

Digital Transformation of Public Service Malls: Enhancing Efficiency and Accessibility in the Digital Era

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ABSTRACT

This study explores the digital transformation of the Public Service Mall (PSM) in Indonesia, emphasizing its role in enhancing bureaucratic efficiency, accessibility, and public satisfaction. Employing a qualitative library research approach, the analysis synthesizes existing literature, policy documents, and case studies to comprehensively understand the concepts, strategies, and challenges associated with digitalization in public services. The findings highlight that digital transformation, particularly through integrated and user-friendly online platforms, significantly reduces procedural complexity, shortens service delivery times, and broadens access for remote and underserved communities. Key supporting technologies such as cloud computing, artificial intelligence, and robust data security are vital for effective implementation, while strong policy frameworks and inter-agency collaboration underpin sustainable development. Despite notable progress, challenges including infrastructural limitations, human resource capacity, resistance to change, and regulatory barriers must be addressed through targeted investments, capacity building, and regulatory harmonization. The study concludes that a holistic and adaptive approach, coupled with ongoing research into social impacts and regional best practices, is essential to realize the full potential of digital public services and foster inclusive, efficient, and transparent governance in the digital era.

Keywords: Digital Transformation, Public Service Malls, Efficiency, Accessibility, Digital Era.

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INTRODUCTION

In the current digital era, the transformation of public services has become indispensable. The advancement of digital technology has brought about fundamental changes across various aspects of life, including governance and the delivery of public services. Modern society demands services that are not only rapid and responsive but also easily accessible and transparent. Consequently, governments are required to implement systemic changes that integrate digital technology into their service processes to meet these expectations. Digitalization serves as a strategic solution to enhance the efficiency and effectiveness of public services by optimizing the use of information and communication technology (ICT). The implementation of digital transformation promises

improvements in accessibility, service acceleration, bureaucratic reduction, and increased transparency and accountability in government administration (Natika, 2024).

Furthermore, digitalization of public services facilitates the management of data and administrative processes that were previously complex and prone to human error. Alongside this, digitalization acts as a catalyst for bureaucratic reform aimed at efficiently and effectively fulfilling the rights and needs of the community (Ikwuanusi, 2024). However, the digital transformation of public services is not without challenges; it requires a strong commitment and a holistic strategy from the government to address infrastructure, human resources, and data security, thereby enabling sustainable and inclusive services (Renanda, 2025).

The Public Service Mall (Mal Pelayanan Publik, MPP) is a concept of an integrated service center that combines various types of public services within a single location or digital platform. This concept aims to simplify community access to administrative and technical services that were previously scattered and sometimes difficult to reach. MPP functions as a facilitator of digital transformation, consolidating services from various government agencies into a single system to provide greater convenience and faster service delivery (Alim et al., 2022). The digitalization of MPP involves not only offering services online but also optimizing data integration across service units, enhancing inter-agency coordination, and facilitating direct or virtual interactions between the public and the government (Anggela, 2025). The digital transformation model implemented in MPP involves developing user-friendly web-based applications and information systems that can accommodate various service types, facilitating responsive and accountable service delivery. The adoption of MPP as an innovative public service model has demonstrated that integrated service models like this can improve bureaucratic efficiency while increasing public satisfaction and participation in public services (Ali, 2025). Case studies across several regions also show significant progress in managing digital-based integrated services, which can serve as a model for developing MPP in other areas (Suaedi, 2023).

The primary goal of the digital transformation of the Public Service Mall is to improve the efficiency of government bureaucratic processes. By implementing digitalization, MPP can shorten the bureaucratic chain by automating administrative processes and integrating previously separate services. This leads to faster document processing and a reduction in manual workload, which were previously obstacles in public service delivery (Natika, 2024). Additionally, digital transformation aims to expand access to services for the community, including those living in remote, geographically isolated areas. With a digital platform, the public can access services online, eliminating constraints on time and location that have long been significant barriers (Ikwuanusi, 2024). Moreover, increasing transparency and accountability in service delivery is a crucial benefit of digitalization. Digital systems enable real-time monitoring of service processes by relevant parties, thereby reducing potential abuse of authority and enhancing public trust in government services (Fajri, 2024). More open access and transparent services are key factors in improving public satisfaction and advancing good governance. Overall, the

digitalization of MPP offers opportunities to innovate in the provision of modern, inclusive, and sustainable public services in Indonesia.

