



Analysis of Digital Transformation in Public Services (Case Study: Banyumas Regency Public Service Mall)

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ABSTRACT : The application of e-government in the form of information technology in government institutions is an effort to revitalize the implementation of public administration tasks and functions in policy management or service delivery. One of how public management is implemented through the concept of e-government is implemented in the Public Service Mall, which in the process cannot be separated from digital transformation. Digital transformation in public services refers to processes and strategies that use digital technology to realize services that are clean, transparent, and can respond effectively to changing demands. This research was conducted using a qualitative descriptive approach. This research analysis uses the theory of digital transformation of public services which is used as a measuring instrument to determine the implementation of digital transformation in public services at the Banyumas Regency Public Service Mall referring to six dimensions. The data collection technique was carried out using a literature study so that primary data was obtained from various literatures online. The results of the study reveal that most of the dimensions of digital transformation in Banyumas Public Service Mall services are considered very good. Four dimensions, namely the dimensions of Accessibility, Awareness, Accountability, Origin of data, privacy, and fairness, are considered very good. The other dimensions, namely Accountability and Explanation, can be considered good.

Keywords : New Public Service, Public Service Mall, Digital Transformation



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INTRODUCTION

In the concept of good governance, the relationship between society, government, and the private sector is an important element (J. V Denhardt & Denhardt, 2017; Osborne et al., 2013; Rivera & Uttaro, 2021). Challenges in realizing good governance today include public distrust due to the limitations and weaknesses of government management which can lead to abuse of authority by government officials. In simple terms, good governance involves public institutions in addressing community issues, managing public resources, and ensuring human rights are recognized, with a

primary focus on avoiding abuse of authority and corruption, as well as rule based on law (Clark et al., 2013; Hansson & Weinholt, 2019).

In the context of public services, it is important to consider the key role of e-government in reducing government failure in providing public services. This concept has been recognized by the private sector and has become relevant in the implementation of electronic-based government, known as electronic government.

The implementation of e-government in public institutions began at the end of the 20th century, especially in the 1990s, especially in developed countries. The use of information technology in the government sector is an effort to revitalize the implementation of the duties and roles of public administration in managing policies and services as a response to changes in the strategic environment which require public administration to become more efficient, effective, transparent and accountable (Nurhakim, 2014; Ryan & Woods, 2015). The implication of implementing e-government is that public management which was previously closed and bureaucratic has undergone changes to become more open, and inclusive and encourages participation (Baptista et al., 2020; Fletcher & Griffiths, 2020; Sun & Guo, 2022).

One of the public management implemented through the e-government concept is implemented in the Public Service Mall (MPP). MPP is a forum for the implementation of public services related to goods, services, and administrative services. In this way, MPP serves all service activities such as licensing and non-licensing which are under the authority of the local government. Not only permits for individual communities, but state-owned and private enterprises can also process all permits through MPP. Before the existence of MPP, the public was more familiar with public services in One-Stop Integrated Services (PTSA) and One-Stop Integrated Services (PTSP). The Public Service Mall can be said to be an improvement in the quality of these two integrated services.

The use of the e-government concept in implementing MPP is a form of digital transformation in public services. Digital transformation in public services refers to processes and strategies that use digital technology to significantly change the way businesses operate and serve their customers. This phenomenon is now commonplace in the era of digitalization. This is because all public services, regardless of size or institution, increasingly rely on data and technology to improve operational efficiency and provide public value to society.

Although computing technology has been around for the past few decades, the concept of digital transformation in public services is relatively new. This concept emerged in the 1990s with the introduction of the Internet into the mainstream. Since then, in facing the importance of digital technology for society, the ability to convert traditional media (such as documents and photos) into paperless media has become very important. This is because nowadays, digitalization has influenced every aspect of people's lives, changing the way they work, shop, travel, study, manage, and live their lives, including accessing public services.

Digital transformation practices usually used in business contexts have now been adopted in public service processes. Advances in digital technology have opened the door to new innovative services. New technologies such as artificial intelligence (AI), cloud computing, and the Internet of Things (IoT) have accelerated the transformation process in processing the large volumes of data generated by digital change. Furthermore, digital transformation is not only a technological aspect

but is a meeting point between the public sector, services, and technology which is guided by a broader service strategy. The success of digital transformation in public services is achieved when data created through technology can be utilized effectively by public institutions which will dynamically encourage changes in public services for the better.

