



Methodology of Management Strategy Changes for Digitalization of Business Processes for Community Services in Indonesia

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Abstract

Background. Digital transformation in the public sector in Indonesia is a strategic need to improve the quality of public services.

Purpose. This research aims to analyze change management strategies in the digitalization of business processes and their impact on the effectiveness of public services.

Method. The research methodology uses a qualitative approach with literature studies and policy analysis.

Results. The results of the study show that the success of digital transformation is influenced by leadership, organizational readiness, technological infrastructure, and community participation.

Implementation. This research provides strategic recommendations for government agencies in implementing digitalization effectively.

Keywords: digital transformation, change management, public service, Indonesia, business processes



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INTRODUCTION

The development of information and communication technology (ICT) in recent decades has driven significant transformations in various sectors, including the public sector. Advances in digital technologies such as the internet, cloud computing, and big data have changed the way organizations run business processes and interact with society (Westerman, Bonnet, & McAfee, 2014). In the context of government, this transformation is known as the digitization of public services which aims to improve operational efficiency, transparency, and quality of services to the community (Mergel, Edelmann, & Haug, 2019).

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Digitizing business processes is one of the government's main strategies in facing the demands of an increasingly dynamic and technology-based society. Through digitalization, service processes that were previously manual can be automated, thereby reducing time, costs, and the potential for administrative errors (OECD, 2020). In addition, digitalization also allows for increased accessibility of public services, where people can obtain services anytime and anywhere without being limited by space and time. However, the implementation of digitalization is not solely related to the adoption of technology. Digital transformation also requires fundamental changes in organizational culture, work patterns, and human resource mindsets in government agencies (Kotter, 1996). Many digitalization initiatives fail not because of technological limitations, but because of resistance to change, lack of visionary leadership, and suboptimal change management strategies (Verhoef et al., 2021). Therefore, a systematic and planned change management approach is needed to ensure the successful digitalization of business processes in the public sector. These strategies include strengthening transformational leadership, improving the digital competence of the apparatus, and creating an organizational culture that is adaptive to innovation (Vial, 2019). Thus, digitalization is not only a tool for administrative modernization, but also a catalyst in realizing public services that are more responsive, transparent, and oriented to the needs of the people in Indonesia.

Although the digitalization of business processes in the public sector has become a strategic priority for the government, in practice the implementation of various digital initiatives still faces a significant number of obstacles. One of the main problems is the high failure rate in the implementation of digitalization, especially at the implementation stage. Many digital transformation projects do not achieve the expected goals due to a lack of organizational readiness, weak strategic planning, and a lack of alignment between the technologies adopted and the needs of users (Verhoef et al., 2021). In addition, there is a gap between expectations and reality in the implementation of digital systems. The various applications and public service platforms that have been developed are often not able to provide an optimal user experience. This is shown by the low level of public satisfaction with some government digital services, which is caused by factors such as unfriendly interfaces, limited system integration, and lack of service responsiveness (Mergel et al., 2019). This condition shows that the development of digital systems is not fully oriented to user needs (user-centered design).

Another problem that hinders the success of digitalization is resistance to change within the organization. Government officials often have difficulties in adapting to new systems due to lack of training, lack of digital literacy, and a still conventional work culture (Kotter, 1996). On the other hand, uneven support for technology infrastructure, especially in remote areas, is also a challenge in realizing inclusive and equitable digital services (OECD, 2020). Furthermore, the fragmentation of information systems between agencies leads to a lack of data and service integration, thereby reducing the effectiveness of digitalization in improving the quality of public services. Many applications are developed partially without clear interoperability standards, which ultimately lead to system redundancy and budget inefficiencies (Vial, 2019).

Based on the formulation of the problem mentioned above, the research question can be formulated as follows: Why do many business process digitalization initiatives in the public sector fail at the implementation stage? Why have digital service applications that have been built have not fully met people's expectations and satisfaction? What are the organizational, technological, and human factors that affect the success of digitizing business processes? How is an effective change management strategy in supporting the success of digital transformation in the public sector? What is the impact of digitalization on the quality of public services in Indonesia?

