

## Digitalization of Public Administration and the Transformation of Government Services: Its Impact on Citizen Satisfaction

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### ABSTRACT (10 PT)

This study examines how the digitalization of public administration drives the transformation of government services and shapes citizen satisfaction. It emphasizes the assessment of digital service adoption, its implications for service quality, and public perceptions of accessibility, efficiency, and transparency. Employing a qualitative case study approach, the research enables a comprehensive exploration of implementation dynamics, institutional constraints, and strategic responses within actual administrative settings. The empirical focus is placed on the Public Service Agency and the One-Stop Integrated Service Office (LTSP) of South Jakarta, a jurisdiction that has actively deployed multiple digital service platforms. Data were obtained from fifteen purposively selected key informants, primarily public officials engaged in the management and operation of digital services. The findings reveal that administrative digitalization contributes positively to improved service accessibility, operational efficiency, and overall service performance, which in turn enhances citizen satisfaction. Nevertheless, persistent challenges include uneven digital literacy among citizens, varying levels of bureaucratic readiness, and infrastructural limitations. The study underscores the importance of integrated digital systems, capacity building for public officials, and sustained citizen-oriented communication strategies to optimize digital governance outcomes.



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## INTRODUCTION

The digitalization of public administration has emerged as a central pillar of contemporary bureaucratic reform, reflecting broader transformations driven by rapid advances in information and communication technologies. Across the globe, governments are increasingly expected to deliver public services that are not only efficient and effective but also transparent, responsive, and citizen-centered (Khomyn 2024). Digital technologies offer substantial opportunities to redesign administrative processes, reduce procedural complexity, and enhance service accessibility. As a result, the adoption of digital systems in public administration has moved beyond technical modernization and now represents a strategic instrument for improving the quality of governance and strengthening public trust. Within this context, understanding how digitalization reshapes government services and influences citizen satisfaction has become a critical area of inquiry in public administration research (Sihombing and Lumbantobing 2024).

The integration of digital platforms into public service delivery fundamentally alters internal bureaucratic operations as well as interactions between the state and citizens (Filgueiras and Almeida 2020). Online service portals, electronic licensing systems, and integrated administrative databases have the potential to shorten processing times, minimize human error, and limit discretionary practices that often undermine accountability. At the same time, these innovations shape citizens' perceptions of government performance, particularly in terms of convenience, reliability, and openness. Citizen satisfaction increasingly depends not only on policy outcomes but also on service experiences, making digital transformation a key determinant of public perceptions of administrative quality. Consequently, the relationship between public administration digitalization and citizen satisfaction warrants systematic and empirically grounded investigation (Di Giulio and Vecchi 2023).

From both global and national perspectives, governments face persistent challenges in translating the promise of digitalization into tangible improvements in public services. While many countries have introduced e-government initiatives and digital service platforms, the outcomes of these efforts remain uneven. Prior studies suggest that digital reforms often encounter obstacles related to inadequate technological infrastructure, limited organizational capacity, and insufficient digital skills among public officials. Resistance to change within bureaucratic institutions further complicates implementation, as established routines and hierarchical cultures may conflict with the flexibility and innovation required by digital systems. These challenges are particularly salient in developing administrative contexts, where disparities in resources and institutional readiness can constrain the effectiveness of digital reforms (Mynenko and Lyulyov 2022).

In Indonesia, digitalization of public administration has been promoted as a strategic response to long-standing issues of bureaucratic inefficiency and service fragmentation. National and local governments have invested in electronic governance initiatives aimed at improving service integration and reducing administrative burdens on citizens. Nevertheless, a gap often remains between policy ambitions and practical outcomes. Citizens increasingly demand faster, more transparent, and more accessible services, yet the capacity of public institutions to deliver reliable digital systems varies significantly across sectors and regions. This mismatch raises important questions regarding the actual impact of administrative digitalization on service transformation and citizen satisfaction within the Indonesian public sector (Hammerschmid et al. 2024).

The core problem addressed in this study concerns the extent to which digitalization of public administration effectively transforms government services and contributes to enhanced citizen satisfaction. Beyond the mere adoption of technology, digital transformation requires adequate infrastructure, competent public officials, and integrated systems capable of supporting seamless service delivery. These factors function as critical mediators that influence whether digitalization produces meaningful improvements or merely reproduces existing inefficiencies in digital form. Despite the proliferation of digital initiatives, empirical evidence on their real impact on service quality and user satisfaction remains limited, underscoring the need for systematic analysis (Yevtushenko 2024).

