



## The Role Of Digitalization In Enhancing Public Service Efficiency: Challenges And Opportunities In Managing Public Complaints Through E-Government In Indonesia

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**Abstract.** *The digitalization of public services improves efficiency, openness, and accessibility, particularly in the administration of public grievances. Information and communication technology facilitates effective, rapid, and responsive complaint resolution while safeguarding user data security. This strategy promotes public engagement using digital channels, including web applications, social media, and unified online complaint mechanisms. Nonetheless, issues such as the digital divide, technological proficiency, and infrastructure preparedness must be resolved. This study utilizes a literature review methodology, employing documentation methodologies and content analysis. The results indicate that the use of e-Government in Indonesia has markedly enhanced the efficiency, openness, and accountability of public services. The use of technology enhances the administration of public grievances in accordance with principles of good governance and current rules. However, issues with infrastructure, human resources, and community engagement remain. To optimize its beneficial effects, initiatives should concentrate on improving technology infrastructure, advancing human resource skills, and amplifying public awareness of the advantages of e-Government. These approaches intend to enhance the system's efficacy in providing high-quality and responsive public services.*

**Keywords:** *e-Government, public complaint services, information technology, transparency, public participation.*

### 1. INTRODUCTION

In the current swiftly evolving digital age, the government is encountering heightened demands to deliver public services that are effective, efficient, and attuned to community needs. An essential aspect of public services is the administration of public grievances. Professional complaint handling demonstrates the government's dedication to achieving good governance, as indicated by Hermawan et al. (2020) and Hidayat & Sulistyani (2022).

E-government represents a recent advancement in enhancing public services through the application of information and communication technology to augment openness, accountability, effectiveness, and efficiency in public service delivery (Sukendar et al., 2024). The phrase e-government emphasizes enhancing contact among the government, the community, businesses, and other government agencies, including the executive, judicial, and legislative. This capability can be flexibly attained at any moment by using information and communication technology, particularly through internet technology (Kartika Setianingrum et al., 2021). Government services to the community will undergo significant expansion due to the accessibility of internet connections. This enables the community to assume an active and autonomous role in asking for permits, overseeing the completion process, and directly executing various permission applications and other utilities. The

advancement of information and communication technology is inexorable, with nearly all sectors, both public and private, having adopted information system management. Information service providers develop electronic-based services, including e-government, e-banking, e-library, e-education, and e-commerce, utilizing many fundamental applications to deliver information services swiftly, precisely, and effortlessly (Hardjaloka, 2014). E-government denotes the utilization of internet-based information and communication technology (ICT) and the World Wide Web (WWW) in governmental information services for the public, businesses, and other organizations (Legi et al., 2020). Public service fundamentally addresses the primary needs of the populace via the state. The government is anticipated to deliver quality public services to the citizenry.

The community's needs for high-quality public services, transparent procedures, timely execution, and fair charges are steadily escalating. The demands are escalating in line with the recognition that citizens own the right to obtain services, and the government is duty-bound to provide them (Izzul Fatchu Reza, 2020). Indonesia's public services face several significant issues, including substandard quality of service products, limited or nonexistent access for vulnerable populations (such as the impoverished and women), individuals with disabilities, and ambiguous mechanisms for complaints and dispute resolution (Izzul Fatchu Reza, 2020). Government Regulation of the Republic of Indonesia Number 45 of 2017 regarding Community Participation in Government Administration, and Law Number 25 of 2009 in Articles 36 and 37 concerning Public Services, both underscore the significance of community involvement in articulating aspirations. Furthermore, both require government officials to ensure maximum accessibility for the community, including the provision of sufficient complaint mechanisms.

The legislative framework for public complaint management in Indonesia has been established through multiple regulations. Law Number 25 of 2009 regarding Public Services stipulates that each public service provider shall have a dedicated section for managing public complaints. This rule is supported by the rule of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 24 of 2014, which establishes technical instructions for the management of public service complaints (Atikah, 2021). These regulations aim to establish a more transparent and responsible framework for managing public complaints. Public services are increasingly recognized as a strategic policy concern and frequently serve as a topic of debate, resulting in stagnation in Indonesia's public services, with extensive ramifications across economic, political, socio-cultural, and other domains of life. The objectives of the government reform agenda in Indonesia include

enhancements in this area and the advancement of public sector services. The improvement of public service is essential, since it embodies the responsibilities of government officials to provide services to the community (Dewi, 2017).