In line with the problems that have been identified, this study aims to provide a comprehensive understanding of the strategies and dynamics of digital transformation in the public sector, especially in the context of community services in Indonesia. The purpose of this research is not only to focus on the technical aspects of digitalization, but also to include managerial, organizational, and impact on the quality of public services.

First, this research aims to identify and analyze change management strategies applied in the business digitalization process in the public sector. Change management is a key factor in the success of digital transformation, because it involves adjusting organizational structures, work cultures, and human resource mindsets (Kotter, 1996). By understanding effective strategies, public organizations are expected to be able to reduce resistance to change and increase readiness to adopt digital technology (Vial, 2019).

Second, this study aims to analyze the factors that affect the successful implementation of business process digitalization. These factors include aspects of technology, human resources, leadership, and policy support. The success of digital transformation is determined not only by the

sophistication of the technologies used , but also by the alignment between the organization's strategy and the needs of service users (Verhoef et al., 2021). Therefore, this study seeks to identify critical factors that can determine the success or failure of digitalization implementation in the public sector.

Third, this study aims to evaluate the impact of business process digitalization on the quality of community services. This evaluation includes aspects of efficiency, transparency, accessibility, and the level of public satisfaction with digital-based public services. Digital transformation is expected to be able to significantly improve the quality of public services by providing faster, easier, and more responsive services (Mergel et al., 2019). Nevertheless, a comprehensive evaluation is needed to ensure that the implementation of digitalization truly delivers real benefits to society.

With the achievement of these goals, this research is expected to make a theoretical contribution to the development of digital transformation studies in the public sector, as well as practical contributions in the form of strategic recommendations for the government in increasing the effectiveness of the implementation of digitalization of public services in Indonesia.

LITERATURE REVIEW

Digital Transformation

Digital transformation is a strategic process that involves integrating digital technology into all aspects of the organization to create added value and improve operational efficiency (Westerman, Bonnet, & McAfee, 2014). This transformation is not only focused on technology adoption, but also includes fundamental changes in the way organizations operate, interact with stakeholders, and create and deliver services to users. In a broader context, digital transformation is also understood as organizational change triggered by the use of digital technology that is able to significantly change business models, work processes, and user experiences (Vial, 2019). This shows that digital transformation is a multidimensional phenomenon that involves technology, organizational, and human aspects simultaneously. Therefore, the success of digital transformation is not only determined by the readiness of the technological infrastructure, but also by the readiness of the organization to manage these changes.

In the public sector, digital transformation is often associated with the concept of *digital government*, which aims to improve the quality of public services, transparency, and community

participation through the use of information technology (Mergel, Edelman, & Haug, 2019). The implementation of digital transformation in government includes digitizing administrative processes, integrating information systems between agencies, and developing electronic-based services (*e-government*). This transformation is expected to be able to reduce convoluted bureaucracy, speed up the service process, and increase public accountability.

However, digital transformation also faces complex challenges. Some of them include resistance to change, limited human resources with digital competence, and lack of system integration that leads to service fragmentation (Verhoef et al., 2021). In addition, data security and privacy factors are also important issues that must be considered in the implementation of digital transformation, especially in the context of public services that involve large amounts of public data. Furthermore, the success of digital transformation is highly dependent on a clear strategic vision, strong leadership, and an organizational culture that is adaptive to innovation. Organizations that are able to integrate technology with business strategies and user needs will be better prepared to face the dynamics of change in the digital era (Westerman et al., 2014). Thus, digital transformation is not just a technology project, but a continuous process that requires a holistic and integrated approach.

