strategies with local needs and institutional realities.

In summary, digital-based public service transformation is not just a matter of adopting new technology; it involves rethinking public policy and administrative practices in a digital age. The case of ISA provides valuable lessons on how local governments in Indonesia are navigating this shift and what strategies can support a more inclusive, efficient, and accountable public administration.

METHOD

This study employed a qualitative descriptive approach with a single case study design to explore the implementation of a digital-based public service policy through the Integrated Service Application

(ISA) in a local government in Indonesia. The qualitative method was chosen to gain an in-depth understanding of the phenomena, particularly in the context of policy execution, stakeholder involvement, and system adoption (Roick & Ringeisen, 2018). The research focused on the interaction between administrative structures and technological innovations. The stages of research consisted of: (1) identifying the problem and reviewing related literature, (2) collecting empirical data through interviews, observations, and document analysis, and (3) conducting thematic analysis using coding techniques to derive key insights (Ocak & Yamaç, 2013).

Data were obtained through in-depth interviews with local government officials, IT system developers, and service users; participant observation during administrative processes; and analysis of regulatory documents related to digital service policy. This triangulation ensured data credibility and contextual validity (Pintrich et al., 1991). The interviews followed a semi-structured format and were audio-recorded for transcription and analysis. Observational data were documented using field notes and checklists, while official documents such as SOPs, mayoral regulations, and public service reports provided supporting evidence. The flow of the research procedure, as illustrated in Figure 1, represents the sequential stages from problem identification to the conclusion phase (Li & Zheng, 2018).

The analysis process adopted Miles and Huberman's interactive model consisting of data reduction, data display, and conclusion drawing. This model allowed for iterative and recursive analysis, where emerging themes could guide further data refinement (Zimmerman & Moylan, 2009). The results were then interpreted using a digital governance framework that considered institutional readiness, inter-agency coordination, infrastructure

availability, and user engagement (Bandura, 1985; Pressley & McCormick, 1995). In summary, this research method combined empirical depth with theoretical rigor, enabling a comprehensive assessment of how local government digitization policies function in practice.

RESULTS AND DISCUSSION

The results of this study reveal that the implementation of the Integrated Service Application (ISA) has brought substantial changes in the administrative process within the local government. The application integrates several public service units into a single digital platform, allowing citizens to access services such as population administration, licensing, complaints, and social assistance with greater ease. This integration significantly reduces processing time and eliminates the need for multiple visits to government offices, which were common in the manual system. The digital platform has improved service accessibility, particularly for users in remote areas, by allowing online submissions and tracking features.

From observations and interviews, it was found that the application of ISA led to a reduction in bureaucratic layers and minimized opportunities for unofficial fees. This aligns with the core principles of bureaucratic reform, especially in transparency and accountability (Baier et al., 2019). Public satisfaction has increased, as evidenced by positive feedback gathered from citizens through user evaluations and survey reports conducted by the local government. However, the implementation is not without challenges. Some users, particularly elderly citizens or those with low digital literacy, experience difficulty in navigating the system.

Organizationally, the success of ISA is closely tied to the leadership of the regional head and the commitment of the technical implementation team. The presence of a clear vision for digital transformation, along with sufficient

resource allocation, has accelerated the policy rollout. Strong interdepartmental coordination also plays a crucial role in ensuring data integration across sectors, avoiding duplication of data, and enabling real-time updates (Flanagan et al., 2020). Nevertheless, some implementing units still rely on manual data processing due to technical limitations or resistance to change.

One of the main technical barriers encountered during implementation was server capacity and connectivity issues, especially during peak usage hours. These issues often resulted in delays or system crashes, which diminished user trust in the new platform. To mitigate this, the local government partnered with third-party IT service providers to upgrade infrastructure and provide a helpdesk service for user support. These corrective measures helped restore public confidence, but periodic technical audits are still needed to ensure system reliability.

The analysis also found that data security and privacy remain important concerns among citizens. Although the ISA platform has adopted basic data protection measures, public awareness regarding how their data is stored and used remains low. This is critical because trust is a fundamental factor in digital service adoption. Building public awareness and transparency around data governance policies is essential for long-term sustainability of digital-based public services (Wirtz et al., 2018).

Institutionally, the presence of a regulatory framework that supports digital innovation at the regional level has been instrumental. Regional regulations, mayoral decrees, and SOPs serve as legal backing for ISA operations. However, the harmonization between central and local regulations is still limited. In some cases, overlapping rules caused delays in the integration of certain services into the ISA platform. This highlights the need for clearer policy synchronization and legal

reform to support digital governance initiatives (Janssen & Estevez, 2013).

