



# Digital Public Service Innovation in Local Government Administration in Banyumas Regency

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**Abstract:** Digital transformation has become an important strategy for improving the quality and efficiency of public services in modern public administration. Local governments increasingly adopt digital technologies to simplify administrative processes, improve service accessibility, and strengthen transparency in governance. This study aims to examine the implementation of digital public service innovation in local government administration in Banyumas Regency. The research employs a qualitative approach with a case study design to explore how digital governance initiatives influence public service delivery at the local government level. Data were collected through semi-structured interviews with government officials, public service administrators, and citizens who utilize digital public service platforms. In addition, document analysis and observations of digital service systems were conducted to understand how digital governance initiatives operate in practice. The findings indicate that digital public service innovation in Banyumas Regency has improved administrative efficiency, increased citizen accessibility to public services, and strengthened communication between government institutions and the community. Digital platforms allow citizens to access government services more easily and enable government agencies to manage administrative processes more efficiently. However, several challenges remain, including differences in digital literacy among citizens, limited internet infrastructure in certain areas, and the need for continuous improvement of institutional capacity in managing digital service systems. The study highlights the importance of strengthening digital infrastructure, improving technological capacity within government institutions, and promoting digital literacy among citizens to ensure the sustainability of digital governance initiatives. Overall, the implementation of digital public service innovation in Banyumas Regency demonstrates the potential of digital governance to enhance the performance of local government administration and improve the quality of public service delivery.

**Keywords:** Digital Governance, Public Service Innovation, E-Government, Local Government Administration, Public Administration

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## INTRODUCTION

Digital transformation has become an important agenda in modern public administration as governments increasingly adopt information technology to improve the quality and efficiency of public services. The integration of digital technology into government administration allows public institutions to provide faster, more transparent, and more accessible services to citizens. Digital governance initiatives have therefore become an important strategy for improving government performance and strengthening public trust in government institutions (OECD, 2021).

The development of digital public services is closely related to the concept of e-government, which refers to the use of information and communication technology by government institutions to deliver public services, improve administrative processes, and facilitate communication between government and citizens. Through digital platforms, governments are able to simplify bureaucratic procedures, reduce administrative costs, and improve the efficiency of service delivery systems (Heeks, 2020). The implementation of digital public



services also enables citizens to access government services remotely, reducing the need for physical interaction with government offices.

In many countries, digital governance initiatives have significantly transformed the way public services are delivered. Governments increasingly rely on digital platforms to provide administrative services such as licensing, population administration, tax payments, and public complaint systems. The use of digital technology not only improves service efficiency but also enhances transparency and accountability by allowing citizens to monitor government service processes (World Bank, 2020).

In Indonesia, digital transformation in public administration has become an important policy priority in recent years. The Indonesian government has introduced various digital governance programs aimed at improving public service delivery and strengthening bureaucratic reform. These initiatives are part of broader efforts to modernize public administration and create more responsive and efficient government institutions (Bappenas, 2021).

At the local government level, the implementation of digital public services has become increasingly important in improving administrative efficiency and service accessibility. Local governments are responsible for delivering a wide range of public services, including administrative licensing, population services, social assistance programs, and infrastructure management. The adoption of digital service platforms allows local governments to improve service delivery processes while simultaneously reducing bureaucratic complexity.

Banyumas Regency represents an important example of local government efforts to implement digital governance initiatives in Indonesia. The local government of Banyumas has introduced several digital service innovations designed to improve public service delivery and facilitate communication between government institutions and citizens. These digital platforms allow residents to access government services, submit administrative requests, and obtain information about government programs through online systems.

The implementation of digital public service innovations in Banyumas Regency aims to create more efficient, transparent, and responsive governance systems. Through digital platforms, citizens can interact with government institutions more easily and access public services without facing complex administrative procedures. These innovations contribute to improving the quality of public services and strengthening public trust in government institutions.

However, despite the potential benefits of digital governance initiatives, several challenges remain in their implementation. Issues such as digital literacy gaps, unequal access to internet infrastructure, and limited technological capacity within government institutions may affect the effectiveness of digital public service systems. Understanding how digital public service innovations are implemented at the local government level is therefore important for evaluating their impact on governance practices.

Therefore, this study aims to examine the implementation of digital public service innovation in local government administration in Banyumas Regency. By analyzing how digital governance initiatives are implemented and how they influence public service delivery, this research seeks to provide insights into the role of digital transformation in improving public administration practices at the local government level.

## **METHOD**

This study employs a qualitative research approach to examine the implementation of digital public service innovation in local government administration in Banyumas Regency. A qualitative approach was chosen because it allows the researcher to explore in depth how digital public service initiatives are implemented and how they influence the interaction between government institutions and citizens. Through qualitative inquiry, the study aims to understand the experiences, perceptions, and responses of both government officials and community members regarding the use of digital public service platforms.

The research design adopts a case study approach focusing on digital governance practices implemented by the Banyumas Regency Government. The case study method is appropriate for analyzing complex governance phenomena within a specific institutional and geographical context. By focusing on Banyumas Regency as the research locus, this study seeks to provide a detailed understanding of how digital public service innovations are applied in local government administration and how these innovations contribute to improving service delivery.