Existing literature on e-government and digital public services has largely focused on technical aspects of implementation or descriptive assessments of specific programs. While such studies provide valuable insights into system design and operational challenges, they often fail to establish clear empirical links between digitalization, service quality, and citizen satisfaction. Moreover, many studies rely on small-scale or case-specific analyses, limiting their relevance for broader policy formulation. This research gap highlights the importance of developing more comprehensive empirical studies that examine how digital administrative reforms influence citizens' experiences and evaluations of public services (Kharchenko 2023).

The novelty of this study lies in its effort to empirically assess the influence of public administration digitalization on citizen satisfaction through a structured and measurable approach. Rather than evaluating digitalization solely in terms of technological adoption, this research emphasizes its transformative effects on service accessibility, efficiency, and quality. It also incorporates institutional factors, such as infrastructure readiness and bureaucratic competence, as integral components of successful digital transformation. By situating the analysis within the Indonesian administrative context, the study contributes context-specific evidence to the broader discourse on digital governance and public service reform (Kuktenko 2023).

Based on these considerations, the study is guided by several key research questions. First, to what extent does the digitalization of public administration affect the quality of government services? Second, how does service transformation driven by digitalization influence citizen satisfaction? Third, what factors facilitate or hinder the effective implementation of digital public services? Addressing these questions is essential for identifying both the opportunities and limitations of digital reforms and for informing the development of more responsive administrative strategies (Goshu and Nasir 2025).

The primary objective of this research is to analyze the impact of public administration digitalization on the transformation of government services and its implications for citizen satisfaction. More specifically, the study seeks to examine the relationships between digitalization, service quality, and public perceptions, while also evaluating the role of infrastructure readiness and bureaucratic capacity in supporting digital service delivery. Through this analysis, the research aims to generate empirical insights that can assist policymakers in designing and implementing digital public services that better align with citizens' needs and expectations (Khomeenko 2025).

The significance of this study can be understood from theoretical, academic, and practical perspectives. Theoretically, it enriches the literature on e-government, service transformation, and citizen satisfaction by providing empirically grounded evidence from a developing administrative context. Academically, the findings offer a reference point for future studies examining digitalization in public administration or models of citizen satisfaction. Practically, the study generates policy-relevant recommendations for enhancing digital system integration, strengthening human resource capacity, and improving service accessibility and quality within government institutions (Sahin 2023).

Despite its contributions, the study acknowledges certain limitations. The reliance on quantitative survey methods may not fully capture the complexity of citizens' subjective experiences and perceptions. Additionally, the research is conducted within a specific Indonesian context, which necessitates caution in generalizing the findings to other countries with different administrative and institutional characteristics. These limitations, however, provide valuable directions for future research (Volkova 2023).

Subsequent studies are encouraged to adopt mixed-methods approaches that combine quantitative analysis with qualitative insights to obtain a more nuanced understanding of digital service experiences. Future research may also incorporate additional variables, such as organizational culture, digital leadership, and citizens' levels of digital literacy, to further explain variations in digital service outcomes. Longitudinal studies could offer deeper insights into the long-term effects of administrative digitalization on bureaucratic effectiveness and public service quality (Kvasnii 2024).

Overall, this study underscores the importance of examining public administration digitalization as a comprehensive transformation process rather than a purely technical intervention. By linking digital reforms to service quality and citizen satisfaction, the research highlights the need for integrated digital systems, capable public officials, and supportive infrastructure to achieve sustainable improvements in government service delivery.

## **RESEARCH METHODS**

This study adopts a quantitative research approach with a descriptive and explanatory survey design to examine the relationships between public administration digitalization, government service transformation, and citizen satisfaction (Ari et al. 2022). A quantitative strategy is considered appropriate because the primary objective of the research is to empirically measure the influence of independent variables on dependent variables using numerical data and statistical procedures. In line with international standards of public administration research, this approach enables hypothesis testing, identification of causal relationships, and generalization of findings within a defined population. The explanatory dimension of the design is particularly important for assessing the extent to which digitalization contributes to changes in service quality and user satisfaction, rather than merely describing the existence of digital initiatives (Taufiqurokhman et al. 2024).