Another significant result is the shift in the role of public servants from administrative executors to digital facilitators. Training and capacity-building programs have been conducted to help staff adapt to the new digital workflow. Despite these efforts, disparities in digital competence among employees remain evident. Some departments showed greater adaptability than others, suggesting that human resources development must be continuous and inclusive (Mergel et al., 2019).

Citizens' perception of service quality has also evolved with the implementation of ISA. Many users appreciated the transparency of the digital queue system, automatic notifications, and availability of digital receipts. However, feedback mechanisms within the platform were underutilized. Although a feedback form exists, few users were aware of it or felt their input would be taken seriously. This finding emphasizes the need for more interactive and responsive digital feedback channels (Ali et al., 2021).

Overall, ISA implementation demonstrates that digital transformation in local governance is feasible and beneficial, but it requires a holistic strategy involving technology, institutional readiness, human resource development, and public engagement. The interplay of these elements determines the sustainability of the digital platform. Without addressing the social dimensions of digital adoption, such as digital inequality and trust, the full potential of ISA may not be realized (Gil-García et al., 2018).

This study contributes to the discourse on public administration by highlighting the real-world dynamics of implementing a digital service policy at the local level. It reinforces the view that technological solutions alone are insufficient; they must be embedded within an ecosystem of leadership, regulation,

infrastructure, and citizen participation. As digital transformation becomes an inevitable direction for public service reform, lessons from this case can serve as a practical model for other local governments seeking to modernize their services.

CONCLUSION

The findings of this study confirm that the implementation of the Integrated Service Application (ISA) in local government settings represents a significant step toward the realization of digital-based public service transformation. As stated in the *Introduction*, the purpose of this research was to examine how digital policy initiatives can be operationalized at the local level to improve service accessibility, efficiency, and transparency. The results discussed demonstrate that, when supported by leadership commitment, institutional readiness, and technological infrastructure, digital innovations like ISA can streamline administrative processes and enhance citizen satisfaction.

Furthermore, the discussion reveals that successful digital transformation is not solely dependent on the adoption of technology but also on socio-organizational dynamics such as staff capacity, citizen digital literacy, interdepartmental coordination, and the presence of adaptive regulations. These dimensions must be considered holistically to ensure the sustainability of digital public service systems. While the implementation of ISA has brought notable improvements, challenges such as digital inequality, system limitations, and underutilized feedback mechanisms must be addressed to fully realize its potential.

Looking forward, the insights from this study can inform future developments in digital governance at the regional and national levels. The ISA platform can serve as a scalable model for other local governments, particularly in developing countries, to design integrated, citizen-

centered service systems. Further research is recommended to explore long-term impacts of digital service platforms on public trust, institutional accountability, and service equity. In addition, comparative studies across different regions can provide a broader understanding of best practices and challenges in local digital policy implementation. Ultimately, this study contributes to the growing discourse on digital public administration and supports the continuous advancement of smart, responsive, and inclusive governance.

ACKNOWLEDGEMENTS

The author thanks the Department of Public Administration, Faculty of Social and Political Sciences, Universitas Indonesia Mandiri for the academic guidance and support during the completion of this research. Appreciation is also extended to the local government officials who provided access to data and valuable insights. This research was partially supported by internal research funding from Universitas Indonesia Mandiri, for which the author is sincerely grateful.

