

Research Article

# Problems in Implementing Public Services in Indonesia and Legal Based Solution Strategies

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**Abstract:** Public services are a state obligation to meet the basic needs of the community and have a strong legal basis through various laws and regulations in Indonesia. However, in practice, the implementation of public services still faces various problems such as slow service processes, unclear procedures, lack of transparency in costs and service times, and maladministration. This study aims to analyze the gap between the normative concept of public services and their implementation in practice and to identify factors that influence the low quality of public services. The research method used is a qualitative approach with library research through analysis of various literature, laws and regulations, and data from public service supervisory agencies. The results show that the main problems in public services in Indonesia are related to the weak implementation of service standards, low transparency and accountability, and suboptimal professionalism of the apparatus. In addition, maladministration practices such as prolonged delays and procedural deviations are still common. Digital transformation through the implementation of e-government is one effort to improve service quality, although its implementation still faces obstacles in human resources, infrastructure, and bureaucratic culture. Therefore, strengthening public service governance, increasing transparency, and optimizing oversight are necessary to ensure public services are more effective, accountable, and oriented toward the public interest.

**Keywords:** Administrative Issues; Digital Transformation; Maladministration Governance; Public Services; Transparency and Accountability.

## 1. Introduction

From a normative perspective, the implementation of public services in Indonesia has a strong foundation through legislation, affirming that every service provider is obliged to provide quality, fast, easy, affordable, transparent, and accountable services. These provisions demonstrate that conceptually and legally, the state has formulated ideal standards for public services oriented towards the interests of the community. However, empirical reality shows that the implementation of public services still faces various systematic problems, such as slow service processes, unclear procedures, lack of transparency regarding costs and service times, and service practices that do not fully refer to established standards. This condition creates a gap between the ideal concept of public services and the practice of their implementation in the field.

These issues are clearly reflected in various public complaints regarding maladministration of public services. Data from the Indonesian Ombudsman shows that the number of public complaints regarding public services remains high and tends to increase. Throughout 2024, the Indonesian Ombudsman received approximately 10,000 public complaints. Reports related to alleged maladministration of public services have increased from approximately eight thousand reports the previous year. This twenty-eight percent increase demonstrates that public service issues remain a crucial issue and indicates growing public awareness of the demand for quality services. (Ombudsman, 2025).

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Upon closer inspection, the most prevalent forms of maladministration are failure to provide services, prolonged delays, and procedural irregularities. In 2023, for example, failure to provide services accounted for 41% of all maladministration reports received by the Indonesian Ombudsman, 28% of procedural irregularities, and 91% of all maladministration reports received by the Indonesian Ombudsman.(Wicaksana, 2024)The data shows that the main problems with public services in Indonesia are still related to fundamental aspects, namely service certainty, compliance with standard operating procedures, and the professionalism of the apparatus. The phenomenon of prolonged delays confirms that services have not been implemented effectively and efficiently, while procedural deviations indicate weak implementation of legal norms in bureaucratic practices. Thus, the problems in public services are not only technical administrative issues, but also closely related to aspects of legal compliance and institutional governance.

Various previous studies have also shown that the low quality of public services in Indonesia is closely related to weak transparency and accountability in service delivery. Transparency is crucial because it provides the public with access to information regarding procedures, costs, and service times, thereby preventing maladministration. However, in practice, some agencies still fail to provide transparent and easily accessible service information. This lack of transparency makes it difficult to achieve the demand for excellent service and gives rise to numerous public complaints about the performance of public service providers. In other words, the lack of transparency directly impacts the low level of public trust in the government.(Trisakti et al., 2021).

Besides transparency issues, another frequently occurring issue is the mismatch between service standards and their implementation on the ground. Service standards, which should serve as guidelines for ensuring certainty regarding time, costs, and service procedures, have not been consistently implemented by service providers. This situation indicates a gap between the ideal concept of public service and its empirical practice. Digital transformation through the implementation of e-government is expected to improve service quality, but its implementation still faces various obstacles such as limited human resources, infrastructure, and a bureaucratic culture that is not yet adaptive to change. Government can be an effort to realize public service through the use of technology, although it still requires strengthening.(Innaf et al., 2023).