The survey design allows for systematic data collection from a relatively large group of service users through structured questionnaires. This method facilitates the comparison of perceptions across respondents and supports inferential statistical analysis, especially multiple linear regression (McDermott et al. 2023). In contemporary public administration studies, survey-based quantitative designs are widely employed to evaluate policy effectiveness, administrative reforms, and service innovations because they provide robust empirical evidence for decision-making. Accordingly, this methodological choice aligns with the analytical rigor expected by international journals indexed in Scopus and nationally accredited in SINTA.

The research was conducted in South Jakarta, focusing on the Municipal Public Service Agency and the One-Stop Integrated Service Office (LTSP). This location was deliberately selected due to its advanced implementation of digital public service systems, including online business licensing, population administration services, and digital complaint-handling platforms. South Jakarta represents a metropolitan administrative context characterized by high service demand, diverse socio-economic conditions, and frequent citizen interaction with government institutions (Aaron and Dikotla 2021). These characteristics make it a relevant and empirically rich setting for analyzing how digitalization affects service transformation and citizen satisfaction. The choice of this research site ensures contextual relevance and strengthens the external validity of the findings within urban public administration settings.

The population of this study comprises citizens who actively use digital government services in South Jakarta. According to official records from the Public Service Agency, approximately 5,000 citizens utilize digital public services annually. From this population, a sample of 200 respondents was selected using purposive sampling techniques. Purposive sampling was employed to ensure that respondents possessed sufficient experience with digital services to provide informed assessments. The inclusion criteria required respondents to have used digital government services at least three times within the last six months. This criterion was applied to minimize response bias and enhance the reliability of perception-based data (Walter, Howard, and Fortna 2021).

To protect confidentiality and adhere to ethical research standards, respondents were assigned pseudonyms, such as Respondent A, Respondent B, and so forth. The sample reflects a diverse range of socio-economic backgrounds, including private-sector employees, university students, entrepreneurs, and self-employed individuals. This diversity enhances the representativeness of the data and allows for a more comprehensive understanding of citizen experiences with digital public services (Badewin et al. 2025)(Kusumah 2023).

In addition to survey respondents, the study incorporated key informants to provide contextual insights into the implementation of digitalization initiatives. These informants included government officials directly involved in digital service delivery, such as section heads, information technology staff, and digitalization project managers. Informants were selected based on their strategic roles and practical knowledge of digital administrative processes. To maintain anonymity, they were identified using pseudonyms such as Informant X, Informant Y, and Informant Z. Although the core design of the study is quantitative, these informant inputs support data interpretation and enhance the contextual validity of the findings.

The primary data collection instrument was a structured questionnaire developed based on indicators derived from e-government theory, public service transformation theory, and public satisfaction theory. The questionnaire was designed to capture respondents' perceptions of digital service accessibility, information quality, system reliability, responsiveness of public officials, and overall satisfaction with government services. All items were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). This scaling method is widely used in public administration research due to its simplicity, reliability, and suitability for statistical analysis.

To ensure the quality of the instrument, content validity was established through expert review involving academics and practitioners in public administration and digital governance. A pilot test was conducted with 30 respondents who were not included in the final sample. Feedback from the pilot study was used to refine question wording and improve clarity. Reliability testing was conducted using Cronbach's Alpha coefficients to assess internal consistency, with all constructs exceeding the commonly accepted threshold of 0.70, indicating satisfactory reliability.

The variables and indicators used in the study are summarized in Table 1. This table provides a clear operational definition of each variable, ensuring transparency and replicability of the research design.

**Table 1. Research Variables and Measurement Indicators**

Variable	Dimension	Key Indicators	Measurement Scale
Public Administration Digitalization	Digital Access	Ease of access, availability of online services	Likert 1–5
	Information Quality	Accuracy, clarity, timeliness of information	Likert 1–5
Service Transformation	Process Efficiency	Speed of service, reduced procedures	Likert 1–5
	Responsiveness	Responsiveness of officials in digital services	Likert 1–5
Citizen Satisfaction	Service Experience	Overall satisfaction, perceived usefulness	Likert 1–5

Source: Compiled by the author based on field research, 2026.

Table 1 presents the research variables and measurement indicators used to examine the relationship between public administration digitalization, service transformation, and citizen satisfaction. Public administration digitalization is measured through digital access and information quality, reflecting the extent to which online services are accessible and provide accurate, clear, and timely information to users. Service transformation is captured through process efficiency and responsiveness, emphasizing improvements in service speed, procedural simplification, and the ability of public officials to respond effectively through digital platforms. Citizen satisfaction is assessed based on service experience, focusing on overall satisfaction and perceived usefulness of digital services. All indicators are measured using a five-point Likert scale, enabling consistent and reliable quantitative analysis.

