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Revitalizing Public Services: Addressing Challenges and Enhancing Satisfaction(A Study of Public Services in Palu City)

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A B S T R A C T

Research on the transformation of public services, specifically e-government, is lacking in Indonesia, particularly in Palu City. Conducting this research is crucial to contribute to the field of public administration. The aim of this study is to examine the transformation of public services through e-government in Palu City, utilizing a quantitative approach. The target population includes residents of Palu City, with a focus on the One-Stop Investment Office. Data collection methods include observations, questionnaires, and documentation, while data analysis involves multiple linear regression. The findings indicate that e-government and the quality of electronic services have an impact on the satisfaction of electronic services. This highlights the importance of implementing public service transformation, encompassing e-government and e-service quality, to enhance satisfaction and mitigate unethical bureaucratic behavior, thereby providing the community with fast, convenient, and equitable services

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INTRODUCTION

This research focuses on the transformation of public services, specifically e-government, from traditional technology to digital platforms. The use of technology in improving information access, government service delivery, and public attitudes has been widely debated among experts (West, 2004), making it an important and interesting topic to study. Governments worldwide, including the Indonesian government in Palu City, have undergone public administration reforms to adapt to environmental changes and social challenges (Lindgren & van Veenstra, 2018), known as bureaucracy reform, which involves transforming public services. However, governance reforms in developing countries, including Indonesia, have faced challenges in terms of responsiveness, accountability, and cost-effectiveness (Heeks, 2001). The demand for transparent and accountable public services that meet the needs of the community has prompted the government to introduce modernization efforts, including the implementation of e-government (Arnaboldi & Lapsley, 2003). The rapid rise of e-government transformation has been observed globally, impacting both developed and developing countries (Nograšek & Vintar, 2014; Reddick, 2010). However, challenges remain in its implementation, including ensuring community satisfaction. The use of information technology in the public sector, particularly in delivering public services, requires comprehensive research given the differences from the private sector (Benjamin & Potts, 2018; Nograšek & Vintar, 2014). While research on digital technology transformation in the private sector is well-established, studies on e-government are still limited (de Reuver et al., 2018; Klein et al., 2020; Senyo et al., 2021; Osman et al., 2019). The current state of public services in Indonesia, including Palu City, still receives numerous complaints, indicating a need for improved efficiency and effectiveness despite the use of digital technology. The performance of e-government is evaluated based on public value, including efficiency and effectiveness (Rose et al., 2015; Scott et al., 2016), motivating the research team to analyze and review the transformation of public services (e-government) in Palu City.

LITERATURE REVIEW

Transformatio and E-Government

Public sector transformation, within the context of new public management, has been a longstanding approach (Navarra & Cornford, 2003). It encompasses more than just change, addressing various aspects related to novelty and improvement (Bannister & Connolly, 2014). A key element of public sector transformation is the utilization of technology (Senyo et al., 2021). The objective of this transformation is to enhance government responsiveness, openness, and the quality of public services (Bannister & Connolly, 2014; Gil-Garcia et al., 2016; Millard, 2018; Stoker, 2006).

Over the years, public sector bureaucracy has undergone a shift from traditional service delivery to a more efficient approach, particularly since the 1980s (Rose et al., 2015). This transition has been further encouraged by the introduction of technology-enabled services, commonly referred to as e-government, during the

1990s (Weerakkody et al., 2016). E-government has become a benchmark for strategic bureaucratic change and is considered a form of public governance transformation (Filgueiras et al., 2019; Teo et al., 2008). It offers numerous benefits, including the establishment of an effective and efficient government (Heeks, 2001). E-government involves the use of technology by the government to deliver public services (Basu, 2004; Silcock, 2001).

The utilization of information technology in digital government aims to enhance government performance in delivering public services (Lindgren & van Veenstra, 2018). E-government has a significant impact on various aspects of organizations involved in public service delivery (Silcock, 2001), serving as a transformative agent for government and governance across all sectors (Curtin et al., 2003). It provides a network structure for interconnection, thereby transforming service delivery (Heeks, 2001). Deloitte Research has identified six dynamic stages of e-government implementation: information publishing/dissemination, official two-way transactions, multi-purpose portals, portal personalization, clustering of common services, and full integration and enterprise transformation (Silcock, 2001).