Problems in implementing public services are not only related to administrative and managerial aspects, but also have a legal dimension. Non-compliance with service standards, maladministration practices, and weak oversight indicate thatLegal norms governing public services before they are fully implemented effectively. Therefore, a legal approach is crucial in analyzing public service issues, both in terms of regulations, supervisory institutions, and mechanisms for resolving public service disputes. The existence of supervisory institutions such as the Ombudsman serves as a driving force for improving service quality through prevention and reporting.(Soedja et al., 2024).

The problems of public services also emphasize the existence of a gap between regulation and implementation, even though there are many legal instruments that regulate the implementation.These legal norms are often not accompanied by strengthening the legal culture of the apparatus, an effective oversight system, and a firm sanction mechanism. The most common maladministration is excessive delays and procedural deviations, which have a direct impact on the fulfillment of basic community rights, requiring strengthening of laws and institutions.(Muhammad et al., 2025).

Thus, it can be understood that the problematic implementation of public services in Indonesia is a multidimensional issue encompassing administrative, institutional, social, and legal aspects. The high number of reports of maladministration, the predominance of service delays and procedural deviations, and the suboptimal level of compliance with service standards indicate a clear gap between the ideal concept of public services and their implementation in the field. Therefore, a comprehensive analysis is needed not only from a public service management perspective, but also through a legal approach that emphasizes the effectiveness of regulations, strengthening oversight institutions, certainty of sanctions, and protection of the rights of the public as service users.

Thus, this study is important and relevant to a law-based approach that is expected to provide solutions that are not only administrative and technical in nature, but also guarantee legal certainty, accountability of service providers, and protection of community rights.

## 2. Related Work

Many researchers have conducted studies on public services in an effort to understand how the government provides effective services to the public. One of these was put forward by (Sawir, 2020) explained that public services are activities carried out by government officials to meet the needs of the community in accordance with statutory provisions. Public services are seen as a form of government responsibility towards fulfilling the basic rights of the community. Good public services are characterized by clear service standards, transparency in the service process, and accountability of officials in carrying out their duties. Sawir also revealed that many problems remain, such as complicated service procedures, a lack of professionalism, and the low quality of services provided to the community.

Research on government strategies in improving the quality of public services based on the smart city concept by (Wanto, 2018) shows that public services can be improved through the use of technology and the integration of government information systems. Public services, from this perspective, emphasize fast, efficient, transparent, and easily accessible services to the public through digital systems. However, the implementation of the smart city concept in public services still faces several problems, such as limited technological infrastructure, suboptimal inter-agency coordination, and limited human resource readiness. Therefore, strategies that can be implemented include developing information technology-based service systems, increasing the capacity of government officials, and strengthening inter-agency collaboration in the delivery of public services.

Meanwhile, according to research conducted by (Ayu & Nuriyatman, 2021) Public services are viewed not only as administrative activities but also as a form of state responsibility in ensuring the fulfillment of public rights. Although public services must have and implement clear service standards, their implementation still faces various challenges. This study found that service bureaucracies often face obstacles in the form of lengthy procedures, limited staff capacity, and the institution's limited ability to adapt its service system to changing social conditions, such as during a pandemic. The study emphasizes the importance of consistent service standards as a guideline.

Overall, previous research shows that the implementation of public services in Indonesia still faces various relatively similar problems, namely complicated procedures, low professionalism of the apparatus, limited institutional capacity, and the suboptimal use of technology to support fast and efficient services. Although public services have ideal characteristics in the form of clear service standards, transparency, and accountability, in practice these various obstacles cause the quality of services to not fully meet public expectations. Various studies also confirm that the strategyThe solution requires not only administrative innovation and digitalization of services, but also strengthening of legal aspects as the main basis for regulating service standards, clarifying the obligations of officials, strengthening supervision, and guaranteeing the protection of the rights of the community as service recipients.

