



Public Service Transformation Can Change Fishermen's Community Thinking and Behavior on Regency Buton

La Didi

Dayanu Ikhsanuddin University, Indonesia

Correspondent: ladidididy27@gmail.com

Received : June 26, 2024

Accepted : August 19, 2024

Published : October 31, 2024

Citation: Didi, L. (2024). Public Service Transformation Can Change Fishermen's Community Thinking and Behavior on Regency Buton. *Ilomata International Journal of Social Science*, 5(4), 1028-1042.

<https://doi.org/10.61194/ijss.v5i4.1301>

ABSTRACT : This transformation is carried out using three approaches: support, capacity and value or benefits of the Gitar Kombena application. These approaches are closely related to the change of mindset and behaviour in the public sector service. The transformation aims to improve the efficiency and efficiency of public services as well as provide ease of access, transparency, and accountability to the needs of the public. This research uses descriptive methods. Researchers collect data through interviews, observations, and documentation. Data collected is analyzed from the collection stage, data condensation, data verification and conclusion. Research results show that the transformation is supported by government and infrastructure, but limited to finance, and public knowledge in the use of digital services. As for the capacity of human resources bureaucracy contributes to improving the quality of public services, while the benefits of using the application Gitar Kombena has promoted services that are effective, efficient, accountable, transparent and successfully changing the mindset and behavior of the public as well as bureaucracies in the public service. Further research is needed on the impact of transformation on the economy of the fishing community.

Keywords: Transformation, Service, Changing, Behavior



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INTRODUCTION

In the growing digital age, various local initiatives have emerged to improve the quality of public services. Public services have transformed from conventional to digital. One of them is an initiative from Buton County, which has launched an electronic-based application called Gitar Kombena. The primary purpose of this application is to make it easier for citizens to access the public service of purchasing fuel. This digitization marks an important step in the digitization of local government services.

The application is designed to respond to the urgent need for efficiency and efficiency in the provision of public services. The transformation of the public sector, driven by the need to improve service delivery in response to increasing consumer expectations and demands of

transparency ([Fatile et al., 2015](#)). Faced with geographical challenges and the lack of supporting infrastructure in some areas, Gitar Kombena is an innovative solution to reach those boundaries. The Gitar Kombena app also provides additional benefits to the public, such as ease of access and savings of time previously required to obtain such services conventionally.

Public service conditions in the Buton district are inefficient and efficient. Some fishermen do not get the fuel service and affect the delayed sailing activities. Besides, the fuel terminal is a long distance from the residents, so they have to go back to take care of the fuel permits. Another problem is the long line of licensing applications that, impacting on the psychological burden of the fishermen's community. And the service time is also quite long and has to adjust to the officer's office hours, while fishermen take care of permits outside the office hours.

Public service transformation is needed to increase responsiveness to the needs and expectations of the community. Public service transformation can help improve efficiency and effectiveness in public administration. Public services transformation is also needed to increase transparency and accountability in government. In addition, digital-based services transformation drives "socio-economic change across individuals, organizations, ecosystems, and societies, ([Desai & Manoharan, 2024](#)). ([OECD, 2019](#))

This condition causes people not to sail which affects the loss of a chance to make a living. In response, the government has found an alternative, the transformation of public services from conventional to digital, the Gitar Kombena application, which is specifically used by fishermen to apply for fuel purchases. However, the use of these applications has been hampered especially by the public who have not yet understood the technology, so construction and socialization continues to be done to overcome the obstacles. Once launched, the Gitar Kombena app received positive feedback from the public as they felt the direct benefits of the presence of this app. They can carry out administrative tasks more quickly and easily, without having to visit service offices that are often far from their home. These benefits are also felt by the local government in terms of transparency and accountability of public services.