Moreover, there are six identifiable categories of information systems success, as defined by DeLone and McLean (1992):

1. System Quality: the size of the information processing system in terms of its technical attributes.
2. Information Quality: the quality and relevance of the information output generated by the system.
3. Use of Information: the extent to which the information output is consumed and utilized by its recipients.
4. User Satisfaction: the level of satisfaction expressed by the users of the information system.
5. Individual Impact: the impact of the information on the behavior and actions of the recipients.
6. Organizational Impact: the impact of the information on the overall performance and effectiveness of the organization.

Public service refers to the provision of goods, services, and administrative services by public service providers, whether they are government agencies, private entities operating on behalf of the government, or private entities serving the community (Law Number 25 of 2009 concerning Public Services, nd). It is a fundamental responsibility of the government to cater to the needs of the people. Public service is considered a vocation and a key function of the state apparatus (Setijaningrum, 2009; Perry, 1996). The relationship between the government as a service provider and the community as recipients of those services is based on trust and emphasizes the role of citizenship (Denhardt & Denhardt, 2015).

The concept of New Public Service (NPS) highlights the importance of democracy, citizenship, and public administration theory and practice in delivering public services (Denhardt & Denhardt, 2015). Transparency and accountability are crucial in the transformation of organizations, particularly in public administration (Gandía et al., 2016). The use of digital technology in the

delivery of public services can enhance transparency and accountability. Digital services are being adopted globally in government settings with the aim of improving public acceptance and satisfaction (Benjamin & Potts, 2018; Osman et al., 2019).

The e-service quality model, based on the SERVQUAL model developed by Parasuraman, Zeithaml, and Berry (Parasuraman et al., 1988), consists of five factors: tangibles, reliability, responsiveness, assurance, and empathy. This model has evolved into the E-S-QUAL Scale, which includes four dimensions: efficiency, fulfillment, system availability, and privacy. These dimensions assess factors such as the ease and speed of accessing and using digital platforms, the fulfillment of promised services and goods, the technical functionality of the digital platform, and the security and protection of customer information (Parasuraman et al., 2005).

1. Community Satisfaction

Community satisfaction is often linked to various factors such as the quality of community infrastructure, employment opportunities, and the presence of social support networks (Filkins et al., 2000). In the context of e-services, users come in with certain expectations regarding costs, benefits, risks, and opportunities. If users find evidence that e-services meet or exceed their expectations, their satisfaction levels are likely to be high, leading to a higher chance of reusing those services (Osman et al., 2014). The COBRA Model, which stands for cost, benefit, risk, and opportunity, is a conceptual framework used to understand and measure user satisfaction with electronic services (Osman et al., 2014).