Although various previous studies have discussed the characteristics of public services, obstacles, and strategies for improving service quality through strengthening the capacity of civil servants in utilizing technology, most studies still focus on the administrative and managerial aspects of services. Studies that specifically link the problems of public service implementation with legal-based resolution strategies are still relatively limited, particularly in explaining how legal norms function as an instrument of control over service procedures, ensuring public rights, and oversight mechanisms for public service providers.

## 3. Proposed Methods

This research employs a literature study method, which involves collecting, reading, reviewing, and analyzing various written sources relevant to the research topic. This method was chosen because the research aims to conceptually understand various problems in public service implementation in Indonesia and strategies for resolving them from a legal perspective.

The data sources for this study consist of secondary data, namely various scientific literature in the form of articles, books, and related laws and regulations. The primary literature used includes previous research on public services, policy implementation, service innovation, and regulations used in Indonesia.

Data collection techniques were conducted through literature identification, which involved selecting sources directly relevant to the research topic, followed by classifying the data based on key themes. The selected literature primarily came from scientific journals,

academic books, and legal documents that had academic validity and substantive relevance to the study's discussion.

Data analysis was conducted using qualitative descriptive analysis, namely by systematically describing the contents of various literature sources to identify patterns of public service problems in Indonesia, then synthesizing these various views into an analytical framework of state administrative law. Through this process, the research not only describes the findings from various literatures but also interprets how the law plays a role as an instrument for resolving public service problems, both through service standards, apparatus supervision, and protecting the rights of the community as service recipients.

With the above approach, the research is expected to provide a comprehensive picture of the problems of implementing public services in Indonesia while offering a solution strategy based on strengthening regulations and legal certainty.

## 4. Results and Discussion

### Basic concepts and definition of public services

Public services are a series of activities carried out by the government or state administrators to meet the public's needs for certain goods, services, or facilities. The primary goal of public services is to guarantee public welfare and ensure public rights are fulfilled fairly, transparently, and accountably (Engkus et al., n.d.). These services are a fundamental part of government functions and serve as indicators of the quality of good governance.

In Indonesia, public services are regulated through Law Number 25 of 2009 concerning Public Services. This law emphasizes that public services are a public right that must be fulfilled by state administrators. Services must be provided promptly, accurately, transparently, accountably, and professionally (Bazarah & Pujiastuti, 2022). This emphasizes that public services go beyond simply fulfilling administrative procedures but also emphasize the quality of service provided to the public.

Public services have several key characteristics. First, they are mandatory and universal, meaning every citizen has the right to equal service without discrimination. Second, they are implemented by state administrators, both central and regional governments, as well as other public institutions responsible for providing services to the public (Abdurrahman, 2023). Third, public services must have clear and measurable quality standards so that the public can assess services objectively (Sembiring et al., 2025).

From a public administration perspective, public services are the primary function of government, fulfilling the basic needs of the community and upholding citizens' rights (Abdurrahman, 2023). This perspective emphasizes that the government acts not only as a regulator but also as a service provider that must meet the public interest. Public services serve as a means of implementing policies that directly impact public welfare.

From a good governance perspective, public services reflect the quality of government administration. The principles of transparency, accountability, participation, and fairness are the pillars that must be adhered to for effective and efficient services (Engkus et al., n.d.). Good quality public services will increase public trust in the government and strengthen the legitimacy of state administration.

Public service is not merely an administrative process; it also encompasses the dimension of public satisfaction as an indicator of success. Sembiring et al. (2025) emphasize that the effectiveness of public service must be measured based on recipient satisfaction, procedural quality, and equitable accessibility for all citizens. This requires state administrators to continuously update service systems and adapt them to the dynamic needs of the community.

A major challenge in defining and implementing public services is the ambiguity of definitions. Public services can differ across government, health, education, and bureaucratic sectors (Abdurrahman, 2023). Furthermore, the implementation of service standards is often inconsistent due to limited resources or differing interpretations of laws and regulations. These factors can impact the effectiveness and quality of services provided.

