



Digital Governance Strategy and Public Service Performance in Local Government Institutions in Surabaya City

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INFO ARTIKEL	ABSTRACT
<p>Submitted: 2025-12-04 Revised: 2025-12-07 Accepted: 2026-01-05 Published: 2026-02-04</p> <p>Keywords Digital Governance, Public Service Performance, Local Government, Public Administration, Digital Transformation</p>	<p><i>Digital governance has become an important strategy for improving the performance of public sector institutions and enhancing the quality of public service delivery. Local governments increasingly adopt digital technologies to modernize administrative systems, simplify bureaucratic procedures, and strengthen communication with citizens. The implementation of digital governance allows government institutions to improve efficiency, transparency, and responsiveness in delivering public services. This study aims to examine the implementation of digital governance strategies and analyze their impact on public service performance in local government institutions in Surabaya City. The research employs a qualitative approach using a case study design to explore the experiences and perspectives of stakeholders involved in digital governance initiatives. Data were collected through semi-structured interviews with government officials, administrative staff, and citizens who utilize digital public services, supported by document analysis and field observations. The findings indicate that digital governance strategies significantly improve public service accessibility, administrative efficiency, and institutional responsiveness. Digital service platforms enable citizens to access government services more easily while allowing government institutions to manage administrative processes more effectively. However, several challenges remain, including differences in digital literacy among citizens, limitations in technological infrastructure, and the need for stronger institutional coordination in managing digital systems. The study highlights the importance of strengthening digital infrastructure, improving employee digital competencies, and developing strategic governance frameworks that support sustainable digital transformation in public administration. Overall, digital governance represents a key strategy for improving the effectiveness and quality of public service delivery in local government institutions.</i></p>
<p>Kata Kunci Tata Kelola Digital, Kinerja Pelayanan Publik, Pemerintah Daerah, Administrasi Publik, Transformasi Digital</p>	<p>Tata kelola digital telah menjadi strategi penting dalam meningkatkan kinerja institusi sektor publik serta memperbaiki kualitas penyelenggaraan pelayanan publik. Pemerintah daerah semakin mengadopsi teknologi digital untuk memodernisasi sistem administrasi, menyederhanakan prosedur birokrasi, serta memperkuat komunikasi dengan masyarakat. Implementasi tata kelola digital memungkinkan institusi pemerintah meningkatkan efisiensi, transparansi, dan responsivitas dalam memberikan pelayanan kepada masyarakat. Penelitian ini bertujuan untuk menganalisis implementasi strategi tata kelola digital serta pengaruhnya terhadap kinerja pelayanan publik pada institusi pemerintah daerah di Kota Surabaya. Penelitian ini menggunakan pendekatan kualitatif dengan desain studi kasus untuk mengeksplorasi pengalaman dan perspektif para pemangku kepentingan yang terlibat dalam inisiatif tata kelola digital. Data dikumpulkan melalui wawancara semi-terstruktur dengan pejabat pemerintah, staf administrasi, serta masyarakat yang menggunakan layanan publik digital, yang didukung oleh analisis dokumen dan observasi lapangan. Hasil penelitian menunjukkan bahwa strategi tata kelola digital mampu meningkatkan aksesibilitas pelayanan publik, efisiensi administrasi, serta responsivitas institusi pemerintah. Platform layanan digital memungkinkan masyarakat mengakses layanan pemerintah dengan lebih mudah sekaligus membantu institusi pemerintah mengelola proses administrasi secara lebih efektif. Namun demikian, beberapa tantangan masih ditemukan, seperti perbedaan tingkat literasi digital masyarakat, keterbatasan infrastruktur teknologi, serta perlunya koordinasi institusional yang lebih kuat dalam pengelolaan sistem digital. Penelitian ini menekankan pentingnya penguatan infrastruktur digital, peningkatan kompetensi digital pegawai, serta pengembangan kerangka tata kelola strategis yang mendukung transformasi digital berkelanjutan dalam administrasi publik.</p> <p style="text-align: right;">Copyright © 2025, Khoiriyah, et al This is an open access article under the CC-BY-SA license</p> <div style="text-align: right;">  </div>

INTRODUCTION

In the era of rapid technological development, governments around the world are increasingly adopting digital governance strategies to improve the efficiency, transparency, and effectiveness of public administration. Digital governance refers to the use of digital technologies and information systems to transform traditional administrative processes and improve the quality of public services delivered to citizens. The integration of digital technologies into government institutions allows public organizations to streamline bureaucratic procedures, improve access to public services, and strengthen communication between government agencies and the community (OECD, 2021).

