

## Public Service Transformation: Innovative Strategies of Ambon City Government Towards Openness and Public Satisfaction

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### ABSTRAK

Penelitian ini membahas upaya transformasi layanan publik yang dilakukan oleh Pemerintah Kota Ambon, dengan fokus pada strategi inovatif yang bertujuan mencapai keterbukaan dan meningkatkan kepuasan masyarakat. Menggunakan pendekatan kualitatif dan metode studi kasus, penelitian ini menggali berbagai aspek inisiatif pemerintah untuk melakukan inovasi pelayanan publik, melibatkan wawancara mendalam, observasi partisipatif, dan analisis dokumen untuk mengungkap kompleksitas strategi inovatif yang diterapkan. Hasil penelitian mengungkap pergeseran paradigma dalam penyelenggaraan layanan, ditandai dengan integrasi teknologi canggih, prinsip tata kelola pintar, dan praktik berorientasi pada warga. Penekanan pada keterbukaan tercermin dalam pemanfaatan teknologi informasi dan komunikasi untuk menyebarkan informasi secara real-time, pembaruan kebijakan, dan rincian prosedur. Platform digital, termasuk portal online dan aplikasi pintar, secara signifikan meningkatkan aksesibilitas, memberdayakan warga dengan beragam informasi, dan membentuk budaya keterbukaan. Selain itu, komitmen pemerintah terhadap partisipasi warga ditekankan melalui keterlibatan mereka dalam proses pengambilan keputusan. Forum partisipatif dan mekanisme umpan balik telah memfasilitasi keterlibatan aktif, memastikan bahwa suara masyarakat berkontribusi pada formulasi kebijakan dan peningkatan layanan. Penelitian ini merefleksikan bagaimana pendekatan inklusif ini berdampak positif terhadap kepuasan dan kepercayaan masyarakat terhadap pemerintah hingga mendapatkan 34 penghargaan dalam inovasi pelayanan publik sepanjang tahun 2023.

### ABSTRACT

This research discusses the public service transformation efforts undertaken by the Ambon Government, focusing on innovative strategies aimed at achieving transparency and improving public satisfaction. Using a qualitative approach and case study method, this research explores various aspects of the government's initiatives to innovate public services, involving in-depth interviews, participatory observation, and document analysis to reveal the complexity of the innovative strategies implemented. The results reveal a paradigm shift in service delivery, characterized by the integration of advanced technology, smart governance principles, and citizen-oriented practices. The emphasis on openness is reflected in the utilization of information and communication technologies to disseminate real-time information, policy updates, and detailed procedures. Digital platforms, including online portals and smart apps, significantly improve accessibility, empower citizens with diverse information, and shape a culture of openness. In addition, the government's commitment to citizen participation is emphasized through its involvement in the decision-making process. Participatory forums and feedback mechanisms have facilitated active engagement, ensuring that people's voices contribute to policy formulation and service improvement. The research reflects on how this inclusive approach has positively impacted citizen satisfaction and trust in the government, leading to 34 awards in public service innovation throughout 2023.

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## INTRODUCTION

Ambon, as the administrative and economic center of Maluku Province, has a strategic role in providing public services to its citizens. Along with the development of an increasingly dynamic society, evolving technology, and demands for better services, the city government is dealing with the need to transform its public service delivery. This transformation is not just a structural change but also involves strategic innovation to achieve greater openness and public satisfaction (Bahasoan, 2023).

Ambon City has experienced significant population growth over time, both through birth rates and population migration. This growth creates additional pressure on the public service system, which requires transformation to meet the increasingly complex needs of the community. In addition, changes in the social and economic structure of Ambon, including increased levels of education and social mobility, have resulted in higher expectations of public services. Transformation is required, so that services can better adapt to these dynamics and provide maximum benefits to citizens.