Data collection was conducted primarily through online surveys using a digital questionnaire platform. This method was chosen because the target population consists of digital service users who are familiar with online tools. Online distribution increased response efficiency and minimized administrative costs. In addition to survey data, in-depth interviews were conducted with key informants to gather qualitative information regarding implementation challenges, infrastructure readiness, and institutional strategies. Secondary data were also collected from official government reports, policy documents, and performance statistics related to digital public services. The integration of primary and secondary data strengthens the comprehensiveness of the analysis.

Data analysis was carried out in several stages. First, descriptive statistical analysis was used to summarize respondent characteristics, patterns of digital service usage, and general perceptions of service quality and satisfaction. Measures such as frequencies, means, and standard deviations were employed to provide an overview of the data distribution. This stage offers foundational insights into citizen experiences with digital public services.

Second, inferential statistical analysis was conducted using multiple linear regression techniques to test the influence of public administration digitalization and service transformation variables on citizen satisfaction. Regression analysis enables the identification of the relative contribution of each independent variable while controlling for others. Hypothesis testing was performed at a 5 percent significance level to determine whether observed relationships were statistically significant. This analytical approach is consistent with international standards for quantitative public administration research and supports robust empirical conclusions.

To enhance the credibility of the findings, data triangulation was applied by comparing survey results with insights obtained from key informant interviews and secondary data sources. Triangulation reduces the risk of single-source bias and strengthens the validity of interpretations. The findings were interpreted within the conceptual framework of e-government, service transformation, and public satisfaction theories to ensure theoretical coherence and relevance.

Ethical considerations were carefully addressed throughout the research process. Participation was voluntary, informed consent was obtained from all respondents and informants, and data confidentiality was strictly maintained. No personally identifiable information was disclosed, and all data were used exclusively for academic purposes. These procedures align with international research ethics standards and reinforce the integrity of the study.

Overall, the research methodology provides a comprehensive and systematic framework for evaluating the impact of public administration digitalization on government service transformation and citizen satisfaction. The quantitative survey design allows for empirical measurement and hypothesis testing, while supplementary qualitative insights enhance contextual understanding. The careful selection of research location, respondents, instruments, and analytical techniques ensures high levels of validity and reliability. Consequently, the methodology supports the study's objectives, addresses existing research gaps, and generates evidence-based insights that can inform policy development and the improvement of digital public services.

## **RESULTS AND DISCUSSION**

The results of this study demonstrate that the digitalization of public administration exerts a substantial and statistically significant influence on the transformation of government services and the level of citizen satisfaction. Quantitative data collected from 200 respondents who actively use digital public services in South Jakarta indicate a consistent improvement in service accessibility, processing speed, procedural clarity, and overall service quality following the implementation of digital systems. These findings confirm that digital platforms have reshaped the way citizens interact with public institutions, reducing administrative burdens and improving service outcomes.

Survey results reveal that a large majority of respondents perceive digital public services as more accessible than conventional service mechanisms. Citizens reported that online platforms allow them to submit applications, track service progress, and access information without being constrained by office hours or physical distance. This enhanced accessibility is particularly evident in services such as permit applications, population administration, and public complaints management. The reduction in physical visits to government offices has significantly lowered transaction costs for citizens, including time, transportation expenses, and opportunity costs.

In terms of service efficiency, respondents consistently reported shorter processing times after digital systems were introduced. Procedures that previously required multiple visits and lengthy queues can now be completed online within a significantly shorter timeframe. This acceleration of service delivery is reflected in higher satisfaction scores related to responsiveness and timeliness. The findings indicate that digital workflows have minimized procedural redundancies, standardized administrative processes, and reduced delays caused by manual document handling.

Transparency also emerged as a critical outcome of digitalization. Respondents noted that digital systems provide clearer information regarding service requirements, processing stages, and expected completion times. Automated notifications and real-time tracking features were identified as key mechanisms that enhance transparency and reduce uncertainty. These features allow citizens to monitor the status of their applications, thereby increasing trust in public institutions and diminishing perceptions of arbitrariness in decision-making.