Furthermore, public satisfaction is often a subjective measure that is difficult to measure objectively. The Indonesian Ombudsman (2020) emphasized that public service evaluation must involve public participation, internal audits, and independent monitoring to ensure continuous improvement in service delivery. This approach will ensure that public services remain relevant, adaptive, and oriented toward the public interest.

Overall, public services are a public right that state administrators must fulfill. Their basic concepts include accessibility, transparency, accountability, fairness, and effectiveness. By consistently applying these principles, public services not only meet the public's basic needs

but also strengthen good governance and government legitimacy (Bazarah & Pujiastuti, 2022; Engkus et al., nd; Indonesian Ombudsman, 2020).

Public service is the primary function of public administration, oriented toward meeting the needs of the community. From a public administration perspective, public service is understood as the government's activity in providing goods, services, and administrative services to the community as a form of state responsibility. According to Miftah Thoha, public administration is a collaborative process carried out by government officials in implementing state policies to achieve public goals effectively and efficiently. In this context, public service is a concrete manifestation of public administration because it is through service that the government is directly present to meet the needs of the community.

In line with this view, Agus Dwiyanto explained that public service is any form of service provided by the government to the public to meet public needs, whether in the form of goods, services, or administrative services. Dwiyanto emphasized that public service must be implemented in a responsive, transparent, and accountable manner to increase public trust in the bureaucracy. This view demonstrates that public service is not merely a routine administrative activity, but rather an interactive process between the state and society that determines the quality of governance.

Normatively, the definition of public services in Indonesia is affirmed in Law Number 25 of 2009 concerning Public Services, which states that public services are activities or a series of activities in order to fulfill service needs in accordance with statutory regulations for every citizen for goods, services, and administrative services provided by public service providers. This provision provides a clear legal basis regarding the public's right to obtain services and the government's obligation to provide them. With this regulation, public services are not only understood as administrative policies, but as a legal obligation of the state.

Furthermore, the objectives of public services are directly related to the state's obligation to realize the general welfare, as stated in the 1945 Constitution of the Republic of Indonesia, particularly in the Preamble to the 1945 Constitution, which emphasizes that the state aims to protect all Indonesians and advance the general welfare. Therefore, public services are the state's primary instrument for fulfilling the basic rights of the people, improving the quality of life, and realizing social justice. This objective demands fair, transparent, accountable, and high-quality public services to foster public trust in the government.

Thus, the basic concept and definition of public services demonstrate that public services are an integral part of public administration, serving as a means for the state to fulfill citizens' rights. This conceptual and normative understanding provides a crucial foundation for analyzing the challenges of public service implementation in Indonesia. When public services do not align with public administration principles and legal provisions, a legally based resolution strategy is required to ensure that public services are implemented in accordance with the state's objectives.

### **Characteristics of Public Services**

Public services are fundamentally organized to meet the needs of the wider community as a form of the state's responsibility to its citizens. The principle of public interest emphasizes that services must prioritize public welfare over the interests of individuals or specific groups. Within the framework of a state governed by the rule of law, public services serve as an instrument for ensuring social justice and equitable distribution of welfare. This is affirmed in Law Number 25 of 2009 concerning Public Services, which states that public services are activities that fulfill the service needs of every citizen for goods, services, and administrative services provided by public service providers. Thus, a public interest orientation is the primary foundation of every public service policy and practice.

Based on this public interest orientation, public services are characterized as non-profit, meaning they are not oriented toward financial gain. The government, as the service provider, acts as a public servant, aiming to fulfill citizens' basic rights, not to seek profit. Service fees are strictly administrative and must comply with legal provisions to prevent extortion or corrupt practices. This characteristic demonstrates that public services function as an instrument of social welfare and the protection of public rights, prioritizing service quality over economic gain.