Public service malls and digital transformation are a form of bureaucracy that is smart, lean, and able to move quickly according to the wishes of the community. Public service malls and digital transformation are bureaucracies that are structurally simple, but rich in functions and roles. Of course, this system requires bureaucrats to be able to provide maximum roles according to their field of expertise. The government's commitment is the basis for change for both central and regional government agencies that want comprehensive bureaucratic reform through digital transformation.

The changes currently being made in public services through digital transformation are towards the era of the information society. The rapid progress of information technology and its broad potential opens up opportunities for fast and accurate access, management, and use of large amounts of information. Facts show that the use of electronic media is a very important factor in various international transactions, especially in trade. This inability to adapt to global trends is pushing public services in Indonesia into the digital divide and isolating them from global developments due to the unavailability of information. Therefore, existing regulations must also aim to encourage Indonesian people to adopt the information society through digital transformation.

The changes above require the formation of a government that is clean, transparent, and able to respond to demands for change effectively. The government must be able to meet two different but closely related demands of society. This means, (a) the public demands public services that are beneficial to the wider community in all corners of the country, and are reliable, reliable, and can be accessed interactively, and (b) the public has the expectations that are requested. Therefore, the government must encourage public participation and dialogue in the digital transformation of public services.

According to (R. B. Denhardt & Denhardt, 2015), public service can be defined as services provided by the government or other public bodies to meet community needs and promote general welfare. Meanwhile, according to (Sinambela, 2016), in general, public service can be defined as the process of fulfilling human life needs directly or indirectly through the activities of other people which are always current in various institutional aspects, both in business organizations and in government organizations.

In Indonesia itself, since 2009, legislation has been formulated that is used as a standard for services to the community, where on July 18 2009 Indonesia passed Law (UU) Number 25 of 2009 concerning Public Services. According to the Law, public services are all forms of activities or series of activities to fulfill service needs in accordance with statutory regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers.

Characteristics of the New Public Service

The New Public Service (NPS) presents several ideas and principles that focus on standards that apply in the implementation of public administration (J. V. Denhardt & Denhardt, 2015). NPS emphasizes the need for government (bureaucracy) to be more responsive to society and strengthen public trust, in contrast to NPM, on the other hand, which focuses more on increasing efficiency (Danaher, 2016; Kamensky, 1996). Another opinion regarding the general ideas of new public services (NPS) was conveyed by Paul Light (1999) quoted in (Perry, 2007), according to him there are four characteristics associated with new public services, including: 1) Diversity, Light (1999), argues that "the new public service is much more diverse than the government-centered Old Public Administration". Diversity extends to race, gender, intellectual history, and professionalism. 2) Increased interest in non-governmental causes, especially the non-profit sector, here The government is seen as the sector most likely to represent the public interest but lags behind the private and non-profit sectors in spending money wisely and helping people. 3) Sector switching, although sector switching is prominent, transitions from private or non-profit jobs to government are much less likely among people who began their careers outside government. This implies that there are obstacles both from an institutional and psychological perspective in switching to the government sector. 4) Deep commitment, according to Light (1999), "deep commitment is a characteristic where the new public service paradigm cannot be distinguished from the previous paradigm".

In the context of digital transformation, technological developments become a tool for renewal or a type of renewable rationalization, especially in NPS, digital transformation plays a role in driving how policies, processes, functions, and implementation are formed. Digitalization in the public sector, which is characterized by the use of information and communication technology to encourage two-way communication between society and the government itself, will encourage citizen involvement and participation in the policy-making process, making the government more responsive, transparent, and effective (Zuiderwijk et al., 2021). Like the concept of the NPS itself, in making policies, the community is not considered to be just customers, but the community itself as citizens has values and subjectivities that are formed by themselves so that in the process there is a compromise with the public sector actors who produce policies based on value exchange.