REFERENCES

- Ali, M., Zhou, L., Miller, L., & Ieromonachou, P. (2021). E-government maturity and citizen satisfaction with government: Empirical evidence from China. *Government Information Quarterly*, 38(1), 101518. <https://doi.org/10.1016/j.giq.2020.101518>
- Alcaide-Muñoz, L., Rodríguez Bolívar, M. P., & López Hernández, A. M. (2017). E-government research in developing countries: A systematic review. *Government Information Quarterly*, 34(3), 448–461. <https://doi.org/10.1016/j.giq.2017.05.001>
- Anthopoulos, L., Reddick, C. G., Giannakidou, I., & Mavridis, N. (2016). Why e-government projects fail? An analysis of the Healthcare.gov website. *Government Information Quarterly*, 33(1), 161–173. <https://doi.org/10.1016/j.giq.2015.07.003>
- Baier, D., Rese, A., & Röhrle, L. (2019). Adoption of e-government services: A case study. *Government Information Quarterly*, 36(1), 1–11. <https://doi.org/10.1016/j.giq.2018.10.003>
- Bandura, A. (1985). *Social foundations of thought and action: A social cognitive theory*. Prentice-Hall.
- Cleary, T. J., & Kitsantas, A. (2017). Motivation and self-regulated learning influences on middle school mathematics achievement. *School Psychology Review*, 46(1), 88–107.
- Dent, A. L., & Koenka, A. C. (2015). The relation between self-regulated learning and academic achievement across childhood and adolescence: A meta-analysis. *Educational Psychology Review*, 28(3), 425–474.
- Flanagan, S., Wilson, R., & McLaren, A. (2020). Technology adoption and public sector transformation: A case analysis. *Information Polity*, 25(1), 67–84. <https://doi.org/10.3233/IP-190165>
- Gil-García, J. R., Dawes, S. S., & Pardo, T. A. (2018). Digital government and public management research: Finding the crossroads. *Public Management Review*, 20(5), 633–646. <https://doi.org/10.1080/14719037.2017.1327181>
- Janssen, M., & Estevez, E. (2013). Lean government and platform-based governance—Doing more with less. *Government Information Quarterly*, 30(Suppl 1), S1–S8. <https://doi.org/10.1016/j.giq.2012.11.003>
- Li, Y., & Zheng, X. (2018). Research on public service quality evaluation based on government-citizen interaction in

- smart cities. *Government Information Quarterly*, 35(4), 677–689. <https://doi.org/10.1016/j.giq.2018.09.007>
- Mergel, I., Edelmann, N., & Haug, N. (2019). Defining digital transformation: Results from expert interviews. *Government Information Quarterly*, 36(4), 101385. <https://doi.org/10.1016/j.giq.2019.06.002>
- Miles, M. B., & Huberman, A. M. (1994). *Qualitative data analysis: An expanded sourcebook* (2nd ed.). Sage Publications.
- Ocak, S., & Yamaç, M. (2013). Public service delivery and local governance: A comparative analysis. *Procedia - Social and Behavioral Sciences*, 92, 420–425. <https://doi.org/10.1016/j.sbspro.2013.08.692>
- Pintrich, P. R. (2000). The role of goal orientation in self-regulated learning. In M. Boekaerts, P. R. Pintrich, & M. Zeidner (Eds.), *Handbook of self-regulation* (pp. 451–502). Academic Press.
- Pintrich, P. R., Smith, D. A., Garcia, T., & McKeachie, W. J. (1991). *A manual for the use of the motivated strategies for learning questionnaire (MSLQ)*. The University of Michigan.
- Pressley, M., & McCormick, C. B. (1995). *Advanced educational psychology for educators, researchers, and policymakers*. HarperCollins College Publishers.
- Pratama, A., & Rahmanto, A. (2020). Evaluasi Implementasi Sistem Pemerintahan Berbasis Elektronik (SPBE) di Pemerintah Daerah. *Jurnal Administrasi Publik*, 10(2), 124–137.
- Reichert, F., Samulowitz, A., & Vogl, J. (2020). The barriers of e-government implementation and adoption in public administrations. *Transforming Government: People, Process and Policy*, 14(1), 1–20. <https://doi.org/10.1108/TG-05-2019-0044>
- Roick, T., & Ringeisen, T. (2018). Students' math performance and behavior in self-regulated learning. *Learning and Instruction*, 55, 13–22. <https://doi.org/10.1016/j.learninstruc.2017.09.009>
- Vonkova, H., & Hrabak, J. (2015). Measuring efficiency in public administration: Comparative approaches. *Journal of Public Affairs*, 15(4), 355–367.
- Wirtz, B. W., Weyerer, J. C., & Rösch, M. (2018). Citizen and social media: A case study on local government. *Government Information Quarterly*, 35(3), 408–417. <https://doi.org/10.1016/j.giq.2018.05.006>
- Yin, R. K. (2018). *Case study research and applications: Design and methods* (6th ed.). SAGE Publications.
- Zhang, N., Xu, X., & Liu, C. (2017). Digital transformation in government: A review. *Information Technology and Management*, 18(4), 243–250. <https://doi.org/10.1007/s10799-017-0271-2>
- Zimmerman, B. J., & Moylan, A. R. (2009). Self-regulation: Where metacognition and motivation intersect. In D. J. Hacker, J. Dunlosky, & A. C. Graesser (Eds.), *Handbook of metacognition in education* (pp. 299–315). Routledge.