METHOD

This study employs a qualitative approach, using library research as its primary method (Moleong, 2017). The qualitative approach was chosen to gain an in-depth understanding of concepts, theories, and research findings related to digital transformation in the Public Service Mall (PSM), as well as efforts to improve service efficiency and accessibility in the digital era. Creswell (2014) states that library research is a data collection method conducted through literature review and written documents to acquire an understanding of the phenomenon under investigation. This technique involves sourcing information from academic databases, digital libraries, scientific journals, official reports, and policy documents related to digital transformation in public services. Data are systematically collected using relevant keywords to ensure the information obtained is relevant and accurate.

In this research, the library research method involves collecting data and information from various written sources, including scientific journals, books, official government reports, academic articles, and other relevant documents related to digital transformation in the public service sector. The data search and collection process is carried out systematically, utilizing related keywords such as "digital transformation," "public service malls," "efficiency," and "accessibility."

The types of data collected in this study include theoretical and conceptual data, such as definitions and frameworks of digital transformation and public services; policy data and official reports from the government regarding the implementation of the Public Service Mall (PSM); research findings on the successes and challenges of digital transformation in the public service sector; and visual data such as graphs, tables, and diagrams illustrating the development of digitalization in public services.

The data obtained are then analyzed descriptively and comprehensively to identify key concepts, strategies, obstacles, and solutions that have already been implemented within the context of digital transformation in public services. This analysis aims to construct a conceptual framework that supports a deeper understanding of digitalization implementation and service enhancement in the digital era.

FINDING AND DISCUSSION

Digital transformation in public services is inherently linked to the concept of e-government, which involves the utilization of information and communication technology (ICT) to deliver government services electronically. E-government is designed to enhance administrative efficiency and expand public access to services, based on the principles of openness, transparency, and participation (Taufiqurokhman, 2023). Digitalization of administrative processes is fundamental to modern governance, as it enables more responsive and measurable service delivery that adapts to the continuously evolving needs of society (Blan, 2025). An effective digital service principle also emphasizes user-centric

design, prioritizing ease of access and interaction. In this context, digital transformation is not merely about technology; it entails a cultural shift within organizations and a paradigm change in public service delivery that fosters trust and community engagement (Basyo, 2023). Ultimately, this theory positions digitalization as a transformative tool that not only automates processes but also enhances governance quality through continuous innovation and adaptation to socio-economic dynamics.

The three main pillars underpinning digital transformation in public services are digital infrastructure, human resource development, and secure, effective data governance. A robust digital infrastructure is crucial as a foundation for developing fast, safe, and integrated public services. Governments need to invest in building reliable internet networks, data centers, and cloud systems to ensure service continuity (Fajri, 2024). Additionally, human resources play a crucial role, particularly in capacity building through training and fostering an innovative, adaptable organizational culture that embraces new technologies. Competent, service-oriented personnel support the overall success of digital transformation (Hasbiah, 2024). The final pillar is effective data governance, including managing data with high-security standards to prevent privacy breaches and cyber threats. Strengthening policies and oversight in data control is vital for maintaining public trust in digital public services (Suriadi, 2024).