Returning to the digitalization of the public sector as an NPS update also cannot be separated from the benefits of digitalization for transparency and accountability. openness and accountability of the public sector as mandated by the public regarding the process and evaluation of policy products. The policies created can come from innovation and public sector initiatives or there are public demands for solving problems that are expected to be resolved quickly through a policy.

As has happened in the past 2 years, the Covid-19 phenomenon is already understood and it is generally known that it affects all aspects of people's lives compared to their rights as citizens. The pandemic has also created new problems in the interaction between the government as a service provider and the community as a service beneficiaries. This is very crucial and vulnerable because there needs to be awareness of the impact of decreasing effectiveness and efficiency of the services provided. Again, the use of digital technology can be a solution to solving these problems and is by the goal of achieving good governance. Good governance, as intended through the New Public Service, is a key indicator of the success of a public institution in managing resources effectively

and efficiently, as well as in terms of administrative services to the public. The relationship between the use of digital technology and good governance means that civil society must be able to comply with constitutional policies and support the government in carrying out its role. Due to the importance of community involvement in the use of digital and transparency in the public sector, the public sector, in this case, the government, is building a free flow of information that can be accessed directly by people who have an interest in the public.

Digital transformation or what could be called digital transformation emerged in the industrial revolution that occurred in Germany and the United States which influenced industrial development in European countries. The need for utilization of technology can be obtained by adopting digital transformation and can be done because of the many interests of the private sector/companies which then becomes an acceleration or acceleration of globalization. The definition of digital transformation at the individual level can be interpreted as the technical ability to use digital technology and the knowledge to use it. In digitalization, there are two forming words with different understandings, namely digitization and digitalization. Digitization is the process of changing information, digital analog, products, or data into digital format. Meanwhile, digitalization is a process of change by creating or renewing income, and social, or business value through digital opportunities. Therefore, in simple terms and still, in a general context, digital transformation, which still refers to the private sector, can be interpreted as progress through the use of digital technology in the activities of an organization to make social change through a customer orientation model.

As for digital transformation in the public sector, its implementation has become more intensive after the issuance of a Circular Letter from the Ministry of State Apparatus Empowerment and Bureaucratic Reform (Kemenpan RB) Number 19 of 2020 concerning efforts to prevent the spread of COVID-19 within government agencies. Services are transforming from face-to-face to online through the use of communication technology or what can be called E-Government.

E-Government creates increasingly open patterns of relationship or interaction between the government and the community/public who access services so that it is no longer Top-Down but rather forms a partnership between the government and the community (Silcock, 2001).

This also has a positive impact in the form of faster, easier, more efficient, and effective services provided. In the E-Government development process, there are four stages according to (Layne & Lee, 2001; Nwauche, 2022; Rivenbark et al., 2018), namely cataloging, transactional, vertical integration, and horizontal integration. The cataloging stage is the simplest in the form of availability and organization of data via the web in the form of information or data format on a web page. The next stage is the transactional stage, where service interactions are carried out online in the forums provided. the third stage of vertical integration is the stage that has integrated information data and services from both the central government to the regions in one integrated system or provides the same or similar services in the same field. The last stage is the horizontal integration stage, this stage is the highest stage of service transformation, namely the provision of services in one integrated portal with various types of different service fields or you could say it is a place where government institutions or inter-agency groups come together to provide services.

Digital transformation is an important factor in radical changes in the pattern of public services, both socially and economically. Digital transformation is also a method or approach that can be

carried out, especially in the public sector, by the values of the NPS paradigm, which will increase its orientation towards society as citizens and expectations for improving public services (Economou et al., 2017). This can also be said to be a government strategy in which previously reactive mechanisms become proactive through innovation and technology, creating public value and improving communication or interaction within the ecosystem of stakeholders/actors involved, as well as responding to requests from service users, in this case, the public. /public. Digital transformation is closely related to public data management which is also an important asset in the process of moving towards a people-centred approach to a citizen-driven approach.

Specifically, digital transformation in the public sector, especially how public administration can run so that the process can provide benefits based on who receives it and the type or type of function. Whoever receives the benefits can be divided into four, namely society (citizens), business/private sector, government, and public officials. Meanwhile, the types of functions are divided into five, including developing regulations and public policies, providing public services, law enforcement, budgeting, and anticipating digital transformation risks.