Change Management

Change management is a systematic approach used to manage the transition process of individuals, groups, and organizations from current conditions to desired conditions in the future (Kotter, 1996). In the context of modern organizations, especially in the era of digital transformation, change management is a crucial element because the changes that occur are not only technical, but also touch on aspects of culture, organizational structure, and human resource behavior. Conceptually, change management aims to ensure that each change process can run effectively by minimizing resistance and maximizing acceptance from all stakeholders. Kotter (1996) proposed an *eight-step change model* which includes the creation of urgency, the formation of driving coalitions, the development of visions and strategies, the communication of the vision of change, the empowerment of actions, the creation of short-term wins, the consolidation of change, and the institutionalization of change in organizational culture. This model is widely used as a framework in managing organizational transformation, including in the implementation of business process digitization.

In the context of digital transformation, change management has a critical role to play in bridging the gap between the technology adopted and the readiness of the organization. Many organizations have failed in digital transformation not because of technological limitations, but because of a lack of human resource readiness and weak change management (Vial, 2019). Therefore, the change management approach must be able to integrate the technological aspects with the human and organizational dimensions holistically. In addition, the leadership factor is also the key to success in change management. Transformational leadership that is able to inspire, provide clear direction, and build a shared commitment is needed in dealing with the dynamics of change (Verhoef et al., 2021). Effective leaders not only play the role of decision makers, but also as agents of change who are able to encourage a culture of innovation and adaptation in the organization.

In the public sector, the implementation of change management often faces more complex challenges compared to the private sector, such as rigid bureaucracy, strict regulations, and high levels of resistance to change. Therefore, change management strategies in the public sector must be designed in an inclusive manner by involving various stakeholders, including government apparatus and the public as service users (Mergel et al., 2019). Thus, change management is a decisive factor in the successful implementation of digital transformation. Without a planned and structured change strategy, digitalization initiatives have the potential to fail or do not have an optimal impact on improving organizational performance and the quality of public services.

Public Service

Public services are a series of activities carried out by state administrators in order to meet the needs of the community in accordance with the applicable laws and regulations (Dwiyanto, 2011). Public services include various forms of services, both administrative, service, and the provision of public goods, which aim to improve the welfare of the community and realize *good governance*. From the perspective of public administration, the quality of public services is the main indicator of government performance. Quality services are characterized by efficiency, effectiveness, transparency, accountability, and responsiveness to community needs (Parasuraman, Zeithaml, & Berry, 1988). The SERVQUAL model developed by Parasuraman et al. (1988) identifies five main dimensions of service quality, namely *tangibles*, *reliability*,

responsiveness, assurance, and empathy. These dimensions are often used as a reference in evaluating service quality, including in the context of digital-based public services. Along with the development of information technology, public services have undergone a transformation towards electronic-based services or *e-government*. The digitization of public services allows the government to provide faster, more accessible, and more efficient services, while increasing transparency and public participation (Mergel, Edelman, & Haug, 2019). Through digital platforms, people can access various services such as licensing, population administration, and public complaints online without having to come directly to the service office. However, the implementation of digital-based public services also faces various challenges. One of the main challenges is the digital *divide*, which is the difference in people's access and ability to utilize digital technology. This can lead to inequalities in access to public services, especially for people in remote areas or with low levels of digital literacy (OECD, 2020). In addition, the issue of data security and privacy protection is also an important concern in the implementation of digital public services. Furthermore, the success of public services is not only determined by the use of technology, but also by the quality of human resources and the organization's commitment to providing *citizen-centered services*. Government apparatus is required to have adequate competence, both in technical aspects and in providing responsive and empathetic services (Dwiyanto, 2011). Therefore, public service reform must be carried out comprehensively by integrating aspects of technology, people, and business processes. Thus, effective and quality public services are the result of synergy between the right policies, optimal use of technology, and good organizational management. In the digital era, the transformation of public services is a must to answer the increasing demands of society for fast, transparent, and accountable services.

METHODS

Research Approach

This study uses a qualitative approach with an analytical descriptive method to understand in depth the phenomenon of digital transformation in business processes and its implications for community services. The qualitative approach was chosen because it is able to explore the meaning, perception, and dynamics that occur in the social and organizational context more comprehensively compared to the quantitative approach (Creswell, 2014).