The phrase "good governance" originates from European languages associated with the notion of government and was subsequently incorporated into English as "governance," signifying "guiding" or "controlling," which governs the interactions of the government, the business sector, and the broader community. The primary objective is to establish a transparent, democratic, and efficient administration in alignment with the tenets specified in the 1945 Constitution. This philosophy aims to cultivate a thriving, autonomous, and empowered society. The advantages of effective public complaint handling are experienced by two primary stakeholders: the government and the community. For the government, efficient complaint handling serves as a crucial resource for assessing and enhancing the quality of public services. Simultaneously, this mechanism offers the community an official avenue to express ambitions, grievances, and seek resolutions to many issues encountered (Bouwman et al., 2015)

Public services encompass a range of activities aimed at fulfilling the essential needs of all citizens and residents for vital products, services, and administrative assistance provided by public service entities, in compliance with prevailing legislative restrictions. In Indonesia, this phrase signifies that the provision of public services include a range of goods and services, with administrative support. These services are anticipated to function effectively, adhere to established protocols, and encompass all facets of Indonesian society. The administration of public grievances in Indonesia continues to encounter certain issues that necessitate urgent consideration. Key hurdles frequently encountered include insufficient transparency and accountability in complaint management, sluggish governmental responses to public reports, and minimal citizen engagement in the reporting process.

Effective governance has emerged as a pivotal concern in contemporary public management. The public is progressively demanding the government to implement effective governance, influenced by the rising levels of information and education among citizens, as well as the effects of globalization (Sedarmayanti & Nurliawati, 2017). Regions possess autonomy aimed at effectively serving the public, specifically by enhancing services to ensure public satisfaction with governmental management that safeguards the community, referred to as public service, and seeks to advance the region's economic sector (Utang Rosidin, 2015:420).

This challenge highlights the necessity for revitalization and innovation in complaint management to enhance the efficacy and efficiency of public services. The enactment of Government Regulation Number 41 of 2007 on Regional Apparatus Organizations and Permendagri Number 57 of 2007 pertaining to Technical Instructions for Structuring Regional Apparatus Organizations and local governments in several regions have commenced the establishment of numerous regional apparatus organizations. The objectives of the government reform agenda in Indonesia are enhancements in this case and the advancement of public sector services. Public services require enhancement to ensure their fundamental essence is achieved. The objective is to establish autonomy for the advancement and well-being of society, the corporate sector, and the region itself.

The enactment of this governmental legislation substantially influences the institutional framework of local governments and will profoundly effect the future of these entities and their populations. If local governments are dedicated to empowering citizens, they must implement these policies efficiently and effectively, favoring functionality over structure. To address these difficulties, the government must embrace a technology-driven strategy by implementing e-government. The application of e-government in addressing public complaints is expected to enhance the efficiency, effectiveness, transparency, and accountability of services. The digital approach facilitates a more expedient, coordinated, and easily traceable complaint process for the public (Indiahono, 2021). Moreover, online platforms can enhance interactive bilateral contact between the government and the people. An analysis of e-government implementation in the management of public complaints in the digital era is highly pertinent. This report offers a thorough overview of the current conditions, obstacles encountered, and strategic measures required to enhance the quality of public services. Through a systematic and integrated strategy, the government aims to achieve enhanced professionalism, transparency, and accountability in complaint management to improve public services in Indonesia.