Public Service Mall (PSM)

One-Stop Integrated Services or One-Stop Integrated Services (PTSP) is an integrated public service model that integrates various types of public services in one place or location so that people can obtain public services more easily, quickly, efficiently, and effectively (Liu & Zheng, 2018). One implementation of the One-stop integrated services concept is the Public Service Mall or Public Service Mall (PSM).

PSM is a place where public services related to the management of goods, services, and services are carried out in one place. PSM is an expansion of integrated services at the central and regional levels. This means that all service activities in PSM can be processed not only by civil servants but also by government and private companies, as well as those licensed through public service centers. PSM was designed by KEMEPAN RB as part of a comprehensive improvement and transformation of public service governance. Combining various types of services in one place, simplifying procedures, and integrating services in the PSM will facilitate public access to various types of services, as well as increase public trust in public service providers.

PSM is designed for a specific purpose. Judging from the definition and service, it can be concluded that this facility aims to increase the efficiency of community services. This means that with the presence of a public service mall, the government will gain convenience, transparency, and speed of service in managing various types of services and permits. Public service centers are also considered more efficient, with several improvements, including operating procedures, system settings, service standard settings, use of individual data, technology-based service improvements, etc. In addition, PSM aims to create a comfortable business environment in Indonesia, expecting domestic and foreign investors to invest in Indonesia.

Based on Article 4 of the Regulation of the Minister for Empowerment of State Civil Apparatus and Bureaucratic Reform Number 23 of 2017, it is explained in paragraph 1 that PSM is organized by regional apparatus organizations that carry out duties and functions in the field of capital investment and one-stop integrated services. Then in paragraph 2, it is explained that the scope of Public Service Malls includes all licensing and non-licensing services which are the authority of the

central and regional governments as well as services by State-Owned Enterprises/Regional-Owned Enterprises/Private.

The government's efforts to provide quality services are increasingly developing through various digital transformation policies in Public Service Malls, such as providing various types of services quickly and easily in one place often referred to as a Public Service Mall. This is a renewal that integrates various types of public services from the central government, regional government, and private sector in one service location. This innovative policy in public services simplifies licensing and non-licensing administration services which have been the subject of public complaints.

METHOD

This research was carried out using a qualitative descriptive approach. (Creswell, 2014) explains that the qualitative method is a process for exploring and understanding a social problem by interpreting several data, individuals, or groups of people. This research takes the Banyumas Regency PSM as its object because it has won an award as 2nd Place in the Best National Level PSM from the Ministry of Investment/Investment Coordinating Board (BKPM), so researchers are interested in finding out how digital transformation is implemented in the services provided? This research analysis uses the theory of digital transformation of public services which is used as an instrument to determine the implementation of digital transformation in public services at the Banyumas Regency Public Service Mall referring to 6 dimensions: Accessibility; Awareness; Access and repair; Accountability; Explanation; Origin of the data, privacy, and fairness (Goede et al., 2014; Saldanha et al., 2022). The data collection technique was carried out using a literature study so that primary data was obtained from various online literature. In its implementation, researchers used a case study model which is a research method that can objectively answer research problems.

RESULT AND DISCUSSION

According to PAN-RB Ministerial Regulation Number 23 of 2017, what is meant by a Public Service Mall is "a place where public service activities or activities for goods, services and/or administrative services take place which are an extension of the function of integrated services both central and regional, as well as the services of Business Entities State-Owned/Regional-Owned and Private Enterprises to provide fast, easy, affordable, safe and comfortable services." The Banyumas Public Service Mall (PSM) was established on a legal basis including:

- Law Number 25 of 2009 concerning Public Services
- Presidential Regulation Number 91 of 2017 concerning the Acceleration of Business Implementation
- Presidential Regulation Number 97 of 2014 concerning the Implementation of One-Stop Integrated Services
- Republic of Indonesia PAN-RB Ministerial Regulation Number 23 of 2017 concerning the Implementation of Public Service Malls
- Decree of the Minister of PAN-RB RI Number 11 of 2018 concerning the Determination of Locations for Implementing Public Service Malls in 2018