However, a non-profit orientation alone is insufficient without accountability and transparency in the delivery of public services. Transparency requires open information regarding procedures, costs, service standards, and service times so that the public can

understand and monitor the performance of government officials. Meanwhile, accountability emphasizes that every service action must be accountable administratively, legally, and morally. These two principles are essential to prevent abuse of authority, bribery, and corruption in public services and to strengthen public trust in the government.(Pradana & Wahyudi, 2025).

Furthermore, the implementation of accountability and transparency must be supported by legal certainty to ensure that public services meet clear and non-discriminatory standards. Legal certainty encompasses service regulations, standard operating procedures, complaint mechanisms, and sanctions for service violations. Without legal certainty, public services are vulnerable to uncertain service times, discriminatory practices, and administrative irregularities. Therefore, public service regulations are needed to ensure service quality and protect the rights of the public as service recipients.(Amus et al., 2023).

Ultimately, all of these characteristics lead to the principles of equality and justice in public services. Every citizen has the same right to receive services without discrimination based on ethnicity, religion, race, gender, social status, or physical condition. Public services must also be inclusive, taking into account vulnerable groups such as people with disabilities, the poor, and those in remote areas. With equality and justice, public services are not only administratively efficient but also serve as a means of realizing social justice in accordance with democratic values and the constitution.

In essence, there are quite a number of characteristics of a service, each of which has the power to influence employee satisfaction levels and performance. This can be seen in the various characteristic formulations made by experts. Zeithaml, Berry, and Parasuraman (Fandy Tjiptono and Anastasia Diana, 2003: 27) identified five characteristics used by customers in evaluating service quality, namely:

- a. Direct evidence (tangible), Tangibles are factors that influence customer satisfaction visually (related to the physical environment). Good tangibles will influence customer perceptions. At the same time, these tangible aspects are also a source of influence on customer expectations. Tangible aspects include physical facilities, equipment, employees, and communication tools.
- b. Reliability, Reliability is the ability to provide promised services promptly and satisfactorily. Reliability means a company keeps its promises, including delivery, problem-solving, and pricing. Reliability encompasses two main aspects: consistent performance and dependability. This means a company is able to deliver its services correctly from the start, fulfill its promises accurately and reliably, deliver data accurately, and send accurate invoices.
- c. Responsiveness, Responsiveness is the staff's willingness to help customers and provide prompt service. Examples include promptness of service, speed of callbacks, and prompt service delivery. This dimension emphasizes attentiveness and promptness in responding to customer requests, service issues, and complaints.
- d. Assurance, The assurance in question is the behavior of employees or service personnel that fosters customer trust in the company and the company can create a sense of security for its customers. Assurance also means that employees are always polite and possess the knowledge and skills needed to respond to any customer questions or problems. This assurance encompasses the ability, courtesy, and trustworthiness of staff, free from danger, risk, or doubt.
- e. Empathy, Empathy means a company understands its customers' problems and acts in their best interests, providing personal attention and maintaining convenient operating hours. Empathy in service includes ease of communication, good communication, and understanding customer needs.

Service is a basic function of government, therefore the government is obliged to provide services to the community according to the needs of the community, and on the other hand, service is a right for members of the community. From a theoretical perspective, there has been a paradigm shift in public services from the traditional public administration model (old public administration) to the new public management model (new public management), as stated by Denhardt and Denhardt (2000) that; "in the development process from a theoretical perspective, there has been a paradigm shift in public services from the traditional administration model (old public administration) to the new public management model (new public management), and ultimately will lead to a new public service".

### Scope of public services

As a fundamental instrument in governance, public services play a role in fulfilling citizens' basic needs and also serve as an indicator of the success of bureaucratic reform. In the modern public administration paradigm, public services are no longer understood solely as a service system oriented toward fulfilling citizens' rights in a fair, transparent, and accountable manner. This makes the quality of public services an evaluation of the state's capacity to serve the public. According to (Fahlevi et al., 2023) Public services are basically a form of policy implementation that is oriented towards fulfilling the needs of the community through the provision of services. Public services are a state instrument in ensuring that the needs of the community are fulfilled through the provision of public goods, public services and administrative services.