Data were collected using several qualitative data collection techniques. The primary data collection method was semi-structured interviews with key informants who are directly involved in the implementation

and use of digital public services. These informants included local government officials responsible for public service administration and digital governance programs, employees working in public service units, and community members who have used digital public service platforms provided by the local government. The interviews were conducted to obtain information regarding the implementation process, benefits, and challenges of digital public service systems.

In addition to interviews, document analysis was conducted to examine official government documents related to digital governance initiatives in Banyumas Regency. These documents included regional development plans, government reports on digital public service programs, regulations related to public service innovation, and reports published by local government institutions. Document analysis helped provide contextual information regarding policy frameworks and institutional strategies supporting the development of digital public services.

Furthermore, observations were conducted to understand how digital public service systems operate in practice. The observations focused on the use of digital platforms in public service units, the interaction between government employees and citizens using digital service systems, and the procedures involved in digital service delivery. Through these observations, the study aimed to capture practical insights into how digital governance initiatives function within the administrative system.

The collected data were analyzed using thematic analysis. This method involves organizing qualitative data, coding relevant information, identifying key themes, and interpreting patterns that emerge from the data. Through this process, the study identified several important themes related to digital public service innovation, administrative efficiency, citizen accessibility to digital services, and institutional challenges faced by local government authorities.

To ensure the credibility and reliability of the research findings, this study applied data triangulation by comparing information obtained from interviews, document analysis, and observations. Triangulation allows researchers to verify findings using multiple sources of data, thereby strengthening the validity of the research results. Through this methodological approach, the study aims to provide a comprehensive understanding of the implementation of digital public service innovation in local government administration in Banyumas Regency.

## RESULTS AND DISCUSSION

The findings of this study indicate that the implementation of digital public service innovation in Banyumas Regency has significantly influenced the way local government institutions deliver public services and interact with citizens. The adoption of digital governance initiatives has transformed several administrative processes that were previously conducted manually into more efficient digital systems. Based on interviews with government officials, public service administrators, and citizens who have utilized digital service platforms, as well as observations of digital service systems and analysis of official documents, the results reveal several important aspects related to digital public service implementation, including improvements in service accessibility, administrative efficiency, institutional readiness, and challenges faced in the digital transformation process.

### **Digital Public Service Innovation in Banyumas Regency**

One of the most prominent findings of this research is the increasing use of digital platforms in delivering public services within the Banyumas Regency Government. The local government has introduced various digital service systems designed to simplify administrative procedures and improve the accessibility of government services for citizens. These digital platforms allow residents to access government services such as licensing applications, population administration services, complaint submission systems, and public information requests through online platforms.

The adoption of digital service systems has significantly reduced the need for citizens to visit government offices physically. Previously, administrative procedures often required multiple visits to government offices and lengthy bureaucratic processes. Through digital service platforms, citizens are now able to submit applications, track service progress, and obtain service results through online systems. This transformation has improved service efficiency while also reducing administrative burdens for both citizens and government officials.

In addition, digital public service systems provide a more structured and transparent administrative process. Citizens can monitor the progress of their service requests and obtain information regarding service requirements and procedures through digital platforms. This transparency contributes to improving public trust in government institutions and encourages greater public satisfaction with government services.

### **Improvement in Public Service Efficiency**

Another important finding of this study is that digital public service innovation has contributed to improving administrative efficiency within local government institutions. Government officials responsible for public service administration reported that digital systems allow them to process service requests more quickly and manage administrative data more effectively. Digital platforms enable the automation of several administrative procedures, reducing the need for manual paperwork and minimizing the risk of human error in administrative processes.

The use of digital systems also improves coordination between different government departments involved in service delivery. Information related to service requests can be shared electronically among relevant government units, allowing administrative processes to be completed more efficiently. This integrated system reduces delays that often occur in traditional bureaucratic procedures where documents must be transferred manually between departments.

Furthermore, digital governance initiatives support the development of data-driven administrative systems. Government institutions are able to collect and analyze service data generated through digital platforms, which can be used to evaluate service performance and identify areas that require improvement. This data-driven approach enables government institutions to continuously improve the quality of public services.

### **Citizen Accessibility to Digital Public Services**

The findings also show that digital public service platforms have improved citizen access to government services. Residents in Banyumas Regency are able to access various public services through online systems without being restricted by geographical distance or office operating hours. Citizens can submit administrative requests from their homes using smartphones or computers connected to the internet.

This accessibility is particularly beneficial for citizens who live in rural areas or who have limited time to visit government offices due to work or other responsibilities. Digital platforms allow these individuals to access public services more conveniently, which contributes to improving service inclusivity.

In addition, digital public service systems also facilitate communication between citizens and government institutions. Several digital platforms provide features that allow citizens to submit complaints, provide feedback, or report public service issues directly to government authorities. These communication channels help government institutions respond more quickly to public concerns and improve service quality.