- Vision and Mission of the Regent of Banyumas and Deputy Regent of Banyumas for the 2018-2023 term
- Decree of the Regent of Banyumas Number 061/420/Year 2018 concerning the Formation of the Public Service Mall Team in 2018

Banyumas Regency Public Service Mall (PSM) as an innovation of the Banyumas Regency Government aims to make it easier for the public to get public services in one building so that services can be faster, easier, safer, and more comfortable and people no longer need to move from one place to another government office. Apart from that, the establishment of the PSM is in line with HASTA KRIDA's first vision and mission of the Banyumas Regency Government, namely realizing Banyumas as a barometer of public services by building a bureaucratic integrity system that is professional, clean, participative, innovative and dignified. The provision of services at the Banyumas Public Service Mall is carried out with the principles of integration, efficiency, coordination, accountability, accessibility, and comfort. Meanwhile, the process of establishing the Banyumas Regency Public Service Mall (PSM) is being carried out in the following stages.

- 1) Coordination of Services with Central and Regional Agencies as well as State-owned enterprises (SOE) and Regional owned enterprises (ROE)
- 2) Arrangements, and working mechanisms between agencies (MoU)
- 3) Preparation of facilities and infrastructure
- 4) Integrated HR management and service information system
- 5) Soft Opening as a trial on December 28 2018 and preparation for the PSM Grand Opening

Banyumas Public Service Mall has a total number of services of 259 services. Apart from that, the number of government agencies/SOE /ROE is 18, along with the number of service/government agencies/ SOE /ROE outlets is 28 units. The Integrated Service Providing Agencies at the Banyumas Regency Public Service Mall consist of:

- 1) 7 Vertical Agencies, namely Polres, Immigration, BP3TKI, KPP Pratama, BPD Central Java, BPJS Health, and BPJS Employment;
- 2) Central Java Province Outlet;
- 3) 10 regional apparatus organizations, namely DPMP/TSP, Dindukcapil, Dinkes, Dinperkim, DLH, Dishub, Dinkominfo, Dinakerkop and UKM, Regional Finance Agency, and Public Works Department.

Dimensions of Theory Instruments

The instrumental dimensions of digital transformation theory refer to the key elements that need to be considered in planning, implementing, and managing digital transformation in an organization or entity (Saldanha et al., 2022). The instrumental dimensions of digital transformation theory are the core components that form a framework for understanding and implementing digital transformation holistically. The following is an assessment of aspects of several dimensions of the digital transformation theory instrument (Saldanha et al., 2022; Goede & J. Neuwirth, 2014).

Table 1. Dimensions of the Digital Transformation Theory Instrument of Banyumas Regency Public Service Mall

<i>Dimension</i>	<i>Evaluation</i>			
	<i>Very good</i>	<i>Good</i>	<i>Fair</i>	<i>Not Good</i>
1. <i>Accessibility</i>	✓			
2. <i>Awareness</i>	✓			
3. <i>Access and repair</i>		✓		
4. <i>Accountability</i>	✓			
5. <i>Explanation</i>		✓		
6. <i>Origin of data, privacy, and fairness</i>	✓			

Source: obtained from primary data

1. Accessibility

Access and accessibility as the basis of electronic democracy cannot be denied as the main issue in digital transformation in public services. As we know, based on Article 5 of the Public Services Law, the scope of public services includes public goods and public services as well as administrative services which are regulated in statutory regulations.

This scope includes education, teaching, work and business, housing, communication and information, environment, health, social security, energy, banking, transportation, natural resources, tourism, and other strategic sectors. From the scope of public services, public service providers can identify the products/types of services provided. Then a temporary policy can be taken regarding products/types of services that can be provided online and manually (directly).

The wide scope of public services that must be provided by the Government requires better coordination between agencies/institutions providing public services. Digital transportation is currently important as an innovation in the delivery of public services so that public services can continue to run effectively. This effort has begun to be carried out by the Banyumas Regency PSM by launching the use of Artificial Intelligence (AI) technology in the form of a chatbot called Gisa for population administration services which will help realize online services. GISA is taken from the population administration program which is one part of the One-Stop Integrated Services (PTSA) and One-Stop Integrated Services (PTSP) PSM Banyumas Regency, namely the acronym for the Indonesian Population Administration Aware Movement. Through this available public service information system, it is hoped that public accessibility in accessing public services will increase.