The challenges and future projections of the Gitar Kombena application, need to be overcome to maximize the potential use of this technology by the Buton Regency community. One is to ensure the sustainability of the infrastructure supporting these applications, such as reliable internet networks and adequate technological equipment throughout the region, as well as its maintenance and development costs. Furthermore, the forthcoming projections also involve the development of new features in the Gitar Kombena app to be able to reach more public services needed by the community. With strategic steps to address these challenges, the Gitar Kombena application is expected to continue to be an effective instrument in the public service transformation in Buton Regency..

The importance of this research is because the transformation of public services through the Gitar Kombena application in Buton Regency has the potential to improve access and efficiency of administrative services for fishermen. In addition, in the transformation of services not only the ease of service, accountability and transparency, but encourages people to transform from not being able to use technology to public service, becoming aware that technology is one solution to addressing the quality of public service.

Previous research has shown that using technology in public services has great potential to improve the efficiency and accessibility of public services ([Setiawan et al., 2021](#)). ([Spirakis et al., 2016](#)) Also affirms that e-government technology can contribute economically to the public

sector, through improved efficiency in the maintenance of services. Same as the discovery ([Wibowo et al., 2022](#)) that technology has provided ease and speed of information and is used by organizations, agencies, even companies to improve efficiency and efficiency of work. The government, as a service provider to the public, has also been influenced by the advances of information technology. The same findings show that the use of information and communication technology has been in detail in attracting public sector organizations to shift the activities and cultures of their past traditional or conventional organizations into organizational activities based on technological innovation ([Dukic, 2016](#)) inside ([Rinjany, 2020](#)). Information technology facilitates and accelerates the delivery of services, while expanding access to information, facilitating the transparency of government operations ([Habibie, 2019](#)). It gives a signal that the application of technology such as the Gitar Kombena application can be an effective solution in addressing the issues of public service quality, transparency and accountability.

Despite the challenges faced by the fishing community, there is a lack of research on the potential of technology in addressing this problem and improving their access to fuel. To overcome this knowledge gap, further research could be undertaken to explore the potential for technologies such as the Gitar Kombena application in facilitating fishermen's access to the oil fuel needed for sailing activities.

While the findings ([Dhonju & Shakya, 2019](#)) Lack of strategic planning, change management, budgetary constraints, weak infrastructure, literacy, lack of construction knowledge, a lack of leadership support, security and privacy are the most problematic challenges regarding the implementation of electronic services. Transformation in the delivery of the public sector will not be sustainable, unless efforts to restructure performance evaluations, ([Gillani et al., 2024](#)). According to ([Savage, 2018](#)) We also need to provide government support and adequate resources, as well as involve the active participation of the public in the development and use of the Gitar Kombena application as a solution in the public service transformation in Buton Regency.

Transformation depends on strong political support, clear and strong institutional mandates, clear coordination mechanisms, and strategic policy, ([Joao Ricardo Vasconcelos, 2019](#)). Transformation as the use of technology to improve performance, change customer relationships, internal processes, and value propositions, ([Saputra, 2021](#)). Through digital transformation can impact on customers and organizations, ([Khandate & Vijaykumar, 2018](#)). It is a change of mindset and behavior that occurs through the formation of small but consistent habits, ([Clear, 2022](#)), which can be achieved through small actions and easy to do consistently, (Fogg, 2019). As for what affects behavior and mindset is a person's grit level, ([Duckworth, 2016](#)). One of the instruments of change is electronic governance. e-Government is a key pillar for improving the efficiency, efficiency and quality of services, ([Theocharis & Tsihrintzis, 2023](#)). E-government as the relationship between government, customers and the public through the use of electronic means, ([Yildiz, 2022](#)).