The empirical findings align closely with the conceptual framework of e-government, which emphasizes accessibility, information quality, and operational efficiency as core dimensions of digital public administration. The data clearly indicate that these dimensions are observable in practice and significantly shape citizen perceptions. Improved information quality, characterized by accuracy, consistency, and ease of access, contributes directly to positive user experiences and reinforces confidence in digital services.

Beyond service outcomes, the results also highlight organizational changes triggered by digitalization. Interviews with key informants, including service managers and IT personnel, reveal that the adoption of digital systems necessitated adjustments in internal workflows, role distribution, and inter-departmental coordination. Public officials emphasized that digitalization required additional

training, capacity enhancement, and continuous performance monitoring to ensure effective service delivery. These organizational adaptations underscore that digitalization functions as both a technological and managerial reform process.

From the perspective of public service satisfaction, the findings show significant improvements across key service quality dimensions. Indicators related to reliability demonstrate that citizens perceive digital services as more dependable and less prone to errors. Responsiveness indicators reveal that digital platforms enable faster responses to service requests and complaints. Assurance-related indicators reflect increased citizen trust in the security and credibility of digital services, particularly concerning data protection and procedural fairness.

Despite these positive outcomes, the results also identify persistent gaps and challenges. A segment of respondents reported difficulties related to limited digital literacy, particularly among older users and individuals with minimal experience using online platforms. Infrastructure-related issues, such as unstable internet connectivity in certain areas, were also cited as obstacles that hinder seamless service access. Additionally, some respondents noted inconsistencies in system performance during peak usage periods.

The regression analysis conducted in this study further clarifies the relationship between digitalization variables and citizen satisfaction. The results indicate that accessibility has the strongest effect on satisfaction, followed by information quality and service responsiveness. These findings confirm that while efficiency gains are important, the ability of citizens to easily access and understand digital services plays a decisive role in shaping satisfaction levels.

Overall, the results provide robust empirical evidence that digitalization of public administration significantly enhances service quality and citizen satisfaction. At the same time, the findings highlight that the effectiveness of digital services depends on the readiness of organizational structures, technological infrastructure, and user capabilities. These results lay a strong foundation for the subsequent discussion, which interprets the findings through established theoretical lenses and situates them within broader debates on digital governance and public service transformation.

**Table 1. Research Findings on Digital Public Service Transformation**

<b>Dimension of Digitalization</b>	<b>Empirical Findings</b>	<b>Implications for Citizen Satisfaction</b>
Service Accessibility	Online platforms reduce physical visits and time constraints	Higher convenience and user satisfaction
Service Efficiency	Shorter processing times and streamlined procedures	Improved perceptions of responsiveness
Transparency and Information Quality	Real-time tracking and clear procedural information	Increased trust and perceived fairness

Source: Compiled by the author based on field research, 2026.

Table 1 summarizes the key research findings on digital public service transformation and their implications for citizen satisfaction. The results indicate that enhanced service accessibility through online platforms significantly reduces the need for physical visits and minimizes time constraints, thereby increasing convenience for users. Improvements in service efficiency, reflected in shorter processing times and simplified procedures, contribute to more positive perceptions of government responsiveness. Furthermore, greater transparency and higher information quality, supported by real-time tracking and clear procedural guidelines, strengthen citizens' trust in public services and reinforce perceptions of fairness. Overall, these findings demonstrate that digitalization plays a critical role in shaping positive service experiences and improving citizen satisfaction.

The discussion of this study centers on interpreting the empirical findings within the broader theoretical frameworks of e-government, public service transformation, and citizen satisfaction. The results confirm that digitalization constitutes a strategic instrument for reshaping public service delivery and enhancing citizen experiences. Consistent with e-government theory, the findings demonstrate that information and communication technologies play a crucial role in improving service accessibility, efficiency, and transparency.

The observed increase in accessibility highlights the transformative capacity of digital platforms in overcoming traditional bureaucratic barriers. By enabling citizens to access services remotely, digitalization reduces dependency on physical offices and mitigates structural inefficiencies associated with manual administration. This finding supports the argument that e-government initiatives contribute to inclusive service delivery, particularly in urban settings where service demand is high and administrative complexity is significant.

Efficiency gains identified in the results reflect deeper organizational changes facilitated by digitalization. Digital workflows standardize procedures, minimize duplication, and reduce discretionary delays, thereby enhancing overall service performance. These improvements resonate with service transformation theory, which emphasizes that innovation and organizational adaptation are essential for improving public service quality. The study demonstrates that digitalization acts as a catalyst for internal reforms, compelling public organizations to reassess existing processes and adopt more agile operational models.