1. Challenges and Barriers to Digital Transformation in the Public Sector

Despite its numerous benefits, digital transformation in public services faces significant challenges. The digital divide—reflected in disparities in access and technological literacy—remains a primary obstacle that must be addressed to ensure digital services reach all societal segments, especially vulnerable groups and those in remote areas (Natika, 2024). Resistance within bureaucracies and conservative work cultures also hinders progress, as officials accustomed to traditional procedures resist adopting new processes and technologies (Shibambu, 2024). Data security is another critical issue, given the vulnerability of digital systems to cyber threats that could compromise privacy and erode public confidence. Furthermore, technological and infrastructural limitations—particularly in underdeveloped regions—exacerbate these issues and hinder comprehensive implementation (Martins, 2024). Therefore, a holistic strategy that integrates infrastructure development, human resource training, and strengthened cybersecurity regulations is essential to overcoming these barriers.

2. Implementation of Digital Public Service Centers: Case Studies and Best Practices

The transformation of public service delivery through digital public service centers has become a pivotal strategy in enhancing government efficiency, transparency, and accessibility, particularly in developing countries like Indonesia. Several case studies within the Indonesian context highlight the critical factors that contribute to successful implementation, as well as the challenges faced in establishing integrated digital service hubs.

One prominent example is the Public Service Mall in Payakumbuh City, which exemplifies an effective model of digital integration that simplifies administrative procedures. Anggela (2025) emphasizes that the success of Payakumbuh's MPP stems

from strong inter-agency coordination, standardized operational procedures, and the commitment of competent human resources. The integrated platform enables citizens to access multiple services in a single location or through digital channels, significantly reducing service delivery time and bureaucracy. This model illustrates that technological infrastructure alone is insufficient without robust organizational processes and capacity building.

Similarly, the digitalization efforts in Banyumas and Barru regencies demonstrate the importance of local government initiatives in fostering transparent and accessible services. Suaedi (2023) notes that these regions have successfully implemented integrated digital systems that facilitate real-time monitoring and promote accountability. The centralization of services through online platforms has enhanced user satisfaction and trust, particularly among residents in rural and remote areas who previously faced significant geographic and logistical barriers to accessing government services. These case studies highlight the importance of tailoring digital solutions to local contexts, thereby ensuring inclusivity and fostering community engagement.

At the village level, digital public service innovations have begun to reach rural communities, exemplified by Permisan in Jabon Sub-district and Peusawa in Lembata Regency. Putri (2024) highlights that these village-level digital platforms enable residents to perform administrative transactions, including issuing certificates and updating population data, remotely. Despite these advancements, challenges such as limited internet connectivity, low digital literacy, and insufficient infrastructure persist, often hindering the full potential of digital services in rural settings (Naul, 2025). Therefore, continuous government support, infrastructure development, and capacity-building initiatives are essential to sustain and expand these digital services.

Research on best practices suggests that user-centered design and seamless data integration are essential to the successful implementation of solutions. Kusuma (2025) asserts that developing intuitive interfaces tailored to diverse user groups, including vulnerable populations, enhances accessibility. Furthermore, integrating data flows across agencies reduces redundancies and streamlines administrative processes, thereby increasing efficiency and transparency (Hasbiah, 2024). Capacity development among civil servants through ongoing training programs also plays a vital role in fostering a digital culture within government organizations (Sulastri, 2025).

The importance of supportive policy and regulatory frameworks has been emphasized across studies. Fajri (2024) states that establishing interoperability standards and data governance policies ensures secure, seamless information exchanges across agencies. Additionally, harmonizing regional and national policies helps overcome inter-agency fragmentation and facilitates nationwide scalability of digital public services (Poberezhets, 2024). Effective regulation not only safeguards data privacy and security but also builds public trust in digital government initiatives.

Despite positive developments, challenges such as infrastructure disparities, resistance to change among personnel, and cybersecurity threats remain significant barriers. Shibambu (2024) notes that addressing these issues requires a comprehensive

approach that combines technological investments, organizational change management, and the development of cybersecurity protocols. Moreover, fostering a culture of innovation and continuous improvement is critical for sustaining digital transformation efforts in Indonesia's public sector (Aryatama, 2024).