The concept of digital governance has become an important component of modern public administration reforms. Governments are expected to utilize digital technologies not only to modernize administrative systems but also to create more responsive and citizen-centered governance structures. Digital platforms enable government institutions to manage large volumes of administrative data, monitor public service performance, and provide services more efficiently through online systems (Janowski, 2015).

One of the main objectives of digital governance initiatives is to improve public service performance. Public service performance refers to the ability of government institutions to deliver services efficiently, effectively, and in accordance with the needs of citizens. The adoption of digital technologies enables government agencies to simplify service procedures, reduce administrative delays, and enhance the overall accessibility of public services (West, 2015).

Digital governance also contributes to strengthening institutional transparency and accountability within public sector organizations. Digital platforms provide mechanisms for citizens to access government information, monitor public service processes, and submit feedback regarding service delivery. These mechanisms encourage government institutions to improve their performance and ensure that public services are delivered in a more transparent and accountable manner (Fung, 2015).

In many countries, local governments play an important role in implementing digital governance initiatives because they are directly responsible for delivering public services to citizens. Local government institutions must therefore develop strategic approaches to integrate digital technologies into their administrative systems. Effective digital governance strategies require strong leadership, adequate technological infrastructure, and institutional capacity to manage digital transformation processes (Mergel, Edelmann, & Haug, 2019).

In Indonesia, the implementation of digital governance has become an important part of public administration reform. The Indonesian government has introduced various digital transformation initiatives aimed at improving the efficiency of government institutions and strengthening the quality of public service delivery. These initiatives include the development of electronic government systems, digital public service platforms, and integrated administrative information systems (Bappenas, 2021).

Surabaya City has emerged as one of the leading cities in Indonesia in implementing digital governance innovations. The Surabaya City Government has introduced several digital public service initiatives designed to improve administrative efficiency and strengthen communication between government institutions and citizens. These initiatives include online licensing services, digital complaint systems, and integrated public service platforms that allow citizens to access government services more easily.

Despite the increasing adoption of digital governance systems, implementing digital transformation within local government institutions remains a complex process. Challenges such as technological infrastructure limitations, differences in digital literacy among citizens, and organizational resistance to technological change may affect the effectiveness of digital governance initiatives. Understanding how digital governance strategies influence public service performance is therefore essential for improving governance practices at the local government level.

This study aims to examine the implementation of digital governance strategies and their impact on public service performance in local government institutions in Surabaya City. By exploring how digital technologies are integrated into administrative processes and how they influence service delivery outcomes, this research seeks to provide insights into the role of digital governance in improving public administration performance and strengthening citizen-oriented public services.

METHODS

This study employs a qualitative research approach to examine the implementation of digital governance strategies and their influence on public service performance in local government institutions in Surabaya City. A qualitative approach was chosen because it enables the researcher to explore in depth the processes, experiences, and perspectives of stakeholders involved in digital governance initiatives. Through qualitative inquiry, the research seeks to understand how digital governance strategies are implemented within government institutions and how these strategies contribute to improving the quality and efficiency of public service delivery.

The research design used in this study is a case study approach. Case study research is particularly suitable for examining complex governance phenomena within a specific institutional and geographical context (Yin, 2018). By focusing on the Surabaya City Government as the research locus, the study aims to analyze how digital governance initiatives are implemented within local government institutions and how these initiatives influence public service performance. Surabaya was selected because it is widely recognized as one of the leading cities in Indonesia in implementing digital governance innovations and smart city initiatives.

The research was conducted in several local government agencies responsible for public service delivery in Surabaya City. These agencies include departments that manage administrative services,

digital governance platforms, and citizen complaint systems. These institutions play a central role in implementing digital governance programs and providing public services to residents.

The selection of research participants was carried out using purposive sampling. This sampling technique allows the researcher to select informants who possess relevant knowledge and experience related to digital governance initiatives. The participants involved in this study include government officials responsible for digital governance programs, administrative staff who operate digital service platforms, and citizens who have utilized digital public service systems provided by the Surabaya City Government.

Data were collected through several qualitative data collection methods. The primary method of data collection was semi-structured interviews with key informants. These interviews were designed to gather detailed information regarding digital governance strategies, the implementation of digital service systems, and the perceived impact of digital technologies on public service performance. Interviews with citizens were also conducted to understand their experiences in accessing digital public services and their perceptions of service quality.

In addition to interviews, document analysis was conducted to examine official documents related to digital governance policies and programs implemented by the Surabaya City Government. These documents include policy reports, digital governance strategies, public service guidelines, and institutional performance reports. Document analysis provided important contextual information regarding the institutional framework supporting digital governance initiatives.