## **2. METHODS**

This study employs a literature review methodology to examine the deployment of e-government in the management of public complaint services in the digital age. The scope of the review is defined by the aim to explore how digitalization enhances the efficiency, transparency, and accessibility of public complaint handling, identify the challenges faced in implementing e-government for public complaints management, and investigate the role of technological infrastructure, human resources, and public participation in the

effectiveness of e-government systems. To ensure the inclusion of relevant materials, the study will adopt clear source selection criteria, including relevance to e-government, recency of publications, credibility of sources, and geographical focus on Indonesia, while also considering global perspectives. Sources will primarily be gathered from academic databases such as Google Scholar, JSTOR, Scopus, and ScienceDirect, along with government websites, books, monographs, and grey literature, including research reports from organizations like the World Bank and UNDP. The collected data will be systematically extracted, focusing on key elements such as the impact of e-government on public service delivery and complaint management, the technological tools and platforms used, the challenges encountered in implementation (e.g., digital divide, technological literacy, infrastructure issues), and suggested or implemented strategies to overcome these challenges. Content analysis will be applied to categorize the findings thematically, focusing on the benefits of e-government, challenges in implementation, and recommendations for improvement. This synthesis will be based on a comparison of global best practices and their potential adaptation to the Indonesian context.

A critical evaluation of the literature will highlight the strengths and limitations of the existing research, identifying gaps in the knowledge and potential biases in the data. The study will conclude by summarizing key findings, including recommendations for enhancing the management of public complaints through e-government, particularly focusing on overcoming identified barriers and improving the efficiency of digital complaint management system.

### **3. RESULTS**

The execution of e-Government in Indonesia has become a crucial component in enhancing the efficacy and efficiency of public service provision. Susanto et al. (2022) assert that e-Government is an invention designed to enhance public administration through the application of information and communication technologies. Policies and rules governing the growth of e-Government in Indonesia have been established through different directives, notably Presidential Instruction Number 3 of 2003. This directive, as elucidated by Farida & Lestari (2021), delineates governmental policies and initiatives to expedite the advancement of e-Government. The implementation of e-Government in Indonesia seeks to enhance operational efficiency, improve public service quality, increase transparency, and bolster government accountability, ultimately aiming to foster a more open and trustworthy government for the populace (Susanto et al., 2022).

A primary element of the e-Government system that garners significant focus is the administration of public grievances. The public complaint service is explicitly governed by Law Number 25 of 2009 on Public Services, which guarantees the public's right to submit complaints on the services rendered (Farida & Lestari, 2021). This complaint management system encompasses multiple stakeholders, including the public as service users, the government as the organizer, and regulatory bodies responsible for ensuring that each complaint is addressed professionally and promptly (Ahmadi et al., 2019; Homaidi & Ibad, 2019). A monitoring and evaluation system is used inside complaint management to assess the effectiveness and efficiency of public complaint services. This seeks to guarantee that public complaints are addressed promptly and efficiently, serving as a foundation for enhancing public services in the future (Ahmadi et al., 2019).

The execution of e-Government in Indonesia aligns with the principles of good governance, encompassing openness, accountability, and public engagement in the decision-making process (Astawa, 2023). The introduction of e-Government, emphasizing the utilization of information technology in public services, is anticipated to realize these rights more efficiently and transparently, hence fostering a government that is more responsive and accountable to the community's needs and desires. The introduction of the e-Government system in the public service sector, encompassing public complaints, has had a favorable impact on enhancing the efficacy and efficiency of services. The technology employed in e-Government facilitates expedited and precise data processing, diminishes bureaucratic complexities, and enhances the responsiveness to public complaints (Astawa, 2023). Consequently, public services become increasingly responsive and accessible, thereby enhancing public satisfaction with governmental services. The fundamental concepts guiding the execution of e-government are foresight, reflexivity, engagement, and responsiveness. These principles constitute the operational basis of e-government services to guarantee responsiveness to community requirements. Additional significant principles encompass transparency, efficiency, accessibility, and participation (Nur Azizah & Najicha, 2022). Moreover, effective governance services can be attained through the implementation of optimal e-government principles, specifically, Transparency enhances the accessibility of information to the public. The notion of transparency mandates open conduct, encompassing all operations such as reporting, services, vision, and mission. This will diminish the likelihood of misuse of any activities or authorities that contravene regulations, as they would be directly monitored. Nonetheless, as this e-government relies on the digital internet, which is not universally comprehensible, the processes for its utilization must be