The analytical descriptive method is used to describe systematically and factually the conditions that occur, as well as analyze the relationship between phenomena related to change management strategies and digitization of business processes. This approach allows researchers to interpret various findings based on the existing context, resulting in a deeper understanding of the factors that influence the success and failure of digitalization implementation in the public sector (Moleong, 2017).

In qualitative research, researchers play the role of the main instrument that is directly involved in the process of data collection and analysis. This allows flexibility in digging up information and adapting the research process to conditions in the field (Creswell, 2014). In addition, this approach also emphasizes the use of data that is narrative in nature, such as documents, literature, and the results of previous studies, that are relevant to the research topic.

The analytical descriptive qualitative approach is also considered appropriate in this study because it is able to reveal various aspects that cannot be quantitatively measured, such as organizational culture, resistance to change, and public perception of digital services. Thus, this research is expected to provide a complete and in-depth picture of change management strategies in the digitalization of business processes and their impact on public services in Indonesia.

Data Source

The data sources in this study were obtained from various secondary sources relevant to the topics of digital transformation, change management, and public services. The use of secondary data in qualitative research allows researchers to obtain comprehensive and in-depth information through analysis of various documents and literature that have been available (Creswell, 2014).

First, data is obtained from scientific literature which includes academic journals, reference books, and reports on the results of previous research. This literature is used to build a theoretical foundation as well as a conceptual framework that supports research analysis. Scientific journals provide up-to-date information on the development of digital transformation and change management, while reference books provide a more in-depth and systematic theoretical understanding (Vial, 2019).

Second, data is also obtained from government policy documents related to the digitization of public services in Indonesia. The document includes laws and regulations, strategic policies, and

official government reports related to the implementation of *e-government* and Electronic-Based Government Systems (SPBE). Analysis of this policy document is important to understand policy directions, national strategies, and regulatory frameworks that support digital transformation in the public sector (OECD, 2020).

Third, this study uses a case study of the implementation of digitalization in Indonesia as a source of empirical data. This case study covers various digital-based public service programs and applications that have been implemented by government agencies, both at the central and regional levels. Through case studies, researchers can identify best practices, challenges faced, and factors that affect the success or failure of digitalization implementation (Mergel, Edelman, & Haug, 2019).

By combining these various data sources, this research is expected to be able to produce a comprehensive and in-depth analysis of change management strategies in the digitalization of business processes and their impact on community services in Indonesia.

Data Collection Techniques

The data collection technique in this study was carried out through library *research* and documentation. These two techniques were chosen because they are in accordance with a qualitative approach that emphasizes the collection of text-based and document-based data to gain an in-depth understanding of the phenomenon being studied (Creswell, 2014).

Literature studies are carried out by examining various relevant scientific literature sources, such as academic journals, books, and previous research reports. Through literature studies, researchers can identify concepts, theories, and empirical findings related to digital transformation, change management, and public services. In addition, literature studies also serve to build theoretical and conceptual frameworks that are the basis for research analysis (Moleong, 2017). This process is carried out systematically by selecting credible, up-to-date, and relevant sources to the research focus. Furthermore, documentation techniques are used to collect data derived from official documents and archives related to the implementation of digitalization in the public sector. The document includes government policies, digitalization program reports, and various official publications describing the implementation of digital-based public services. Documentation techniques allow researchers to obtain factual data that can be used to analyze real conditions and

compare them with existing theoretical concepts (Bowen, 2009). In its implementation, the researcher carries out a gradual data collection process, starting from identifying data sources, selecting relevant documents, to organizing data according to the needs of analysis. To maintain the validity of the data, the researcher also triangulates sources by comparing information from various different references. This aims to increase the accuracy and credibility of research results (Creswell, 2014). By using literature and documentation study techniques, this research is expected to be able to produce comprehensive and in-depth data, so that it can provide a clear picture of change management strategies in the digitalization of business processes and their impact on community services in Indonesia.