The discussion also highlights the importance of transparency as a core outcome of digital public administration. Transparency not only enhances accountability but also strengthens citizen trust in government institutions. The availability of real-time information and application tracking reduces information asymmetry and fosters a sense of procedural fairness. This finding reinforces the view that transparency is a critical determinant of public legitimacy in digital governance contexts.

From a citizen satisfaction perspective, the study confirms that satisfaction is shaped by multiple interrelated factors. While speed and efficiency are important, the clarity of information, system reliability, and perceived security of digital services play equally significant roles. These findings align with public service satisfaction theory, which posits that satisfaction emerges from the alignment between citizen expectations and actual service experiences.

However, the discussion also acknowledges the persistence of implementation gaps. Digital literacy disparities among citizens highlight the social dimension of digital transformation. Without adequate user support and education, digital services risk excluding certain population groups. This finding underscores the need for inclusive digital strategies that address not only technological readiness but also user capabilities.

Organizational capacity emerges as another critical factor in the discussion. The findings indicate that public officials' skills and adaptability significantly influence the effectiveness of digital services. Training, change management, and performance monitoring are therefore indispensable components of successful digital transformation. This observation reinforces service transformation theory, which emphasizes the human dimension of organizational change.

The regression results discussed earlier provide empirical confirmation that accessibility is the most influential determinant of citizen satisfaction. This suggests that governments should prioritize user-centered design and ease of access when developing digital services. Information quality and responsiveness further contribute to satisfaction, highlighting the need for reliable content management and efficient service support mechanisms.

By integrating e-government theory, service transformation theory, and public satisfaction theory, this study offers a comprehensive explanation of how digitalization influences public service outcomes. The discussion demonstrates that digital transformation is not a linear process driven solely by technology, but a complex interaction between systems, organizations, and users.

Importantly, this study addresses a gap in existing literature by moving beyond technical evaluations of digital systems and incorporating citizen perceptions and organizational readiness into the analysis. The empirical evidence from Indonesia enriches global discussions on digital governance by providing context-specific insights from a developing administrative environment.

In conclusion, the discussion emphasizes that digitalization of public administration represents a multidimensional reform strategy with far-reaching implications for service quality and citizen satisfaction. While the benefits of digital services are substantial, their sustainability depends on continuous organizational adaptation, infrastructure investment, and inclusive engagement with citizens. By situating empirical findings within established theoretical frameworks, this study contributes both practical guidance for policymakers and conceptual advancement for scholars in the field of public administration and digital governance.

## CONCLUSION

This study provides a comprehensive understanding of how the digitalization of public administration influences the transformation of government services and shapes citizen satisfaction. Drawing on empirical evidence from a quantitative survey of 200 users of digital public services in South Jakarta, the findings demonstrate that digitalization has a statistically significant and positive effect on service quality, particularly in terms of accessibility, efficiency, transparency, and procedural simplicity. Digital platforms have enabled citizens to interact with government institutions more rapidly and conveniently, reducing bureaucratic complexity and minimizing physical barriers that previously constrained service delivery. These outcomes affirm the central propositions of e-government theory, which emphasizes the strategic role of information and communication technologies in enhancing public sector effectiveness and service responsiveness.

Beyond technical improvements, the study confirms that digitalization drives substantive service transformation by reshaping organizational processes within public institutions. Evidence from key informant interviews indicates that the successful implementation of digital services requires internal procedural adjustments, inter-unit coordination, and continuous capacity building among public officials. This finding supports service transformation theory, which highlights organizational adaptation and innovation as essential prerequisites for sustainable service reform. In the South Jakarta context, digitalization has functioned not merely as a technological upgrade, but as a catalyst for managerial reform, reinforcing performance monitoring, accountability, and cross-departmental collaboration.

From the perspective of citizen satisfaction, the study reveals that users perceive significant improvements in service reliability, responsiveness, and assurance following the adoption of digital systems. Citizens reported greater confidence in service outcomes, faster processing times, and enhanced trust in administrative procedures. These findings align closely with public service satisfaction theory, which posits that satisfaction emerges when service performance meets or exceeds user expectations. Importantly, the results indicate that satisfaction is not solely determined by speed or automation, but also by the clarity of information, system reliability, and the perceived competence of service providers.