Before the innovation and transformation of public services, generally, the services provided by government officials to the public tend to be inadequate, convoluted, and even lacking in quality (Sangadji, 2010). Since 2001, the Ambon City Government has been striving for the implementation of public service innovation often known as e-government (H. Madubun & Selly, 2023; Selly & Madubun, 2023). Although several initiatives have been undertaken, they have not yet reached their full potential in meeting the community's needs for better public services. According to information provided by the Mayor of Ambon, in the field of Health, before the transformation of public services by the Ambon City Health Office, the public's access to health information and medical services was often limited. There were no available mobile applications, general health information, the location of health facilities, and emergency contacts were still limited and not well served, despite the increasing number of healthcare workers every year.

**Table 1.**  
**The number of healthcare workers in Ambon City, 2015-2019.**

Year	Medical Personnel				Non-Medical Personnel			
	Doctor	Nurse	Midwife	Pharmacy	Nutritionists	Medical Technician	Sanitation	Public health
2015	35	244	112	26	39	13	38	10
2016	33	248	98	25	45	4	36	4
2017	145	493	209	50	103	16	83	19
2018	129	684	220	65	94	37	58	34
2019	252	1 030	284	99	108	66	61	66

Source: Central Bureau of Statistics of Ambon, accessed December 2023

Furthermore, the issues within the Social Services Department prior to the transformation of public services are related to the Integrated Social Welfare Data, which was still disorganized and resulted in inaccuracies in targeting social protection for the poor in the community. Additionally, the Mayor of Ambon highlighted that various facilities and public spaces in Ambon City are still not disability-friendly, thus ongoing transformation efforts are necessary. Moreover, various challenges in the field of Education have been keenly felt during the Covid-19 pandemic, necessitating significant digitization efforts. Some of the obstacles include: (1) limited access, wherein many students and parents face difficulties accessing comprehensive educational

information regarding schedules, curricula, facilities, and learning activity services; (2) manual registration processes, as many student registrations for public schools were still conducted manually, often consuming time and complicating matters for parents, especially those with time or mobility constraints, thus necessitating a shift towards digital services to keep pace with the times and enhance efficiency.

According to the Regulation of the Minister of Home Affairs Number 137 of 2017 concerning Codes and Data for Government Administration Areas, Ambon consists of 5 subdistricts, 20 urban villages, 20 negeri (village-level), and 10 villages. In 2021, the population reached 347,664 people with an area of 298.61 km<sup>2</sup> and a population distribution of 1,164 people/km<sup>2</sup>. According to population, *Sirima* is the largest sub-district, while according to area, *Teluk Ambon* is the largest sub-district. The sub-district with the highest population density is Sirimau, while the lowest is South Leitimur. The highest population growth also occurred in the Teluk Ambon Baguala sub-district; the lowest was in Nusaniwe.

**Table 2.**  
**The Population Data in Ambon City**

District	Capital City	Total Population	Population Density	Population Growth	Area (Km <sup>2</sup> )
<i>Leitimur Selatan</i>	<i>Leahari</i>	11.862	234,89/km <sup>2</sup>	+1,54%	50,50
<i>Nusaniwe</i>	<i>Amahusu</i>	112.510	1.273,45/km <sup>2</sup>	+0,75%	88,35
<i>Sirimau</i>	<i>Karang Panjang</i>	178.611	2.057,49/km <sup>2</sup>	+2,62%	86,81
<i>Teluk Ambon</i>	<i>Wayame</i>	51.307	547,68/km <sup>2</sup>	+7,38%	93,68
<i>Teluk Ambon Baguala</i>	<i>Passo</i>	73.644	1.836,05/km <sup>2</sup>	+10,83%	40,11
Ambon		427.934	1.190,52/km <sup>2</sup>	+3,96%	359,45

Source: Central Bureau of Statistics of Ambon, accessed December 2023

The Industrial Revolution 4.0 has had a significant impact on the way governments deliver services to the public. The widespread use of information technology, artificial intelligence, and connectivity demands the adoption of innovations to improve the efficiency and quality of services. (Sawir et al., 2023). Furthermore, the conditions of an increasingly modern society emphasize the values of openness and accountability in the delivery of public services. Openness creates public trust and participation, while accountability ensures that the government is responsible for its actions and decisions. (Maulana, 2023).