Data Analysis Techniques

The data analysis in this study was carried out using the thematic analysis method, which is a qualitative analysis technique that aims to identify, analyze, and interpret patterns or themes that emerge from the data that has been collected (Braun & Clarke, 2006). This method was chosen because it is able to provide a deep understanding of complex phenomena, especially those related to change management strategies and digitalization of business processes in the public sector.

The thematic analysis process is carried out through several systematic stages. The first stage is data familiarization, which is that the researcher reads and understands all the data obtained from the literature study and documentation as a whole. At this stage, the researcher begins to identify initial ideas that are relevant to the research focus (Creswell, 2014).

The second stage is the *coding* process, in which researchers group data into certain categories based on similarities in meaning or context. These codes are then used to make it easier to identify patterns that emerge from the data. This stage is essential for simplifying complex data into more structured information (Braun & Clarke, 2006).

The third stage is theme *development*, which is grouping the codes that have been formed into main themes that reflect important issues in the research. These themes are related to aspects of change management strategies, the success factors of digitalization, and its impact on public services.

The fourth stage is the review and refinement of the theme, where the researcher evaluates the suitability of the theme with the existing data. At this stage, less relevant themes can be eliminated or combined, resulting in a clearer and more consistent analysis structure.

The final stage is interpretation and drawing conclusions, i.e. relating the themes that have been identified to the theoretical framework used in the research. This process aims to produce a comprehensive understanding and provide answers to the formulation of the problem that has been set (Creswell, 2014).

To increase the validity and reliability of the analysis results, this study also applies the data triangulation technique, which is by comparing various data sources and references used. In addition, the researcher interprets objectively and systematically to avoid bias in the analysis.

Using thematic analysis methods, this research is expected to be able to reveal in depth various patterns, relationships, and dynamics that occur in the digitalization process and change management strategies, thereby making a significant contribution to the development of science and public service practices in Indonesia.

DISCUSSION

Change Management Strategy

The successful implementation of business process digitalization in the public sector is highly dependent on the implementation of effective change management strategies. Digital transformation is not only a technological change, but also a comprehensive change that includes aspects of leadership, organizational culture, human resource competence, and readiness to face resistance. Therefore, a strategic approach is needed that is able to integrate all these elements holistically (Vial, 2019).

One of the key strategies in change management is the application of transformational leadership. Transformational leadership plays an important role in providing a clear vision, inspiring organizational members, and encouraging commitment to change. Effective leaders are able to create a sense of urgency and build strategic direction that is in line with the goals of digital transformation (Kotter, 1996). In the context of the public sector, visionary leadership is indispensable to overcome bureaucratic obstacles and encourage innovation in public services (Verhoef et al., 2021).

In addition to leadership, effective communication is also a key factor in the success of change management. Open and transparent communication can help reduce uncertainty and increase the understanding of all members of the organization of the goals and benefits of change. Information that is conveyed clearly and consistently will minimize misunderstandings and increase active participation in the transformation process (Mergel, Edelman, & Haug, 2019). Good communication also serves as a means to build trust and reduce resistance to change. Furthermore, training and development of human resources (HR) is an important aspect in supporting the success of digitalization. Digital transformation requires government officials to have new competencies, especially in the field of information technology and digital literacy. Therefore, organizations need to provide continuous training programs to improve the technical and non-technical abilities of employees (Vial, 2019). Optimal human resource development will increase the organization's readiness to adopt new technology and improve the quality of service to the community. On the other hand, change resistance management is also an unavoidable challenge in any transformation process. Resistance often arises due to uncertainty, concern about losing role, or a lack of understanding of the benefits of change. Therefore, organizations need to proactively manage resistance through a participatory approach, providing support, and involving employees in the decision-making process (Kotter, 1996). This approach is expected to turn resistance into support for change. Thus, an effective change management strategy in the digitization of business processes must include transformational leadership, effective communication, human resource competency development, and systematic resistance management. The integration of these four aspects will increase the chances of successful digital transformation and support the creation of public services that are more innovative, efficient, and responsive to the needs of the community.