Within the scope of public services, there are several types of services that differ in type and treatment in meeting community needs. The first service is public goods services, which produce outputs in the form of facilities and infrastructure used collectively by the community. Examples of outputs from this service include infrastructure such as roads, bridges, educational facilities, hospitals, clean water networks, and public transportation. These public goods are used collectively and therefore become the responsibility of the state. In the context of regional government, the provision of public goods is a strategic instrument in realizing equitable development and improving community welfare. The availability of adequate infrastructure will encourage economic growth, increase public access to basic services, and reduce disparities between regions. (Ministry of Home Affairs, 2024) The quality of public goods provision is heavily influenced by government institutional capacity, development planning, and public participation in the policy-making process. Public goods relate not only to infrastructure provision but also to effective and inclusive governance.

In addition to public goods, the scope of public services also includes public services, services that produce non-physical benefits that can be directly felt by the community, such as education, health, transportation, and social security services. Public services play a strategic role in improving the quality of human resources. humans because it is directly related to the basic needs of society. Quoting (Natika, 2024) The quality of public services is largely determined by the responsiveness of service providers to public needs, speed of service, ease of procedures, and certainty of costs and timeliness. Digital transformation in public services is a crucial innovation in improving service quality. Digitizing services enables the public to obtain services more quickly, transparently, and efficiently. The use of this technology contributes to reducing maladministration practices, increasing transparency, and expanding access to services for the public throughout the region. Public services are not only related to conventional service provision, but also to digital-based service innovations.

Next are administrative services, services that produce official documents as a form of state recognition of the legal status of citizens or legal entities. These services include the creation of population documents, permits, certifications, and various other forms of legality. According to (Soewita et al., 2025) Administrative services are the type of service that most frequently interacts directly with the public, so their quality significantly determines the level of public satisfaction and trust in the government. Innovation in licensing services through digital systems aims to provide convenience, certainty, and speed of service to the public as a form of legal certainty. Complicated administrative services have the potential to give rise to brokering and maladministration. Therefore, simplifying procedures, implementing service standards, and digitizing services are crucial steps in improving the quality of administrative services.

In addition to administrative services that produce official documents, the scope of public services also includes non-administrative services. Public services are not limited to document (administrative) services or goods and services. Services can also be provided without producing official documents and emphasize direct benefits to the community. These services are referred to as non-administrative public services. According to research, (Permatasari, 2020) Public service is the government's effort to meet the needs of the community through various forms of services that are oriented towards the quality and satisfaction of service users, not just administrative procedures. This meaning is the main characteristic of non-administrative services, services that prioritize direct and tangible service benefits. Another characteristic of this service is that it does not produce documents, the output is in the form of direct services/services, can be felt immediately, focuses on the quality of service interactions and is related to meeting the basic needs of the community. Some examples of outputs from this type of service are patient examinations at hospitals or

community health centers, traffic management by the police, disaster management by the Regional Disaster Management Agency (BPBD), and the distribution of social assistance, all of which can directly benefit the community.

Several types of services within the public service sector provide the public with an overview of how diverse community needs are addressed, based on the focus of service requests. The reforms undertaken aim to improve service quality. The development of integrity zones, for example, aims to create professional, accountable, and corruption-free public services amidst widespread weaknesses in meeting public needs. Quality service is not solely determined by speed, although this aspect is an indicator of public satisfaction, but also on the integrity of service and transparency in procedures and financing.

The division of public service scope is fundamental to ensuring that service delivery has a clear, integrated direction and avoids overlapping authority between service providers. The scope of public service essentially encompasses public goods services, public services, and administrative services, each of which has distinct characteristics, outputs, and implementation mechanisms, yet complements each other in meeting community needs. Clarity in this grouping is crucial because it serves as a basic reference in developing service standards, determining implementing institutions, and service performance measurement. According to (Ardiansyah et al., 2024), the grouping of public services that produce different outputs according to community needs provides a clear classification of each form of authority limits, indicators, and accountability mechanisms, making it easier for the public to access services according to their needs. This affirmation of scope also has implications for increasing service effectiveness because service providers are able to focus on their core functions, strengthen coordination between sectors, and encourage the realization of responsive, transparent, and accountable services. Without a clear scope, public services have the potential to run partially, unintegrated, and difficult to achieve the main goal of optimally fulfilling the basic needs of the community.