2. Research Paradigm Model

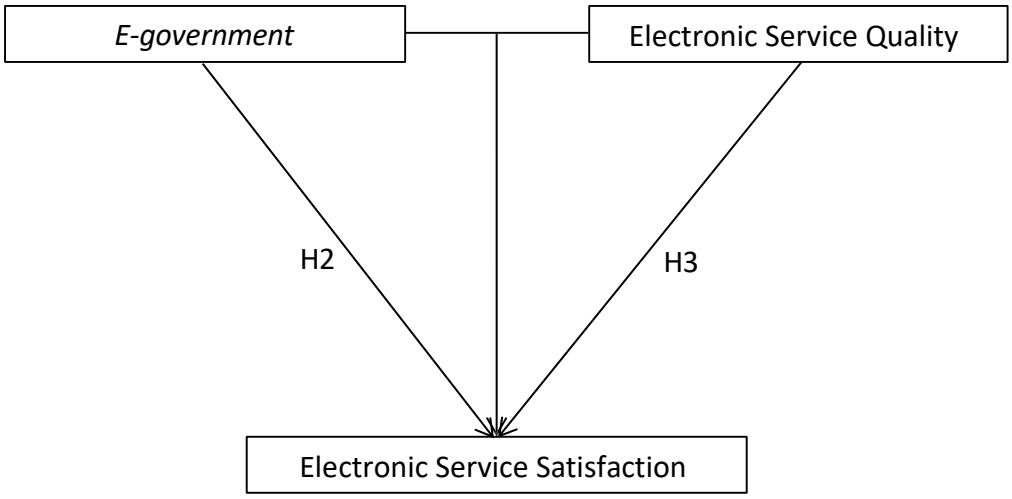

Figure 1. Research Paradigm

METHODOLOGY

This study was designed using a quantitative approach. The research data is sourced from FSROM primary data and secondary data. The data collection techniques include observations, questionnaires, and written documents. The population of this study is the entire community of Palu City. The sample in this study is the community receiving public services in Palu City. Furthermore, the research questionnaire was constructed based on hierarchical categories using the Likert scale, where respondents were asked to indicate their level of agreement, ranging from strongly disagree, disagree, neutral, agree, to strongly agree. The data analysis in this study employs multiple linear regression analysis to determine the relationship and influence of the independent variables (X) on the dependent variable (Y). The variable X consists of X1, which is Public Service Transformation (e-government), and X2, which is Electronic

RESULTS

The findings of this study encompass several essential aspects that were determined through statistical testing. These include the validity and reliability of the research instruments, the examination of classical assumptions, the descriptive statistics results, and the multiple linear regression tests to evaluate the research hypotheses.

Test the Results of Validity and Reliability of Research Instruments

Table 1. Table Item-Total Statistics

	Total Item Statistics				**Reliability Statistics**
	Scale Average if Items Are Deleted	**Scale Variance if Item is Deleted**	**Fixed Item-Total Correlation**	**Cronbach alpha if the item is deleted**	**Alpha Cronbach**
x1q1	54.1422	88.999	.629	.933	.936
x1q2	54.2892	89.665	.585	.934	
x1q3	54.3971	87.984	.767	.930	
x1q4	54.3873	87.401	.785	.929	
x1q5	54.1324	88.017	.779	.930	
x1q6	54.1961	87.577	.803	.929	
x1q7	54.2304	89.341	.679	.932	
x1q8	54.3039	89.040	.737	.931	
x1q9	54.2353	89.649	.735	.931	

x1q10	54.0392	91.131	.695	.932	
x1q11	53.9363	90.464	.740	.931	
x1q12	53.9706	89.979	.755	.931	
x1q13	53.9412	92.745	.571	.934	
x1q14	54.1422	91.847	.564	.934	
x1q15	54.0637	92.040	.570	.934	
x1q16	54.6961	92.291	.345	.942	
x1q17	54.3088	89.919	.651	.932	
x2q18	26.4118	26.470	.784	.879	
x2q19	26.3529	28.564	.639	.890	
x2q20	26.4020	27.315	.718	.884	
x2q21	26.6569	27.596	.639	.890	
x2q22	26.7304	25.883	.793	.877	
x2q23	26.9069	26.321	.617	.894	.899
x2q24	26.5245	26.576	.724	.883	
x2q25	26.1961	29.006	.556	.896	
x2q26	26.1324	28.086	.555	.896	
YQ27	74.2892	133.803	.660	.935	
YQ28	74.2255	131.033	.692	.935	
YQ29	74.4559	132.860	.625	.936	
YQ30	74.3088	133.042	.667	.935	
YQ31	74.5392	131.067	.760	.934	
YQ32	74.5049	130.310	.750	.934	
YQ33	74.2941	133.430	.755	.934	
YQ34	74.1225	132.847	.738	.934	
YQ35	74.0539	134.248	.606	.936	
YQ36	74.0049	133.177	.670	.935	
YQ37	73.9559	131.944	.679	.935	
YQ38	74.0196	131.014	.723	.934	
YQ39	74.2500	131.312	.787	.933	.939
YQ40	74.2990	130.733	.780	.933	
YQ41	74.6667	137.011	.345	.941	
YQ42	74.6324	135.347	.454	.939	
YQ43	74.6863	136.088	.357	.941	
YQ44	74.0245	140.004	.403	.939	
YQ45	74.5049	131.591	.693	.935	
YQ46	74.4461	133.854	.680	.935	
YQ47	74.4951	134.172	.587	.936	

YQ48	74.7500	136.031	.457	.938

Source: SPSS Output

The results of the validity and reliability test indicate that the questionnaire used in this study is valid and reliable. Validity is determined by comparing the calculated correlation coefficient (r count) with the critical correlation coefficient (r table), and if the r count is greater than the r table and positive, the item or question is considered valid (Ghozali, 2011). This can be observed in the Item-Total Statistics table, specifically in the Correlated Item-Total Correlation column, by comparing the values with the calculated r table.