Digitalization Success Factors

The success of the implementation of business process digitalization in the public sector is not only determined by the adoption of technology, but also influenced by various interrelated factors and forms an integrated digital ecosystem. These factors include technological infrastructure, government policy support, human resource readiness, and community participation as service users. These four factors are key elements in ensuring that digital transformation can run effectively and sustainably (Vial, 2019).

First, adequate technological infrastructure is the main foundation in supporting digitalization. This infrastructure includes a stable internet network, an integrated information system, and hardware and software that support the operation of digital services. Without adequate infrastructure, the implementation of digitalization will face various technical obstacles such as system disruptions, limited access, and low service quality (OECD, 2020). Therefore, investment in the development of technological infrastructure is a top priority for the government in encouraging digital transformation.

Second, government policy support is also an important factor in the success of digitalization. Policies that are clear, consistent, and adaptive to technological developments can provide strategic direction and certainty in the implementation of digitalization. Regulations that support system interoperability, data security, and privacy protection are crucial aspects in creating a trusted digital ecosystem (Mergel, Edelman, & Haug, 2019). In addition, the government's commitment to encouraging digitalization through national programs such as *e-government* also plays a role in accelerating digital transformation in the public sector.

Third, the readiness of human resources (HR) is a determining factor in operating and managing digital systems. Digital transformation requires government officials to have adequate digital competencies, including the ability to use technology, analyze data, and adapt to changes in the work system (Verhoef et al., 2021). Lack of human resource competence can hinder the optimal use of technology, so a continuous training and development program is needed.

Fourth, public participation as service users is also an important factor in the success of digitalization. The level of acceptance and use of digital services by the public greatly determines the effectiveness of the implementation of the system that has been built. Community participation can be increased through increasing digital literacy, providing *user-friendly* services, and having a feedback mechanism for service improvement (OECD, 2020). By actively involving the community, the government can ensure that the digital services developed are truly in accordance with the needs of users.

Thus, the success of digitizing business processes in the public sector is the result of synergy between technology, policy, human resources, and society. An integrated and sustainable approach to these four factors will increase the effectiveness of digital transformation and support the improvement of the quality of public services in Indonesia.

Impact on Public Services

The digitalization of business processes in the public sector has had various significant impacts on improving the quality of public services. This transformation not only changes the way the government provides services, but also affects people's experience as service users. The impact of digitalization can be seen in terms of the positives and challenges that arise in its implementation.

One of the main positive impacts of digitalization is the increase in service efficiency. With the existence of a digital system, service processes that were previously carried out manually can be automated, reducing completion time, operational costs, and the potential for administrative errors. Digitalization also allows data integration between agencies, thereby accelerating the decision-making process and increasing service effectiveness (Vial, 2019). This is in line with the main goal of digital transformation, which is to create faster, more accurate, and more efficient processes. In addition, digitalization also encourages the creation of transparency in the public service process. Digital-based systems allow the public to monitor the status of services in real-time, thereby reducing non-transparent practices such as illegal levies or abuse of authority. This transparency contributes to increasing government accountability and strengthening public trust in government institutions (Mergel, Edelmann, & Haug, 2019).

Another positive impact is the increased accessibility of public services. Through digital platforms, people can access various services anytime and anywhere without having to come directly to the service office. This is very helpful in reaching people in remote areas and increasing the inclusivity of public services (OECD, 2020). Digitalization also makes it easier for certain community groups, such as people with disabilities, to access services more independently. However, behind these benefits, digitalization also faces a number of challenges that need to be overcome. One of the main challenges is the digital *divide*, which is the difference in people's access and ability to utilize digital technology. This gap can lead to inequality in access to services, especially for people who have limited infrastructure or digital literacy (OECD, 2020).

In addition, the issue of data security and privacy protection is also an important concern in the implementation of digital services. The use of digital systems involving large amounts of people's personal data increases the risk of data leaks and cyberattacks. Therefore, a strong security

system and clear regulations are needed to protect user data and maintain public trust in digital services (Verhoef et al., 2021).