### **Legal basis for the provision of public services**

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### **Strategies for Solving Public Service Problems**

Public service is a form of government presence in meeting the needs of its citizens, as well as an indicator of the quality of governance. However, in practice, the implementation of public services in Indonesia still faces various classic problems such as slow service processes, lack of transparency, low responsiveness of officials, and weak coordination between institutions. These problems indicate that public service reform is not sufficient with

mere regulations but also requires systematic transformation that touches on aspects of structure, bureaucratic culture, and the use of technology. In this regard, the e-governance approach is one strategy that is conceptually and empirically considered capable of driving improvements and the quality of public services.

According to (Prihartono, 2023) E-governance-based public services are a response to various problems with conventional services, which are considered ineffective and inefficient. The study emphasized the importance of implementing e-governance-based public services because many public services are still unresponsive, uninformative, and lack coordination. The main problems with public services in the study stem not only from technical aspects but also from information systems and governance that lack integrity. Furthermore, the strategy for resolving public service problems in the study through e-governance can be analyzed through three main indicators: support, related to political commitment and policies that support digital transformation in public services. Without strong policy support, public service innovation will only be a symbolic administrative project. Next is capacity, referring to the ability of human resources and infrastructure to implement digital-based services. And finally, value, related to the benefits perceived by the public as service users. The implementation of e-governance has implications for increasing transparency and accountability through a digital service system that allows for open monitoring of service processes, thereby minimizing the potential for maladministration.

Social phenomena in various regions show that many public service applications are not functioning optimally because they are not accompanied by changes in work procedures and organizational culture. This demonstrates that digitalization without institutional reform only results in services with a new look but still retaining old work patterns. Social reality also frequently finds officials lacking digital literacy, which actually slows down service delivery. This situation demonstrates that the problem of public service lies not solely in the availability of technology, but also in the competence of the bureaucracy as service providers to mitigate the crisis of public trust.

Therefore, strategies for resolving public service issues must include strengthening the capacity of civil servants through ongoing training, changing work patterns, and developing adaptive work systems. Public service reform must be directed at creating public value, namely, services that are fast, reliable, and easily accessible.

Nevertheless, Prihartono emphasized the challenges of the digital divide, limited infrastructure, and bureaucratic resistance to change. In societies with low levels of digital literacy, technology-based services have the potential to create social exclusion. Therefore, strategies for resolving public service issues must be implemented inclusively, while still providing alternatives to conventional services and expanding access to technology for the public. The strategy for resolving public service issues also requires a comprehensive approach through the implementation of e-governance supported by policy commitments, strengthening the capacity of civil servants, and creating public value oriented towards community needs. Public service transformation cannot simply be interpreted as the digitalization of services, but rather as a shift in the bureaucratic paradigm towards responsive, transparent, and participatory services. In this regard, e-governance is not merely a technological instrument, but rather a bureaucratic reform strategy aimed at building public trust in the state.

## 5. Conclusions

The challenges facing public services in Indonesia stem primarily from the gap between normative concepts and their implementation on the ground. Although regulations such as Law No. 25 of 2009 concerning Public Services address the principles of accountability, transparency, legal certainty, and equality, service delivery still faces obstacles in the form of low-quality personnel, weak oversight, and suboptimal institutional coordination. This suggests that the primary problem lies not in a lack of regulations, but rather in the implementation and control of policies.

Therefore, resolving public service issues requires an integrated approach that includes strengthening law enforcement, reforming bureaucratic institutions, and improving the competence and integrity of civil servants. These efforts are crucial for achieving professional, transparent, and public-interest-oriented public services.

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