In summary, the Indonesian experience with implementing digital public service centers illustrates that success hinges on a combination of technological infrastructure, organizational capacity, community engagement, and supportive policies. Case studies from Payakumbuh, Banyumas, Barru, and rural villages demonstrate that tailored, inclusive, and well-coordinated digital solutions can significantly improve public service delivery. However, overcoming infrastructural, human resource, and regulatory challenges remains essential to realizing the full potential of digital government in Indonesia.

3. Efficiency Gains through Digitalization of Public Service Centers

Simplification of Procedures and Bureaucratic Reduction

The digitalization of MPP significantly simplifies service procedures that were previously hindered by lengthy, complex bureaucracy. Digitally automating administrative processes drastically reduces service times, eliminates manual tasks, and minimizes administrative errors. This facilitates quicker, more accessible services for users (Renanda, 2025). Digital technology not only accelerates front-office services but also optimizes back-office workflows, enabling staff to focus on strategic tasks (Ikwuanusi, 2024). Online services and electronic queue management systems further reduce physical queues, addressing a common source of public dissatisfaction (Anggela, 2025).

Workflow Optimization and Integrated Data Management

Digital transformation involves integrating data and workflows across different service units. An integrated management information system enables real-time data exchange, facilitating faster and more accurate verification, validation, and decision-making (Hasbiah, 2024). Electronic performance monitoring dashboards and transparent indicators facilitate easier, more efficient service evaluation. Data security and privacy are paramount in preventing misuse and protecting sensitive information (Saragih, 2025). Implementing cybersecurity protocols and strict data governance measures is crucial for maintaining data integrity and protecting user rights (Kovaleva, 2025).

Human Resources' Role in Supporting Digital Efficiency

The success of digital public services depends not only on technology but also on competent human resources capable of managing and operating systems professionally. Structured training programs enhance capacity, address resistance to technological change, and maximize the utilization of digital facilities (Sulastri, 2025). Change management efforts are essential to cultivate a more adaptable and innovative organizational culture. Digitally literate personnel directly improve organizational productivity and service quality (Engkus, 2025). Ongoing training and digital leadership development are crucial for supporting this transition and fostering a responsive, citizen-oriented work environment (Hasbiah, 2024).

4. Accessibility of Services through Digitalization of MPP

Providing User-Friendly Digital Services

Digital MPP services feature user-friendly interfaces, enabling diverse communities to access information and services online easily. Special attention to inclusivity ensures that vulnerable groups, such as the elderly and persons with disabilities, can benefit from accessible technology and support (Natika, 2024). Mobile applications expand reach, allowing users to access services anytime, anywhere, according to their needs (Ramadani, 2025). These online services significantly improve convenience and flexibility for all society segments (Hien, 2024).

Eliminating Geographic and Temporal Barriers

A key advantage of digital MPP is the removal of geographic and time constraints that previously limited public service access. 24-hour online systems allow residents to perform administrative tasks outside conventional operating hours, reducing dependency on physical visits and long queues (Putri, 2024). This benefit is especially crucial for remote areas, as it enhances service reach, sustainability, and resource efficiency (Ali, 2025). Such models also promote equitable service delivery across urban and rural regions (Anggela, 2025).

Enhancing Participation and Interaction

Digital platforms in MPP are not merely one-way communication tools but facilitate two-way interactions between the government and citizens. Real-time feedback, complaint management, and online self-service options enable active citizen participation in service provision (Natika, 2024). Residents can independently perform administrative transactions, reducing bureaucratic barriers (Ambarsari, 2024). Increased digital engagement contributes to higher service quality that aligns with community needs, fostering trust and active involvement in governance.

5. Supporting Technologies in the Digital Transformation of MPP

Cloud Computing and Integrated Systems

Cloud computing underpins modern data management and digital service delivery. It offers scalability and flexibility to handle large data volumes, enabling real-time access to information for users and providers (Ikwuanusi, 2024). Cloud technology reduces operational costs by minimizing investments in physical infrastructure and facilitates rapid system updates. Cloud-based integration improves collaboration among MPP units, enhancing inter-agency coordination (Kovaleva, 2025). Additionally, cloud security protocols and data encryption safeguard information against threats (Saragih, 2025).