The transformation of public services can be seen from the implementation of services electronization, based on electronics that covers aspects, support, capacity and value, ([Indrajit, 2016](#)). Government support for policy and allocation of public service budgets is also needed. In order for the transformation of public services in the Buton Regency through the Gitar Kombena application to be successful, there needs to be the support and active participation of all stakeholders, including local governments and communities. In addition, it is necessary to map and improve the digital infrastructure in Buton Regency, such as fast and stable internet networks

and easy accessibility for the public. In addressing the obstacles to the implementation of the Gitar Kombena application in the public service sector, it is also necessary to develop training and education programmes to the public to have an adequate understanding of the use of the Gitar Kombena application. In addition, it is also important to ensure the security and privacy of personal data in the use of the Gitar Kombena application, by implementing strong security protocols and strict privacy rules.

It also requires supporting capacity such as adequate infrastructure, skills and knowledge from the staff of the Gitar Kombena application manager. Effective training and support should also be organized to ensure that all users can optimize the use of the Gitar Kombena application. Further attention should be paid to the Value or added value provided by the Gitar Kombena app in the public service transformation in Buton Regency in improving the efficiency and quality of public services. These innovations will enable people to access government services more easily and quickly through digital platforms, saving time and cost in the management process of public administration. In this case, the use of the Gitar Kombena application will have a positive impact on the people of Buton Regency.

The transformation of public services, as electronic-based services and the implementation of e-government ([Suaedi & Zulfikar, 2023](#)). Digital transformation strategies are key to improving the efficiency and efficiency of public services ([Dhanuarta, 2021](#)). Transformation can lead to a higher awareness of innovation, ([Khandate & Vijaykumar, 2018](#)). The transformation of public services, involves comprehensive changes in the way public services aim to improve efficiency, and accessibility. Transformation is driven by a variety of factors including political, socio-economic, and technological changes ([Enang et al., 2020](#)). It is characterized by the adoption of innovative approaches such as digital transformation, which includes the specification and digitization of public service provision processes ([Sitnikov et al., 2022](#)). In addition, the concept of leadership as a means to balance the exploration and exploitation of resources to improve the quality of services ([Baharuddin et al., 2023](#)). Overall, the transformation of public services is seen as positive, but with risks. These risks need to be managed to ensure that the process of transformation does not jeopardize the purpose of public service provision ([Enang et al., 2020](#)).

The implementation of e-government can improve the quality of public services in Indonesia. According to the findings ([Sukmasetya et al., 2018](#)), e-government implementation has fundamentally transformed government services to be much faster, more reliable, and freer. In addition, digitalization has played a significant role in improving the quality and responsiveness of public services in Indonesia, ([Syamsiar, 2023](#)). In principle, the implementation of digital technology in the government sector can provide significant benefits in terms of efficiency, transparency, responsiveness, and public participation.

This research issue concerns how the implementation of public service transformation through the use of combo guitar applications in oil fuel service for fishermen at Buton Regency? The research aims to address the knowledge gap related to the transformation of digital-based public services through the Gitar Kombena application, in changing the mindset and behavior of the fishermen's community at Buton Regency. This research has contributed to the theory of service transformation and changing mental patterns and public behavior in public service, so digitization of public servants is essential.

METHOD

This research method used a qualitative design involving a literature study to gain a comprehensive understanding of the problems faced by fishermen in Buton Regency in accessing fuel. Furthermore, the research collected data through interviews with AGK operators, fishing communities, petrol station owners, and Gitar Kombena application users. To ensure that the interviews did not get out of the research context, the researcher used a tool as an instrument in the form of an interview guide. Each information was recorded to be cross-checked with other informants, so that the interview results were valid. Researchers also conducted data collection activities in the form of documents obtained from the performance accountability reports of related agencies. In addition, field observations will also be made to see firsthand the application of service transformation through the use of the Gitar Kombena application and the interaction between the fishing community and the BBM service provider. Data collection techniques are done with interviews, observations and documentation, ([Sugiyono, 2017](#)).

Data is analyzed through four stages: data collection, data condensation, data presentation, and conclusion drawing ([Saldaña, 2014](#)). The data is organized and grouped according to the themes that arise during the interviews and field observations. Subsequently the data is reduced by identifying patterns, important findings, and the influence of the factors that influence the application of Gitar Kombena. After the data in the reduction the researchers presented the data using explanatory methods such as description of words and sentences. Next, the researchers draw conclusions based on data analysis.