transparently communicated to the public to prevent errors in access. Accessibility facilitates access to public services for all individuals, including those in remote places, and guarantees equitable access without limitations. Electronic-based public services facilitate public engagement with agencies and the government. Efficiency and effectiveness are employed to optimize resources in service provision and facilitate prompt decision-making, particularly about service performance. Engagement through the acceptance of recommendations to enhance performance, specifically by involving the community. Public participation is essential for the efficacy of public services, as it encompasses elements of oversight. The use of effective governance concepts, including the rule of law, equity, and inclusion, is crucial for the sustained success of e-government programs (Guzal-Dec et al., 2020). Moreover, to achieve effective and optimal e-Government Effective governance necessitates the establishment of frameworks grounded on appropriate rules and regulations, with the fortification of systems and institutions.

Legally, the implementation of e-Government in Indonesia adheres to the stipulations of Law Number 25 of 2009 about Public Services. This legislation explicitly governs the public's entitlement to quality public services, encompassing not only the technical dimensions of these services but also the right to receive clear, timely, and correct information on the various services offered (Farida & Lestari, 2021). The introduction of e-Government, emphasizing the utilization of information technology in public services, is anticipated to more efficiently and transparently fulfill these rights, hence fostering a government that is more responsive and accountable to the needs and desires of the community.

Despite the evident advantages of e-Government deployment in Indonesia, it faces numerous hurdles and obstacles. Primary challenges encountered consist of insufficient infrastructure, a scarcity of competent human resources in information technology, and a deficiency in active community engagement with the e-Government system (Hidayat R. & Trisnawati, 2024). The inadequate technology infrastructure in numerous regions, particularly in rural locations, poses a considerable barrier to the expansion and effectiveness of e-Government initiatives. Furthermore, the caliber of human resources engaged in the execution and administration of e-Government must be enhanced through training and competency development to ensure the effective operation of the system. A further difficulty is fostering knowledge and encouraging active community engagement in utilizing electronic-based services, which are essential for the success of e-Government. Consequently, numerous individuals assert that the implementation of E-government

operations is not entirely optimum, as government services continue to rely on outdated methods, such as the handling of KTP, SIM, birth certificates, and family cards. When residents or the community are required to visit the office or the official responsible for its creation, and if the community seeks a broker, it is uncertain whether the document can be completed in one day; this situation is highly ineffective and inefficient. What is the reason? Due to increased costs and the inconvenience of visiting the government office.

#### **4. CONCLUSION**

The deployment of e-Government in Indonesia has substantially enhanced the efficiency, transparency, and accountability of public services by fortifying the handling of public complaints through information technology. Despite adhering to the principles of good governance and relevant rules, this implementation encounters problems pertaining to infrastructure, human resources, and community engagement. Consequently, to enhance its beneficial effects, it is essential to upgrade technological infrastructure, cultivate human resource capabilities, and intensify community outreach regarding the advantages and accessibility of e-Government services. These actions aim to enhance the efficacy of the e-Government system in delivering high-quality and responsive public services.

#### **5. LIMITATION**

This study's research constraints encompass various elements that may influence the generalizability and profundity of the findings. A significant restriction is the study's geographical focus, which predominantly pertains to Indonesia. This emphasis may limit the generalizability of the findings to other nations or regions with distinct socio-economic, technological, and infrastructural environments. Although global aspects are acknowledged, the particular issues and approaches of Indonesia may not be directly applicable to other countries. A further constraint is the accessibility of current data. The study's dependence on existing literature may provide challenges in obtaining current reports or case studies, especially with ongoing or recent e-government activities. Thus, the studied literature may not comprehensively reflect the latest trends and advancements in the use of e-government for public complaint handling. The investigation is constrained by a narrow range of sources. Although the research emphasizes peer-reviewed academic sources, official publications, and reputable reports, it may be limited by the exclusion of grey literature or regional studies. This may restrict the diversity of perspectives and data examined, potentially constraining the breadth of the conclusions. The study is also prone to bias in the

published literature. The dependence on established sources renders the conclusions susceptible to the biases intrinsic to the publications. Certain sources may accentuate the achievements of e-government, whereas others may underscore its difficulties, resulting in a skewed portrayal of the topic.

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