Artificial Intelligence (AI) and Automation

AI enhances responsiveness and service quality in digital public services. Examples include intelligent chatbots providing instant responses and automated document processing, reducing manual workloads and errors (Suriadi, 2024). AI-driven predictive analytics assist strategic decision-making, such as forecasting service demand and optimizing resource allocation (Saragih, 2025). Proper AI implementation results in more responsive, adaptive, and efficient public services.

Data Security and Privacy

Data security remains a critical aspect of digital transformation, especially given the sensitivity of public information. Strategies include encryption, firewalls, and comprehensive cybersecurity systems (Shibambu, 2024). Holistic information security policies, aligned with national and international standards, are crucial for preventing data misuse and cyber threats (Saragih, 2025). Regular cybersecurity training for staff and awareness initiatives are also vital for maintaining system integrity. Strengthening security measures fosters public confidence and ensures the continuity of safe and reliable services.

6. Policy and Regulatory Support for MPP Digitalization

Digital Policy Framework and Governance

Government policies play a central role in establishing the foundation for MPP digital transformation. Regulations that support interoperability, data standards, and service integration are crucial for achieving seamless, consistent processes (Hasbiah, 2024). Developing adaptive, innovative, and responsive digital governance pillars provides a strategic basis for effective transformation (Poberezhets, 2024). Coordination between central and regional governments ensures that implementation aligns with local needs while maintaining national objectives (Fajri, 2024). A comprehensive, well-coordinated digital policy increases the likelihood of successful public sector digitalization.

Data Protection and Privacy Regulations

Data privacy policies are fundamental in safeguarding personal information within digital public services. Standards aligned with national and international regulations ensure data is not misused (Kovaleva, 2025). Strict oversight mechanisms, coupled with inter-agency coordination, are crucial for effectively handling security threats and protecting user privacy (Saragih, 2025). Robust regulations foster public trust and encourage higher participation in digital public services.

Government and Stakeholder Roles in Digital Development

Effective digital transformation requires cross-sector collaboration among government agencies, the private sector, and civil society. Governments must promote public participation and foster strategic partnerships to accelerate the dissemination of innovation and technology (Aryatama, 2024). Capacity-building, policy support, and promoting innovation are essential for the successful implementation of MPPs (Villaseor, 2024). Active stakeholder engagement ensures the development of an inclusive, sustainable digital public service ecosystem (Anggela, 2025).

7. Evaluating the Impact of Digital Transformation on Efficiency and Accessibility Performance and User Satisfaction Metrics

Evaluating the performance of digital MPP involves quantitative indicators such as service speed, administrative cost reduction, and process simplicity. Public satisfaction surveys are crucial for assessing service success. Real-time monitoring and data analytics enable quick adjustments to address community needs and service gaps (Mahmud, 2023). Studies indicate significant improvements in service speed and accessibility,

enhancing overall public experience (Rahman, 2024). Technology-based performance evaluations provide objective and transparent measures of service target achievement (Anggela, 2025).

Transparency and Accountability Improvements

Digitalization enhances transparency by making administrative processes publicly accessible. Online systems allow citizens to track their service requests directly, reducing uncertainty and potential corruption (Renanda, 2025). Accountability is strengthened via digital reporting and monitoring systems that enable routine oversight and clear responsibility for service actions (Taufiqurokhman, 2023). These improvements foster public trust, which is essential for sustaining bureaucratic reforms (Aryatama, 2024).

Social and Economic Impacts of MPP Digital Transformation

Digital MPP offers broad social and economic benefits, including increased community empowerment and reduced disparities in service access. Digital services enable residents in remote areas to access public services equitably, overcoming geographical barriers (Kusuma, 2025). Economically, improved service quality and efficiency support regional development and reduce administrative constraints that hinder economic activities (Natika, 2024). Furthermore, advanced digital public services can stimulate local economic growth and reinforce the broader digital government sector (Idrus, 2024).