Based on this, especially in terms of ease of access for the public, PSM Banyumas in the accessibility dimension can be said to be very good with the aspect of using AI, which in this case is still rarely found in regional agencies or institutions in its services. Apart from being considered effective and efficient in terms of time, the use of AI can also reduce the use of resources, especially human resources, so that existing human resources can be maximized in technical aspects that cannot be done by technology. This also supports the development of a world that has entered

the Metaverse and Society 5.0 era where physical space and cyberspace are integrated and have no boundaries. This dimension can be considered very good in terms of the ease of accessing services both online and offline as well as the variety of services at PSM Banyumas which cover broad aspects such as population, taxation, health, banking, and others.

2. Awareness

Public awareness of the quality of public services is one of the goals of the digital transformation of public services. As we know, many people are not yet fully aware of service quality standards, and not all have benchmarks for the services they should receive, namely the practice of extortion which aims to make the service process run more quickly and smoothly. The public seems to make sense and ignore this. It is as if the practice of extortion is a commonplace thing like bureaucratic culture. If only the public were more aware of good public service standards, this would certainly not happen again.

Through innovation in help center services at PSM Banyumas Regency, public awareness regarding the importance of monitoring the quality of public services in Banyumas Regency is expected to increase. The public can complain about maladministrative actions to the PSM Banyumas Regency help center. Apart from that, through digital transformation, public services always try to educate the public through various media, so it is hoped that the public will care more about good public service standards. It is hoped that the public will not be afraid to report any acts of maladministration because it is appropriate for the public to actively participate in monitoring public services so that PSM can continue to improve the quality of the services it provides. This is in line with SP4N-LAPOR or it can also be called the National Public Service Complaint Management System. Community support for the importance of clean government is the basis for a government agency to have good performance in accordance with community needs. This shows that the government system is becoming more democratic or open to community involvement as a natural monitoring of the performance of public agencies so that it is possible to continuously improve the quality of services.

Based on the Awareness dimension at the Banyumas PSM, the assessment can be said to be very good, especially in terms of the ease with which the public will be aware of providing service assessments. This is proven by the existence of an online form on the PSM Banyumas Instagram account (@mpp-banyumas) along with a video on how to fill out the service assessment form. This is an illustration that PSM Banyumas has taken progressive steps in accordance with the mandate of the Ministry of Administrative and Bureaucratic Reform in terms of reporting or complaints about services, and is always developing by adapting the use of Instagram accounts which are considered to be a further step to keep up with the changing times.

3. Access and repair

As a simple illustration, a bank issues a credit score automatically so that there is accountability for its customers whose loan applications are directly rejected. Accountability like this is possible because there is a request from its customers that the bank then undertakes to make decisions and justify. How the customer responds, how the system works, and finally whether the customer agrees with the justification made by the bank, then in this case the bank needs to revise or reprocess the decision with its human agent or with a sanction.

Even with the benefits of an accountability algorithm definition, there will always be a reasonable view of the epistemic and moral aspects of decision-making. Replacing human decision-makers with automated systems has the potential to reduce human bias (Zarsky, 2016). Even though the process is based on algorithmic machine knowledge, it is also based on learning so it has the potential to realize value and reproduce bias. Because accountability algorithms based on data must reflect a bias that upholds equality. In simple terms, the point of accountability for digitalization in the public sector is due to the large amount of data that will automatically describe the position of the data they own and the public's ignorance of the process of how they process people's data, thus demanding logical clarity in automatic decision making. People will always have a rational view of how data can influence the justification system through automatic decision-making.

Based on the dimensions of access and repair, PSM Banyumas can be said to be good. This is proven by the suitability of the data requirements that must be brought by service users to the type of service they wish to use. So, in this case, the public no longer questions data discrepancies in the document requirements that must be brought because this concerns the public's trust in the privacy of the data they have so that it is used according to service needs.