Thus, the digitalization of business processes has a significant impact on improving the quality of public services, especially in terms of efficiency, transparency, and accessibility. However, to ensure long-term success, the government needs to overcome various existing challenges through strengthening infrastructure, increasing digital literacy, and implementing reliable security systems. A balanced approach between the use of technology and risk management will be the key in realizing quality public services in the digital era.

CONCLUSION

Based on the results of the research and discussions that have been conducted, it can be concluded that the digitalization of business processes has a very important role in improving the quality of community services in Indonesia. Digital transformation has been proven to be able to encourage increased efficiency, transparency, and accessibility of public services, thereby making it easier for people to obtain services quickly, precisely, and accountably (Mergel, Edelmann, & Haug, 2019). Digitalization also contributes to creating more modern governance and responsiveness to the needs of the community. However, the success of digitalization implementation is not only determined by the availability of technology, but also depends heavily on the effectiveness of the change management strategy implemented. Good change management is able to direct organizations in facing the transition to a digital system by minimizing resistance and increasing the readiness of human resources (Kotter, 1996). Without a systematic and planned approach, digital transformation has the potential to fail or not have an optimal impact. In addition, this study also shows that the success of digitalization is influenced by various supporting factors, such as adequate technological infrastructure, government policy support, human resource readiness, and community participation. These four factors must be managed in an integrated manner to create an effective and sustainable digital ecosystem (Vial, 2019). An imbalance in any one of the factors can hinder the transformation process and reduce the quality of the services produced.

On the other hand, digitalization also presents challenges that need to be considered, such as the digital divide and data security risks. Therefore, the government needs to take strategic steps

to overcome these challenges through increasing digital literacy, equitable distribution of infrastructure, and strengthening information security systems (OECD, 2020). This effort is important to ensure that the benefits of digitalization can be felt equally by all levels of society. Thus, it can be concluded that the digitalization of business processes is a strategic step in improving the quality of public services in Indonesia, but its success is largely determined by the organization's ability to manage change effectively. A holistic and integrated approach between technology, people, and policies is the key to realizing a sustainable digital transformation that has a positive impact on society.

Recommendations

Based on the results of the research that has been conducted, there are several strategic recommendations that can be used as a reference for the government in optimizing the implementation of business process digitalization to improve the quality of community services in Indonesia.

First, the government needs to increase people's digital literacy as a fundamental step in supporting the success of digital transformation. Digital literacy not only includes technical skills in using technological devices, but also an understanding of digital security, ethics in the use of technology, and the ability to make optimal use of digital services. Improving digital literacy can be done through education, training, and socialization programs involving various parties, including educational institutions and the private sector (OECD, 2020). With the increase in digital literacy, people will be better prepared to access and utilize digital-based public services.

Second, strengthening technological infrastructure is the main priority that must be considered by the government. Adequate infrastructure, such as a stable and equitable internet network, an integrated information system, and the availability of reliable digital service platforms, are the foundation for the implementation of digital public services. The government needs to ensure equitable access to technology to remote areas to reduce the digital divide which is still a major challenge in digital transformation (Vial, 2019).

Third, the development of policies that are adaptive and responsive to technological developments is also very necessary. Flexible and innovative policies will provide space for the development of more effective and efficient digital services. In addition, regulations governing system

interoperability, personal data protection, and cybersecurity must be strengthened to create a secure and trusted digital ecosystem (Mergel, Edelman, & Haug, 2019). The government also needs to conduct periodic policy evaluations to remain relevant to the dynamics of technological developments.

Fourth, increasing the capacity of human resources (HR) is a key factor in the successful implementation of digitalization. Government apparatus needs to be equipped with adequate digital competencies through continuous training and development. In addition, changes in organizational culture are needed that encourage innovation, collaboration, and adaptation to change (Kotter, 1996). Competent and adaptive human resources will be able to manage technology optimally and provide better quality services to the community.

By implementing these recommendations in an integrated and sustainable manner, it is hoped that the government can increase the effectiveness of digitizing business processes and realize public services that are more inclusive, transparent, and responsive to the needs of the community in the digital era.

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