The level of public satisfaction with public services is a critical indicator of transformation success (Word & Park, 2015). Public satisfaction not only reflects the effectiveness of services but also determines the level of public support for the government and related institutions. When people feel that public services understand and meet their needs well, the level of trust in government and related institutions tends to increase (Lipsky, 2010).

In the context of transformation, public satisfaction is not only about fast and efficient services, but also involves the level of openness, responsiveness, and inclusiveness. Governments that succeed in creating public services that take into account the aspirations and diversity of the community will gain strong support. In other words, community satisfaction not only creates a

positive attachment to the government but can also influence community participation in social, economic, and political activities (Perry & Wise, 1990).

When people feel heard and valued, they are more likely to actively participate in government programs, provide constructive feedback, and even support policies (Sigalingging et al., 2022). Therefore, the Ambon City government, through its public service transformation, is in a position to shape positive perceptions and build solid legitimacy in the eyes of the community.

The importance of community satisfaction is also closely linked to the concept of sustainable development. The transformation of public services that are not only efficient but also sustainable and inclusive will create a long-term positive impact on people's welfare (Ilyas & Bahagia, 2021). By paying attention to the needs of diverse citizens, including vulnerable groups such as people with disabilities, the Ambon City government can ensure that every individual benefits from the changes made, and this in turn, will create a strong foundation for sustainable and inclusive development (J. Madubun et al., 2023).

Ambon City, like many regions in Indonesia, is faced with local challenges such as inequality and poverty. The transformation of public services must be able to respond to these challenges in a sustainable way (Sisilianingsih et al., 2024). The Mayor of Ambon has highlighted at least two issues related to the issue of inequality: (1) inequality towards people with disabilities, wherein government facilities and public spaces are not yet fully disability-friendly, making accessibility difficult for those with special needs; (2) the absence of local regulations specifically governing the protection and rights of people with disabilities in Ambon City poses a constraint in providing adequate legal protection for them. Without clear legal frameworks, the interests and rights of people with disabilities are not well protected, and problem resolution as well as accessibility improvement may be hindered. Additionally, the Mayor of Ambon mentioned that the number of poor residents in Ambon city was 21,610 in 2018 and increased to 22,580 in 2022.

**Tabel 3.**  
**Percentage of Poverty in Ambon City 2018-2022**

Year	Percentage
2018	4,72
2019	4,57
2020	4,51
2021	5,02
2022	4,68

Source: Central Statistics Agency of Ambon City (2023)

In this context, the city government is expected to take innovative steps to design and implement public service transformation. These innovative strategies need to consider technology integration, community participation, and changes in policy to create a service system that is more adaptive, transparent, and meets the expectations of the community. (Bahasoan, 2023). Therefore, this study will explore the innovative strategies that have been implemented by the Ambon City government and their impact on public transparency and satisfaction.

The purpose of this study is to investigate and analyze the innovative strategies implemented by the Ambon City Government in the context of public service transformation. The main focus is to identify concrete steps taken by the city government in implementing innovations, such as the use of information technology, policy changes, and service process improvements. In addition, this study aims to identify factors that influence the level of public satisfaction with

public service transformation. Through a holistic analysis, this research will explore people's perceptions of the changes in public services undertaken by the Ambon City Government. By understanding these factors, this research can provide more targeted recommendations for continuous improvement to achieve high public satisfaction. By detailing practical steps and providing guidance for the government and relevant agencies, this research is expected to make a positive contribution to improving the effectiveness and positive impact of public service transformation in Ambon City

### **Literature Review**

According to the Republic of Indonesia Law Number 25 of 2009 concerning Public Services, public service is defined as activities or a series of activities aimed at fulfilling the needs of services in accordance with the regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers. Every public service activity aims to provide satisfaction to consumers/customers, and this can be achieved by applying the principles of public service. According to Rahmayanti & Nisra (2023), there are several principles of public service, including: simplicity, clarity, timeliness, accuracy of public service products, security, responsibility, completeness of facilities and infrastructure, ease of access, place and location as well as adequate service facilities, easily accessible by the public, and able to utilize telecommunications and information technology, discipline, politeness and friendliness as well as environmental comfort.