Furthermore, observations were conducted to understand how digital public service systems operate in practice. The observations focused on the use of digital service platforms such as online licensing systems, digital complaint applications, and integrated public service portals. Through these observations, the researcher was able to analyze how government institutions manage digital services and how citizens interact with digital governance platforms.

The collected data were analyzed using thematic analysis. This method involves organizing qualitative data, coding relevant information, identifying recurring patterns, and interpreting themes that emerge from the data (Braun & Clarke, 2006). Thematic analysis allows the researcher to identify key themes related to digital governance strategies, institutional innovation, administrative efficiency, and challenges in implementing digital governance within local government institutions.

To ensure the credibility and validity of the research findings, this study applied data triangulation by comparing information obtained from interviews, document analysis, and field observations. Triangulation helps strengthen the reliability of qualitative research by ensuring that

research findings are supported by multiple sources of evidence (Denzin, 2017). Through this methodological approach, the study aims to provide a comprehensive understanding of how digital governance strategies influence public service performance in local government institutions in Surabaya City.

RESULTS AND DISCUSSION

This section presents the findings of the study regarding the implementation of digital governance strategies and their influence on public service performance in local government institutions in Surabaya City. The findings are based on interviews with government officials, administrative staff, and citizens who have utilized digital public services, supported by document analysis and observations of digital governance platforms. The results are organized into several subsections that explain the implementation of digital governance initiatives, their impact on public service performance, organizational dynamics within government institutions, and the challenges faced in implementing digital governance strategies.

Implementation of Digital Governance in Surabaya City

One of the main findings of this study is that the Surabaya City Government has actively implemented various digital governance initiatives aimed at improving the efficiency and accessibility of public services. The local government has introduced several digital platforms that allow citizens to access government services online, submit administrative requests, and communicate directly with government agencies.

Digital governance initiatives in Surabaya include online licensing services, integrated public service applications, and digital complaint systems that allow residents to report public service issues through mobile platforms. These systems enable citizens to access government services without having to visit government offices, which significantly reduces administrative processing time and improves service accessibility.

Government officials indicated that the adoption of digital governance strategies was driven by the need to modernize bureaucratic processes and respond to increasing public demand for faster and more efficient services. Digital technologies allow government institutions to manage administrative tasks more effectively and reduce reliance on traditional manual procedures. As a result, digital governance initiatives have become an important component of administrative reform within the Surabaya City Government.

Digital Governance and Public Service Performance

Another important finding of this research is that the implementation of digital governance strategies has contributed to improving public service performance in Surabaya City. Digital service platforms allow government institutions to process service requests more efficiently and provide citizens with faster access to administrative services.

The introduction of online service systems has simplified bureaucratic procedures and reduced the time required to complete administrative processes. Citizens can now submit service applications, track their application status, and receive notifications regarding service completion through digital platforms. These improvements have significantly increased the convenience of accessing government services.

In addition to improving service accessibility, digital governance systems also enhance administrative efficiency within government institutions. Digital platforms allow government agencies to manage large volumes of administrative data and monitor service delivery performance more effectively. By utilizing digital data systems, government institutions can identify service bottlenecks, evaluate service quality, and implement improvements in administrative processes.

The use of digital complaint platforms also strengthens communication between citizens and government institutions. Residents can report issues related to infrastructure, public facilities, and administrative services through mobile applications or online portals. Government agencies can then respond to these reports more quickly and coordinate solutions among relevant departments.

Organizational Adaptation to Digital Governance

The implementation of digital governance strategies also requires organizational adaptation within government institutions. The study found that the Surabaya City Government has implemented several initiatives aimed at strengthening institutional capacity for managing digital governance systems.

Training programs have been introduced to improve the digital competencies of government employees and ensure that administrative staff are able to operate digital service platforms effectively. These training programs help employees understand how digital technologies can be used to improve administrative efficiency and enhance service delivery.

Furthermore, the Surabaya City Government has established specialized units responsible for managing digital governance systems and maintaining digital infrastructure. These units play an important role in ensuring that digital service platforms operate effectively and remain accessible to citizens.

However, the transition to digital governance systems also requires changes in organizational culture. Government employees must adapt to new administrative processes that rely heavily on digital technologies and data management systems. Leaders within government institutions play an important role in guiding this organizational transformation and encouraging employees to embrace digital innovation.

Challenges in Implementing Digital Governance

Despite the positive impact of digital governance initiatives on public service performance, the study also identified several challenges that affect the implementation of digital governance strategies in Surabaya City.