8. Challenges and Strategic Solutions in the Digital Transformation of Public Service Malls

Technical and Infrastructure Barriers

Limited digital infrastructure, particularly in remote areas, constitutes one of the main obstacles to implementing digitalization in MPP. Unequal internet connectivity and a shortage of technological devices hinder access to digitally optimized services (Shibambu, 2024). Additionally, interoperability issues between legacy systems and new technologies pose challenges for seamless data integration and service processes (Naul, 2025). To address these issues, increased investments in network development, device renewal, and the adoption of cutting-edge technology are essential to support the efficiency and quality of digital services (Antika, 2025).

Human Resources and Organizational Culture Barriers

Digital transformation demands a cultural shift within organizations and enhanced competencies among human resources to adopt new technologies. Resistance to change and lack of digital skills are significant barriers that must be overcome through continuous training and visionary digital leadership (Sulastri, 2025). Developing an adaptive, innovative, and service-oriented organizational culture is crucial for the effective implementation of digital technologies and achieving tangible benefits for the community (Kamaly, 2024). Leadership plays a vital role in motivating and guiding staff, forming the backbone of a thriving digital public service ecosystem (Martins, 2024).

Regulatory and Inter-Agency Coordination Barriers

Regulatory obstacles that do not fully support digital innovation, coupled with insufficient coordination among agencies, complicate the delivery of integrated services

within MPP. Variations in policies and regulations across regions can hinder system integration and consistent service delivery (Ali, 2025). Therefore, efforts to harmonize policies and strengthen digital governance are necessary to accommodate innovation needs and ensure interoperability among systems and public services (Fajri, 2024). Enhancing synergy between the central government, regional authorities, and related institutions is a strategic solution to minimize existing barriers and accelerate the comprehensive implementation of MPP digitalization (Aryatama, 2024).

CONCLUSION

The digital transformation of the Public Service Mall (PSM) has proven to enhance bureaucratic efficiency by automating administrative processes and integrating services. Digitalization facilitates and accelerates public access to services, which were previously hindered by geographical barriers and complex bureaucratic procedures (Natika, 2024). Improved ease of access, speed, and transparency also contribute to increased public satisfaction as service users. However, significant challenges remain, including technical limitations, human resource constraints, and regulatory issues, which require careful attention to ensure that digitalization delivers optimal benefits comprehensively (Anggela, 2025). This context highlights the need for a comprehensive, sustainable implementation strategy to facilitate the continuous development of PSM digitalization and its contribution to improving the quality of public services (Ikwuanusi, 2024).

To strengthen the PSM's digital transformation, the government must increase investments in digital infrastructure, including internet networks, service platforms, and modern data centers. Infrastructure readiness is a critical prerequisite for ensuring equitable access across all segments of society (Fajri, 2024). Additionally, capacity building through ongoing digital training and the strengthening of digital leadership should be prioritized to foster an adaptive, innovative organizational culture (Sulastri, 2025). The formulation of creative and collaborative regulations among institutions is also vital to sustaining digital services. Such regulations must accommodate technological transformation while safeguarding data protection and user privacy (Shibambu, 2024).

Further research and development are necessary to explore the social and cultural impacts of PSM digitalization and to understand how digitalization influences social interactions and bureaucratic work patterns. Emerging technologies, such as Artificial Intelligence (AI), big data, and predictive analytics, have the potential to be integrated into digital services, enhancing optimization and personalization for the public (Suriadi, 2024). In-depth comparative studies on the effectiveness of various digital service models across different regions are also required to identify best practices that can be replicated and adapted to regional contexts (Ikwuanusi, 2024). This approach is expected to promote more inclusive, effective, and sustainable digital public service implementations in the future (Aryatama, 2024).

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