In terms of reliability, the Cronbach's alpha coefficient is used as a measure. The standard criteria for interpreting Cronbach's alpha values are as follows: > 0.9 = Very Good; > 0.8 = Good; > 0.7 = Acceptable; > 0.6 = Questionable; > 0.5 = Poor; and < 0.5 = Unacceptable (George & Mallery, 2003). Based on these standards, all question items in this study were found to be reliable at a very good level. The Cronbach's alpha coefficient ranges between 0 and 1, and the closer it is to 1.0, the higher the internal consistency of the items in the scale (Gliem & Gliem, 2003).

Multiple Linear Regression Test Results

Regression testing is conducted to examine the research hypothesis proposed in this study and determine the influence and relationship between the independent variable and the dependent variable. This testing involves the use of two statistical tests: the F test (simultaneous) and the t test (partial). The F test is utilized to evaluate the overall significance of the regression model, while the t test is used to assess the individual significance of each independent variable. The results of the F test are presented in the following table.

Table 2. F Test Results (Simultaneous)

ANOVAb

Pattern		Sum of Squares	Df	Square means	F	Sig.
1	Regression	21827.820	2	10913.910	280.978	.000a
	Remnant	7807.356	201	38.843		
	Entire	29635.176	203			

a. Predictor: (Constant), Electronic Service Quality, Government Electronic (e-Government)

b. Dependent Variable: Electronic Service Satisfaction

The F test is utilized to examine the simultaneous effect of the independent variables on the dependent variable. It involves comparing the calculated F value (Fcount) with the critical F value (Ftable). If the Fcount is greater than the Ftable, the result is considered significant. In this study, the Fcount value (280.978)

exceeds the Ftable value (3.040), indicating that the first hypothesis (H1) stating that electronic government (e-Government) and electronic service quality have an impact on electronic service satisfaction is accepted. To assess the significance, the p-value (Sig.) is examined. The value of Sig. (.000) suggests that electronic government (e-Government) and electronic service quality have a significant effect on electronic service satisfaction, with an alpha significance level (α) of 0.05 or Sig. F < 0.05 (0.000 < 0.05). To determine the partial effects, the results can be observed in the provided table.

Table 3. T Test Result (Partial)

Coefficient						
Pattern		**Non-standard Coefficient**		**Standard Coefficient**	**t**	**Sig.**
		B	**Error Std.**	**Beta**		
1	(Constant)	21.182	2.563		8.264	.000
	Government Electronics (e-Government)	.288	.075	.239	3.812	.000
	Quality of Service Electronic	1.347	.130	.652	10.379	.000

Dependent Variable: Electronic Service Satisfaction

The table presented above displays the results of the partial t-test. This test involves comparing the calculated t value (tcount) with the critical t value (ttable) for each independent variable. If the tcount exceeds the ttable, the result is considered significant, leading to the rejection of the null hypothesis (H0) and acceptance of the alternative hypothesis (Ha).

For the first independent variable, electronic government (e-Government), the calculated t value (3.812) is greater than the ttable value (1.652). Consequently, the second hypothesis (H2) stating that electronic government (e-Government) affects satisfaction with electronic services is accepted. The significance of this result can be observed from the p-value (Sig.) which is (.000). These findings indicate that electronic government (e-Government) significantly influences electronic service satisfaction, with an alpha significance level (α) of 0.05 or Sig. F < 0.05 (0.000 < 0.05).

Similarly, for the second independent variable, electronic service quality, the calculated t value (10.379) exceeds the ttable value (1.652). As a result, the third hypothesis (H3) stating that the quality of electronic services affects satisfaction with electronic services is accepted. The significance of this result can be determined from the p-value (Sig.) which is (.000). These results indicate that

electronic service quality has a significant effect on satisfaction with electronic services, with an alpha significance level (α) of 0.05 or Sig. F < 0.05 (0.000 < 0.05).