RESULTS AND DISCUSSION

Support

Support for the use of the Gitar Kombena application in the public service ranges from local government leadership, bureaucratic human resources and the community, but efforts to internalize the usage of the service are less socialized, so that some community users of the application do not know much about how to use the application. But this service has already been benefited by the community. The majority of the fishing community.

The results of the research show that the transformation of the public service from conventional-based service to the service based on the application Gitar Kombena has great potential in improving the accessibility and quality of public service. In addition, with the use of the application has promoted the transparency and accountability of the mining fuel distribution service for the services in the Buton Regency.

Information technology provides greater transparency in government operations. IT and e-governance processes are simple, easy, inexpensive, and open to a variety of information and services. They help improve the quality of the provision of public services to the poor, oppressed, and marginalized sections of the population, as well as to women and rural communities. It's also like previous research findings that show that adoption of technology in public service can improve efficiency ([Spirakis et al., 2016](#)). In addition, other research finds that the use of applications in public services can provide accessibility for the public ([Setiawan et al., 2021](#)). According to ([Suhermawan et al., 2023](#)) digital transformation (TD) It has become a strategic necessity for governments to improve service performance and efficiency. TDs in the public sector

are expected to bring value to users, both public and government. The transformation of public services through the Gitar Kombena application in Buton Regency provides great potential in improving access to services to the Fishermen community.

Other research suggests that the use of applications in public service can reduce bureaucracy and time-consuming ([Trisudarmo, 2022](#)). The benefits of the transformation of public services from conventional to technology-based are important to the government for improving the quality of services and accessibility to the public.

Table.1 Distribution of potential users of the Gitar Kombena application

Village	Number of fishermen /Village	Subdistrict	Number of fishermen / Subdistrict
1	2	3	4
Dongkala	39	Pasarwajo	342
Kancinaa	7		
Kondowa	168		
Holimombo Jaya	118		
Holimombo	12		
Kambawakole	1		
Wabula	13	Wabula	97
Wabula 1	15		
Wasampela	7		
Wasuemba	4		
Koholimombono	12		
Bajo Bahari	34		
Kaumbu	3	Wolowa	1
Kumbewaha	4	Siotapina	157
Manuru	55		
Sampuabalo	52		
Karya Jaya	7		
Bahari Makmur	39		
Mega Bahari	2	Lasalimu Selatan	79
Mopaano	4		
Umalaoge	6		
Lasalimu	20		
Balimu	47		
Mabulugo	3	Kapontori	20

Beneatiro Barat	4		
Beneatiro	5		
Barangka	4		
Kamelanta	4		
Wasuamba	10	Lasalimu	10
Jumlah	706	Jumlah	706

Source (Fisheries Office of Buton Regency, 2024)

Table 1 of the results of this study contains information on the number of fishermen in each village in a reservoir in the Buton Regency. This table shows the data for the 29 villages in the area of the study. In the second column, there is a list of the numbers of fishers in each of the villages. In addition, there are columns of districts showing which reservoirs are the territory of the village. From this table, it can be seen that the village with the largest number of fishermen is Pasarwajo district with a total of 432 fisherman, followed by Siotapina district of 157 fishing people. While the least fishing district is Wolowa district that has only 1 fishermer. Thus, this table gives an overview of the distribution of the number of fishers in this area of research.