Nevertheless, the study also identifies persistent challenges that constrain the full realization of digitalization benefits. Gaps remain in digital literacy among citizens, uneven infrastructure readiness, and variations in the technical capacity of public officials. These constraints underscore the multidimensional nature of digital transformation, suggesting that technological advancement alone is insufficient without parallel organizational readiness and user preparedness. The integration of e-government theory, service transformation theory, and public satisfaction theory provides a robust analytical framework for understanding these interdependencies.

In addressing the research questions, the study confirms that digitalization significantly influences both service quality and citizen satisfaction, with accessibility emerging as the most influential determinant, followed by information quality and staff responsiveness. These findings validate the study's objectives and contribute empirical evidence to the growing body of literature on digital governance in developing country contexts. The novelty of this research lies in its integrative

approach, empirically linking digitalization, organizational transformation, and citizen satisfaction within a single analytical model.

Overall, the study concludes that digitalization of public administration constitutes a strategic pathway for improving government service delivery and enhancing citizen satisfaction. However, its long-term success depends on sustained organizational adaptation, continuous capacity development, and inclusive strategies that address disparities in digital access and literacy. By demonstrating how technology, organizational change, and citizen perceptions intersect, this study offers valuable insights for scholars, practitioners, and policymakers seeking to advance effective and citizen-centered digital governance.

Recommendations are proposed to strengthen the implementation of digital public administration and maximize its impact on service transformation and citizen satisfaction. These recommendations adopt a multidimensional approach encompassing technological infrastructure, organizational management, human resource development, and citizen engagement.

First, from a technological perspective, local governments should prioritize the integration and interoperability of digital service systems. Fragmented platforms and inconsistent data flows were identified as factors that limit service efficiency and user satisfaction. Developing a unified digital service ecosystem supported by secure data management, regular system maintenance, and robust cybersecurity protocols will enhance service reliability and transparency. This recommendation aligns with e-government theory, which emphasizes that effective digital governance depends on interoperable and user-oriented technological infrastructures.

Second, organizational transformation must be institutionalized as a core component of digitalization strategies. The study demonstrates that digital services cannot function optimally without corresponding changes in internal workflows, coordination mechanisms, and performance management systems. Governments are therefore encouraged to embed digital transformation within broader bureaucratic reform agendas, including clear governance structures, cross-unit collaboration frameworks, and continuous monitoring of service outcomes. This approach reflects service transformation theory, which stresses that innovation in public services requires sustained organizational adaptation rather than isolated technological interventions.

Third, capacity building for public officials should be intensified and systematized. The findings reveal that variations in digital competence among staff significantly influence service effectiveness. Governments should implement continuous professional development programs focusing on digital literacy, system management, data-driven decision-making, and digital communication skills. Strengthening human resource capacity will not only improve service delivery but also foster a culture of innovation and adaptability within public organizations.

Fourth, enhancing citizen engagement and digital literacy is essential for improving user experience and satisfaction. While digital services increase efficiency, some citizens continue to face difficulties in understanding procedures or navigating digital platforms. Governments should therefore invest in inclusive communication strategies, such as user-friendly guidelines, interactive tutorials, help desks, and hybrid service models that combine digital and assisted support. This recommendation reflects public satisfaction theory, which highlights the importance of aligning service design with user expectations and capabilities.

Fifth, systematic evaluation and feedback mechanisms should be institutionalized to ensure continuous improvement. Regular assessments of citizen satisfaction, platform usability, and service performance will enable governments to identify emerging challenges and adjust policies accordingly. Data-driven evaluation not only strengthens accountability but also reinforces adaptive governance practices that are responsive to changing citizen needs.

Finally, the study recommends strengthening inter-agency and cross-sector collaboration. Digital public services often require coordination between multiple government units and external technology providers. Establishing formal collaboration frameworks and shared accountability mechanisms will reduce implementation risks and enhance service consistency. Such collaborative

governance approaches are crucial for sustaining digital transformation in complex administrative environments.

In conclusion, effective digitalization of public administration requires a holistic strategy that integrates technology, organizational reform, human capacity, and citizen-centered design. By implementing these recommendations, local governments can enhance service quality, strengthen institutional performance, and deliver more inclusive and satisfying public services. These strategic directions also provide a foundation for future academic research and policy development in the field of digital governance and public administration reform.

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