However, the study also found that the level of digital service utilization varies among different segments of the population. While younger citizens and individuals who are familiar with digital technology tend to use digital platforms more frequently, some older residents or individuals with limited digital literacy still prefer traditional service methods. This situation indicates that digital transformation must be accompanied by efforts to improve digital literacy among citizens.

### **Institutional Readiness for Digital Governance**

The successful implementation of digital public services also depends on the readiness of local government institutions to adopt digital governance practices. The findings of this study indicate that government institutions in Banyumas Regency have made significant efforts to develop digital infrastructure and improve administrative capacity for digital service delivery.

Government officials reported that training programs and technical support have been provided to improve the digital competencies of public service administrators. These programs aim to ensure that government employees are able to operate digital systems effectively and assist citizens in accessing digital services.

Furthermore, the local government has also invested in improving technological infrastructure to support digital governance initiatives. The development of integrated information systems and digital service platforms allows government institutions to provide services more efficiently and improve coordination between administrative units.

Despite these improvements, some challenges remain in ensuring institutional readiness for digital governance. Certain administrative units may still face limitations in technological resources or human

resource capacity required to manage digital service systems effectively. Continuous investment in digital infrastructure and human resource development is therefore necessary to sustain digital transformation in public administration.

### **Challenges in Implementing Digital Public Service Innovation**

Although digital public service innovation has produced several positive outcomes, the study also identified several challenges that affect the implementation of digital governance initiatives in Banyumas Regency. One of the primary challenges is the digital divide among citizens. While many residents are able to access digital services through smartphones and internet connections, others may face limitations due to lack of digital literacy or limited access to internet infrastructure.

Another challenge involves ensuring the reliability and security of digital service systems. Government institutions must ensure that digital platforms are protected against cybersecurity threats and that citizen data is securely managed. Maintaining the reliability of digital systems is essential for sustaining public trust in digital public services.

In addition, the transition from traditional administrative procedures to digital systems requires organizational adaptation within government institutions. Some government employees may require additional training and support to fully adapt to new digital service platforms. Effective change management strategies are therefore necessary to ensure a smooth transition toward digital governance practices.

### **Implications for Public Administration**

From a public administration perspective, the findings of this study highlight the transformative potential of digital public service innovation in improving governance practices at the local government level. Digital governance initiatives allow government institutions to modernize administrative processes, improve service efficiency, and strengthen communication between government and citizens.

The experience of Banyumas Regency demonstrates that digital public service innovation can significantly improve the accessibility and quality of public services when supported by adequate technological infrastructure and institutional capacity. However, ensuring inclusive access to digital services remains an important priority, particularly for citizens who may face limitations in digital literacy or internet connectivity.

Overall, digital transformation in public administration represents an important step toward creating more efficient, transparent, and responsive governance systems. By continuously improving digital infrastructure, strengthening institutional capacity, and promoting digital literacy among citizens, local governments can maximize the benefits of digital public service innovation and enhance the quality of public administration practices.

## **CONCLUSIONS**

This study examined the implementation of digital public service innovation in local government administration in Banyumas Regency and analyzed how digital governance initiatives contribute to improving the efficiency and accessibility of public services. The findings indicate that the adoption of digital technology in public administration has significantly transformed the way local government institutions deliver services and interact with citizens. Through the implementation of digital platforms for administrative services, licensing, and public complaint systems, the Banyumas Regency Government has taken important steps toward modernizing its public service system and improving governance performance.

The results of this research show that digital public service innovation has contributed to increasing administrative efficiency within local government institutions. Digital platforms allow government agencies to process service requests more quickly, reduce bureaucratic procedures, and improve coordination between administrative units. The use of integrated information systems also enables government institutions to manage administrative data more effectively and monitor public service performance through digital records. As a result, the digitalization of public services has helped reduce service delays and improve the overall efficiency of government administration.

In addition to improving administrative efficiency, digital public service systems have also enhanced accessibility to government services for citizens. Through digital platforms, residents of Banyumas Regency can access various public services without the need to visit government offices directly. This increased accessibility is particularly beneficial for citizens who live in remote areas or have limited time to access government services during regular office hours. Digital platforms also provide communication channels that

allow citizens to submit complaints, provide feedback, and obtain information regarding government programs.

Despite the positive outcomes associated with digital governance initiatives, several challenges remain in the implementation of digital public services. Differences in digital literacy among citizens, limited internet access in certain areas, and the need for continuous improvement in technological infrastructure may affect the effectiveness of digital service systems. In addition, local government institutions must continue to strengthen their institutional capacity to manage digital service platforms and ensure the security and reliability of digital administrative systems.

From a public administration perspective, the findings of this study highlight the importance of digital transformation in improving the performance of local government institutions. Digital public service innovation not only improves administrative efficiency but also strengthens transparency, accountability, and citizen engagement in governance processes. Local governments that successfully implement digital governance initiatives can create more responsive and inclusive public service systems.

Overall, the experience of Banyumas Regency demonstrates that digital public service innovation can serve as an effective strategy for improving the quality of local government administration. By continuously developing digital infrastructure, strengthening institutional capacity, and promoting digital literacy among citizens, local governments can maximize the benefits of digital governance and enhance the effectiveness of public service delivery.

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