Thus, it can be seen that the Gitar Kombena Application (GKA) is a transformation solution to improve the quality of public services in Buton Regency. Therefore, the government has set up a digital service infrastructure, but government support is still limited. Budget support for the development and maintenance of the app has not been regulated by the government, so the sustainability of the application is threatened. On the other hand, the user support of the Gitar Kombena app is huge, with 706 fishermen. It means that there is a sufficiently large user need to enhance the innovation of digital-based services. As previous research has shown, innovation in public service can improve efficiency, effectiveness, and quality of results (Alindro et al., 2021). The development of a digital-based integrated management information system can help manage documents and administrative processes more effectively and efficiently (Yuzerizal et al., 2022). Through the use of applications, people can become aware of the importance of technology-based services. They can also transform in services, from not understanding technology to being able to use technology. Besides, innovation in public service can also reduce the duration of time (Wahyudi, 2016). Usage, applications can be examples of transformation of public services that are more effective, efficient, and responsive to the needs of society. (Trisudarmo, 2022).

Previous research also showed that the development of an integrated management information system could support internal bureaucratic reforms in order to improve the quality of public services (Yuzerizal et al., 2022). Information and communication technology can accelerate the transformation of public services, transform the forms of interaction in service between government and society (Trisudarmo, 2022). Thus, the Gitar Kombena Application can be a real example of how technology can drive the transformation of better public services in the Buton Regency, but it requires sustainable use of the application, because the change in public thinking and behaviour is crucial that must be accompanied by socialization and education in order for the implementation of technology to have maximum impact (Alindro et al., 2021).

The same opinion was expressed by (Zuraida et al., 2023) stating that the transition of technology-based services must be followed by a change in public thinking through socialization and education

to increase efficiency and efficiency (Yuzerizal et al., 2022). However, the support of local governments and other stakeholders is needed to ensure the sustainability of application implementation (Setiawan et al., 2021). Application sustainability can drive people to have the knowledge and awareness that service transformation drives a change in community service behavior from conventional to digital based. For that, the support of technological infrastructure and adequate human resources is also the key to the successful implementation of the Gitar Kombena Application. That the limitations of capacity and human resources expertise are often an obstacle to improving technological infrastructure. Whatever applications are created without the support of adequate human resources, then the transformation of public services will be difficult to (Yuzerizal et al., 2022). It contains the meaning that the Gitar Kombena Application as a form of transformation of effective, efficient, accountable, transparent and partitional public services in Indonesia. Support from various stakeholders. Government institutions, infrastructure, financial and other stakeholders are needed. For financial support can be used for operational costs, development and maintenance of the Gitar Kombena application.

Capacity

The human resource capacity element of bureaucracy has supported the transformation of digital services, but financial resources are still limited, thus impacting on optimizing the use of Gitar Kombena applications. It is apparent that the fishing department of the Buton Regency has not allocated the budget for the optional application of this Gitar Kombena. The application is still managed by the local Communications and Information Service. The sustainability of this application requires local government budget support for the development and maintenance of the application. In addition, the human resources that have competence in managing and inding the application also need to be enhanced. Technically, training is required for the community of application users to understand how to operate the application.

Facts on the ground show the capacity of the infrastructure of information and communications technology in Buton County has been prepared by the government. For the user capacity of the Gitar Kombena application is 706 people, but only 13% or 92 fishermen use the application independently. This means that the combined guitar application has not been optimized.

Table 2. Application users and BBM help volumes

Usage	sailing volume/moon	Volume/Sea	Volume/month
1:50 people	Eight times.	20 liters	160 liters / fisherman
1:100 people			

Source (Fisheries Office of Buton Regency, 2024)

This table 2 shows the use of the Gitar Kombena app and the volume of BBM assistance for the fishing community each sail in every day of the month. In the table 2 in the first column that describes the number of people using the Gitar Kombena app is 1/50. It means that one fisherman helps 50 fishermen to apply for BBM through the Combo guitar application. whereas in the other group 1/100 it means that there is one service to help 100 fishing people to obtain BBM aid.

The second column explains the frequency of sailing in a month. For groups of 50 or 100 fishermen, they sail as many as 8 times in a month to receive BBM assistance. The third column shows the volume of BBM aid each fisherman when sailing receives 20 liters of help for once they sail. The last column in this table shows the amount of BBM assistance per fisherman is 160 liters in a month.