DISCUSSION

The main objective of this study is to investigate the transformation of public services (e-government) in Palu City. In accordance with Law Number 25 of 2009 on public services, local governments establish service standards for individuals who utilize government services. This law has a broad scope and serves as a reference for the government in delivering public services.

Public services have become an essential requirement for the community, particularly in the current digital era where people have high expectations for fast and appropriate services. However, Law Number 25 of 2009 primarily addresses standard requirements outlined in the law, which implies that the quality of service may not be fully met.

In response to the increasing needs of the community, government service providers have initiated public service transformation, leveraging the opportunities presented by the digital era. Nevertheless, this transformation is not without challenges, and it can lead to public dissatisfaction. However, the findings of this study indicate that both electronic government (e-government) and the quality of electronic services significantly influence electronic service satisfaction. This suggests that e-service satisfaction can be achieved through the implementation of e-government and the provision of high-quality electronic services. Thus, public service transformation has the potential to enhance community satisfaction.

The New Public Service (NPS) paradigm, the latest approach in public administration, places significant emphasis on community satisfaction and considers public services as the primary activity of government entities. It highlights the importance of building relationships and trust between citizens and the government as service providers (Denhardt & Denhardt, 2015). In the digital era, electronic services have the capacity to meet people's expectations for fast and high-quality services. They leave a positive impression on the community, and research on electronic consumer reviews often focuses on customers' feedback regarding their experiences with services or products (Mitra & Jenamani, 2020; Moon et al., 2021).

E-government, which encompasses various government electronic services, plays a crucial role in the provision of public services. It involves processes aimed at efficiently delivering government services (Saxena, 2005) and offers numerous benefits to society (Bhattacherjee, 2001; Hu et al., 2009). Consequently, e-government has the potential to enhance public services and create satisfaction among users, as evidenced by the findings of this study. This aligns with the goals of the NPS paradigm, where public services are targeted and oriented towards achieving public satisfaction through government service utilization.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

In the present digital era, there is a strong emphasis on government agencies to undergo a transformation in public services. The objective is to fulfill the needs and satisfaction of the community in terms of public services. The study's findings indicate that both e-government and the quality of e-services have an impact on e-service satisfaction. This suggests that by implementing public service transformation that includes e-government and ensuring high-quality e-services, e-service satisfaction can be achieved. This transformation in public services brings advantages to the community, as it enables the delivery of fast, convenient, and impartial services, while also reducing the potential for unethical bureaucratic practices.

Recommendations

Based on the findings of the study regarding the transformation of public services, e-government, and e-service quality, the following recommendations can be made:

1) Enhance e-government implementation: Governments should continue to invest in and improve e-government initiatives. This includes developing user-friendly online platforms, streamlining bureaucratic processes, and ensuring the availability and accessibility of digital services to the public.
2) Focus on improving e-service quality: Efforts should be directed towards enhancing the quality of electronic services provided to the community. This can be achieved through regular assessments and evaluations of service delivery, addressing any identified shortcomings, and incorporating user feedback into service improvements.
3) Prioritize user experience and satisfaction: Public service transformation should prioritize the needs and satisfaction of the community. User-centric design principles should be applied to digital platforms and services to ensure a seamless and satisfactory user experience.
4) Invest in digital infrastructure: Governments should invest in robust and reliable digital infrastructure to support the delivery of e-services. This includes ensuring high-speed internet access, expanding digital connectivity in rural and remote areas, and providing necessary technological resources to bridge the digital divide.
5) Provide digital literacy and support: To ensure the effective utilization of e-government services, governments should invest in digital literacy programs and support mechanisms. This includes providing training and assistance to individuals who may face challenges in accessing and using digital platforms.
6) Foster collaboration and partnerships: Governments should collaborate with private sector entities, non-governmental organizations, and other stakeholders to leverage expertise, resources, and innovative solutions in advancing public service transformation. Public-private partnerships can contribute to the development and implementation of effective e-government strategies.

7) Continuously monitor and evaluate outcomes: Ongoing monitoring and evaluation of the effectiveness of public service transformation initiatives are essential. Governments should regularly assess the impact of e-government and e-service quality on user satisfaction and make necessary adjustments based on the findings.

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