One of the main challenges is the difference in digital literacy among citizens. While many residents are familiar with digital platforms and mobile applications, some segments of the population—particularly elderly individuals—may experience difficulties in using digital public service systems. This situation highlights the need for government institutions to provide assistance programs that help citizens access digital services.

Another challenge involves maintaining digital infrastructure and ensuring the reliability of digital governance systems. Government institutions must continuously invest in technological infrastructure, cybersecurity systems, and technical maintenance to ensure that digital platforms operate effectively and securely.

In addition, the integration of digital governance systems across different government agencies remains a complex task. Coordination between various administrative units is necessary to ensure

that digital platforms operate seamlessly and provide integrated services to citizens. Without effective coordination, digital governance initiatives may face operational inefficiencies.

Discussion

Digital Governance as a Strategy for Administrative Reform

The findings of this study indicate that digital governance strategies play an important role in modernizing public administration systems. The integration of digital technologies into government institutions allows public organizations to simplify bureaucratic procedures, improve service accessibility, and enhance administrative efficiency.

These findings support previous studies suggesting that digital governance initiatives contribute to strengthening institutional performance and improving the responsiveness of public sector institutions. By adopting digital technologies, government institutions are able to provide more citizen-centered services and respond more effectively to public demands.

The Role of Digital Innovation in Improving Public Services

Digital innovation has become a key factor in improving the quality of public service delivery. The adoption of digital service platforms enables government institutions to deliver services more efficiently and reduce administrative delays that often occur in traditional bureaucratic systems.

The experience of Surabaya City demonstrates that digital governance initiatives can significantly improve service accessibility and strengthen communication between citizens and government institutions. When supported by adequate infrastructure and institutional capacity, digital innovation can transform governance practices and improve public administration performance.

Implications for Local Government Governance

From a governance perspective, the findings highlight the importance of developing comprehensive digital governance strategies that integrate technological innovation with institutional development. Local governments must invest in digital infrastructure, strengthen employee competencies, and develop regulatory frameworks that support digital transformation.

Government leaders must also play a proactive role in guiding digital transformation processes and ensuring that innovation initiatives align with broader governance objectives. By strengthening institutional capacity and promoting collaboration among government agencies, local governments can maximize the benefits of digital governance in improving public service delivery.

Overall, the findings of this study demonstrate that digital governance strategies have a significant impact on improving public service performance in Surabaya City. By continuing to strengthen digital governance initiatives and address existing challenges, local government institutions can build more efficient, transparent, and citizen-oriented public administration systems.

CONCLUSION

This study examined the implementation of digital governance strategies and their influence on public service performance in local government institutions in Surabaya City. The findings demonstrate that digital governance plays an important role in improving the efficiency, accessibility, and responsiveness of public services delivered by local government agencies. Through the integration of digital technologies into administrative processes, government institutions are able to

modernize bureaucratic systems and provide services that are more aligned with the needs and expectations of citizens.

The results of the study indicate that the Surabaya City Government has implemented various digital governance initiatives aimed at improving public service delivery. These initiatives include the development of online licensing services, digital complaint platforms, and integrated public service applications that allow citizens to access government services more conveniently. The adoption of digital service platforms has significantly reduced administrative processing time and simplified bureaucratic procedures, thereby improving overall service accessibility and efficiency.

Furthermore, the implementation of digital governance has strengthened institutional capacity within government organizations. Government agencies are able to manage administrative data more effectively, monitor service performance, and coordinate responses to citizen requests through digital information systems. Digital technologies also support improved communication between citizens and government institutions, allowing residents to provide feedback and report public service issues more easily.

However, the study also identified several challenges associated with the implementation of digital governance strategies. Differences in digital literacy among citizens, limitations in technological infrastructure, and the need for stronger institutional coordination among government agencies may affect the effectiveness of digital governance initiatives. Addressing these challenges requires continuous investment in digital infrastructure, training programs to improve employee competencies, and the development of policies that support digital transformation within public administration.

From a public administration perspective, the findings of this research highlight the importance of integrating digital governance strategies into local government management practices. Digital technologies should be viewed not only as technical tools but also as strategic resources that can support administrative reform and improve public service performance. Government leaders must therefore play a proactive role in guiding digital transformation processes and ensuring that digital governance initiatives contribute to broader governance objectives.

Overall, the experience of Surabaya City demonstrates that digital governance can significantly enhance the performance of public sector institutions when supported by strong leadership, adequate infrastructure, and institutional readiness for technological change. By strengthening digital governance strategies and addressing existing implementation challenges, local governments can build more efficient, transparent, and citizen-oriented public administration systems that improve the quality of public services.

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