Nevertheless, the success of public services depends on several important factors, including human resource capacity, infrastructure, bureaucracy organization, and public support. Human resources are crucial, because they are directly involved in the delivery of services and their professionalism can significantly improve the quality of services ([Agustina et al., 2023](#)). Adequate infrastructure is also important to support the provision of effective services, proved by the challenges faced during the COVID-19 pandemic ([Rahmawaty et al., 2022](#)). Bureaucracy plays an important role in streamlining processes and ensuring efficiency in service delivery ([N, 2021](#)). Moreover, public support and participation can greatly influence the success of public services, as seen in the case of e-government initiatives ([Iqbal et al., 2020](#)) and the role of attachment and public confidence to the local government ([Mulaphong, 2023](#)).

Interestingly, while public support can boost the provision of public services and a high level of confidence in local governments. Paradoxically, it may reduce public participation, citizens may feel less necessary to oversee or participate in government when they trust their officials ([Mulaphong, 2023](#)). Moreover, the effectiveness of e-government in improving service delivery highlights the importance of technological infrastructure and its role in reducing bureaucracy ([Gultom et al., 2024](#)). In short, a successful delivery of public services is a multifaceted effort that requires competent human resources, robust infrastructure, efficient bureaucratic processes, and active community involvement. Each of these elements contributes to the efficiency and quality of public services as a whole, which in turn affects the quality of life of citizens ([Wesemann, 2020](#)). It is therefore vital for governments to invest in these areas to ensure the provision of high quality public services.

Value

The value or benefits of the use of technology in the public service, in addition to the speed of service also towards efficiency, effectiveness, transparency, accountability and public participation. Moreover, the digitization of public services is encouraging people to learn how to use public service technology, so they do not have to apply conventionally, but through the Gitar Kombena Application. Digitization has prompted a change in public thinking and behaviour in public service. People have understood that public services are not only done conventionally, but can be done digitally. Behavioural change is also done by using applications from not being able to use applications to knowing and understanding the usefulness and benefits of applications. In addition, the transformation has an impact on increased economic income and well-being of fishermen.

Table 3. productivity of fishermen's income since digital service deduction

District	Marine Fisheries		Total	
	2022	2023	2022	2023
Lasalimu	3.899.08	2.156,139	3 899,08	2.156,139
Lasalimu Selatan	4.555.65	2.513.330	4 555,65	2.513.330
Siontapina	5.173,18	2.851.845	5 173,18	2.851.845
Pasarwajo	9.286,70	5.033.261	9 286,70	5.033.261
Wolowa	1.285,34	689.400	1 285,34	689.400
Wabula	2.311,26	1.232.046	311,26	1.232.046
Kapontori	1.829,73	902.560	1 829,73	902.560
Tota	28.340,94	15.378.581	28.340,94	15.378,581

Source: *Oceanic and Fishery Offices of Buton Regency, 2024*

The above data shows that at the beginning of the transformation of services, it contributed to increased fisheries production. As is known, the transformation of this service will begin in 2021-2022 and in 2023 there will be problems with the sustainability of the service transformation, so that the level of fisheries production in 2022 will increase and 2023 will decrease due to the non-continuation of the transformation of services. This means that the transformation of services has an impact on increased catch production in the Buton District.

The challenge of using a combo guitar application is application sustainability, where there are limitations on maintenance and development costs of applications. In addition, the limitations of the human resources of the user of the application. Therefore, in a transformation it is necessary to pay attention to the human resource availability, infrastructure and sustainability aspects of the user. Once any program without the support of these three elements, then the contribution will not be sustainable.

The human resource constraints of application service users are one of the barriers to the optimization of technology-based services. However, with the training and socialization carried out in the implementation of the Gitar Kombena application in the Buton Regency, these barriers can be minimized. According to research, adoption of technology in the public service can improve efficiency by reducing the administrative burden and time required in the service process. The transformation of public services in the Buton Regency through the Gitar Kombena application has advantages in terms of efficiency and ease of access for the public.