4. Accountability

Accountability is closely related to transparency. The accountability algorithm should be seen from the perspective of an ideal political democracy based on public reason. The public also needs transparency in terms of the freedom to convey values and observe public services. Many public views are a collection of values with various goals regarding how a service can achieve equality, effectiveness, and comfort in access. Therefore, if the conclusion is drawn, simply put, accountability is a public need even though the process has the potential to cause conflict.

For the accountability dimension, PSM Banyumas can be given a very good assessment. Apart from the complaint or reporting system regarding the quality of services provided via the Instagram account @mpp-banyumas, accountability can also be seen in the delivery of PSM visitor recaps. This is carried out periodically via Instagram PSM Banyumas with classifications both online and offline according to the type of service available based on quantity.

5. Explanation

The Explanation dimension includes technical and non-technical information, infographics, and business rules, which enable understanding and possible criticism of how digital services work. The focus can consist of the importance of technical information to increase the level of public trust in how algorithms work (Kizilcec, 2016) and the population's trust in public organizations (Albu & Flyverbom, 2019). For the Explanation dimension, PSM Banyumas can be given a good rating. This is in accordance with the definition of explanation which includes technical information and infographics that can be accessed and viewed via Instagram PSM Banyumas which in its uploads contains various information related to services such as announcements of collaboration with stakeholders or collaborating with the private sector as an effort to attract public interest in access MPP services.

Apart from that, there is also information regarding openness to community assessments, namely the IKM or Community Satisfaction Index, in which case PSM received the predicate "Good" (B) with 86.5 points from respondent data of 587 people. On the other hand, MPP Banyumas also has

humanitarian programs such as blood donation, presenting graphs of investment realization, and opening comparative studies with other regional PSMs.

6. Origin of the data, privacy, and fairness

In the dimensions of data provenance, privacy, and fairness, it can be identified that all evaluated systems implement some type of mechanism to avoid system manipulation. Because digital services offer greater transparency, individuals can 'game' the system (Danaher, 2016), thereby being able to direct their data to be viewed favorably by algorithms (Gillespie, 2016), or avoid detection of fraud, evade regulation, and manipulation of situations providing more access to some groups, than others. (Desai & Kroll, 2017) argue for the possibility that digital services can create or exacerbate certain unfair discrimination based on certain attributes (race, gender, income range, company size, place of birth, etc.). They clarify that in an environment where individuals compete for scholarships, jobs, promotions, or awards, the manner or weighting of sensitive attributes may result in discriminatory impacts. Greater transparency can allow individuals to 'game' the system (Danaher, 2016), possibly directing data to be viewed favorably by algorithms (Gillespie, 2016). Digital services may create or exacerbate certain unfair discriminations (Desai & Kroll, 2017).

Based on the dimensions of origin of the data, privacy, and fairness, PSM Banyumas has a very good assessment, this is proven from all aspects of the dimensions that the PSM has criteria that are in accordance with the assessment aspects. So in the end he received the title of 2nd National Champion in the field of capital investment.

CONCLUSION

Digital transformation of public services at PSM Banyumas, if viewed from the perspective of the six dimensions of digital transformation, is considered very good. The Accessibility dimension can be assessed as very good, seen from the aspect of the use of artificial intelligence, which in this case is still rarely found in regional agencies or institutions providing services. In the Awareness dimension, it can be assessed as very good as seen from the aspect of the ease with which people are aware of providing service assessments through the complaint service or available forms.

In the Access and Repair dimension, it can be assessed as good as seen from the suitability of the data requirements that must be brought by service users to the type of service they wish to use. In the Accountability dimension, it can be assessed as very good, seen from the existence of a complaint or reporting system regarding the quality of services provided through posts on the Instagram account @mpp-banyumas, namely accountability for delivering visitor recaps. In the Explanation dimension, it can be assessed as good. This is by the definition of explanation which includes technical information and infographics that can be accessed and viewed via Instagram PSM Banyumas, which in its uploads contains various information related to services such as announcements of collaboration with stakeholders or collaboration with the private sector. In the dimensions of Origin of the data, privacy, and fairness, it can be assessed as very good, seen from all aspects of the dimensions that the PSM has criteria that are in accordance with the assessment aspects. So in the end he received the title of 2nd National Champion in the field of capital investment.

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