Questions regarding the value generated in the transformation of public services through the use of "combena gitar" applications show the benefits that are achieved, namely efficiency, effectiveness, accountability and transparency of public service. In addition to these benefits, the transformation of public services contributes to social justice in service. There's no special treatment for fishing, except for a high professionalism in public service. As previous findings indicate, implementation of e-government and integrated digitization services has proven to improve efficiency, transparency, and citizen satisfaction. (Taufik, 2023). Teknologi blockchain,

Like the one we talked about. ([Wamba et al., 2024](#)) and ([Yu et al., 2022](#)), offers improved administrative performance and potential interoperability across various service domains. Furthermore, the role of human resource reform in the transformation of public services has been highlighted as an important factor in improving the quality of services ([Murni et al., 2023](#)). While the specific application of "gitar kombena" as a form of digital transformation contributes to the added value in public services by increasing efficiency, transparency, and user satisfaction.

In principle, digitization is essential to improving the quality of services. The implementation of e-government applications in Indonesia has had a positive impact on public services by increasing efficiency, collaboration, and transparency ([Wahyu Sulistya et al., 2019](#)). In addition, the quality of public service provision is influenced by a variety of factors including local politics, financial management, and women's representation in government, which can increase the strategic allocation of operational and capital expenditure ([Aryani et al., 2023](#)). In addition to the digitization of public services, the implementation of quality control techniques is also needed (QC) dan Quality Assurance (QA) inining the quality of services in various industries, which can be applied to the public sector to ensure consistent quality and meet customer needs ([Alrae, 2024](#)).

Public service transformation has varied benefits for society as a user of this service, such as finding that society has struggled to adapt to public service transformations, with challenges such as insufficient dissemination of information and limited digital skills ([Darmadi et al., 2021](#)). Instead, public service innovation has been received positively, improving the experience of the public and business actors, ([Mulyani, 2023](#)). The benefits of implementing e-government and improving the quality of e-services have had a positive impact on service satisfaction, emphasizing the importance of transformation, ([Mustainah, 2023](#)).

However, there are also undesirable consequences of service transformation. For example, initial cost savings but resulting in increased long-term support needs and negative impact on the welfare of service users ([Lim, 2019](#)). Furthermore, resource reform of the apparatus is vital to improving the quality of public services, stressing the importance of human resource management in such transformation, ([Murni et al., 2023](#)). Public participation is also an important factor in the effectiveness of organizational transformation and government management, as it enables the improvement of the quality of public services through active involvement in policy processes, ([Kusuma, 2024](#)).

Moreover, factors such as education, locality, and ethnicity influence the trust of service users in public services, therefore this consideration is crucial to the effectiveness of public services ([Gupta et al., 2023](#)). The essence of public service is to meet the needs of users, and excellence in service delivery requires a consultative and dialogue approach, as illustrated by a community-based policy model ([Setiadhie, 2016](#)). In short, public service transformation can lead to increased satisfaction and efficiency when implemented by considering public needs and active participation. However, it can also lead to challenges such as adaptation difficulties, increased long-term costs, and dissatisfaction if not managed effectively. Therefore, a balanced approach that includes public involvement, effective communication, and human resource management is essential for a successful public services transformation.

CONCLUSION

The transformation of public services through the use of gitar kombena applications has human resource support and limited capacity, but the transformation has benefited the economic growth of the fishing community. Although fund support is limited, infrastructure and bureaucratic support is available, as well as application capacity can accommodate a variety of needs of fishing communities.

Moreover, the benefits of these applications have improved the quality of public services, made them more accountable, transparent, and promoted a change in public thinking and behaviour towards public services. Interestingly, the transformation has changed the way people think and behave in public service. However, there is still a limitation in this writing which is the management of public service transformation. For future further research it is important to explore the potential of services transformation comprehensively, such as management of service transformation and service sustainable transformation.

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