Several previous studies have been conducted, including: Firstly, a study titled "Service Quality in Malaysian Public Service: Some Findings" (Ilhaamie, 2010). This research attempts to identify important dimensions to examine the level of service quality, expectations, and external customer perceptions of public services in Malaysia. Using the SERVQUAL technique, the results showed that the overall service quality was quite good, and consumers had high expectations of the reliability of public services in Malaysia. Furthermore, there is a study by Hadiyati (2014) on "Service Quality and Performance of Public Sector: Study on Immigration Office in Indonesia". The aim of this research is to describe the forms of public sector services provided to citizens, to find consumer satisfaction with public sector services, and to discover the quality of the public sector and its performance. Through the government's policy approach to service satisfaction, and people's assessments of the quality and performance provided by public service administrators. The results of this study provide benefits for government considerations as administrators of public sector services for consumers and strive to improve performance and service quality.

Next, there is a study by Kumari (2016) on "Service Quality of Public Sector Organization in India". The aim of this research is to determine the service quality of public sector organizations and customer satisfaction with the quality of services provided by public sector organizations. The study, conducted in three sectors including schools, hospitals, and banks, indicates that the service quality and customer satisfaction in the public sector are lower compared to organizations in the private sector.

The transformation of public services has become the main focus in the context of the development of modern public administration (Staats, 2018). Exploring literature on the transformation of public services opens the door to understanding the evolution of government roles and how innovation plays a crucial role in enhancing service efficiency and effectiveness (Patrisia & Anwar, 2021). Many studies indicate that the transformation of public services is not merely limited to structural changes but also

encompasses profound aspects of culture, technology, and management (Taufik & Warsono, 2020).

Transformation in the context of public services involves fundamental changes in the government's approach to meeting the needs of the community (Nurhariska et al., 2023). This concept entails organizational restructuring, the implementation of new technologies, and the development of more adaptive policies. Some studies emphasize the importance of transformation as a response to increasingly complex societal demands, including expectations for greater transparency, participation, and responsiveness from the government.

Innovation has now become the key and primary driver of public service transformation (Hadi et al., 2020). The implementation of information technology, the development of e-government, and other innovative strategies are considered crucial for enhancing services and achieving greater efficiency (Lumbanraja, 2020).

According to Silcock (2001), e-government refers to the use of technology to enhance access and delivery of government services for the benefit of citizens, business partners, and employees. E-government continues to drive innovation and create, develop new modes of public service where all public organizations and government agencies provide modern, integrated, and boundaryless services to their citizens. The relationship between the public and the government is no longer one-way, but instead builds a partnership between the government and citizens (Silcock, 2001). Silcock's opinion is aligned with McClure's assertion that e-government is the use of technology by the government, particularly web-based internet applications, to improve access and delivery of government information and services to citizens, business partners, employees, other institutions, and government entities.

E-government has the potential to help build better relationships between the government and the public by making interactions with citizens smoother, easier, and more efficient (Bertot et al., 2008). According to Zhiyuan Fang, e-government is defined as the government's use of innovative information and communication technology, particularly web-based internet applications, to provide easier access to government information and services for citizens. This is done to enhance service quality and provide greater opportunities for the public to participate in government institution building and democratic processes (Fang, 2002). Layne & Lee (2001) propose in their research that there are four models of e-government growth: (1) cataloging, (2) transactional, (3) vertical integration (integration of institutions within hierarchical levels), and (4) horizontal integration (integration among institutions within a single level).

Based on the various studies mentioned above, the novelty of the research conducted in this article reveals a paradigm shift in the provision of public services through the integration of digital technology, known as e-government, smart governance principles, and citizen-oriented practices. The discussion will be examined through four dimensions: (1) cataloging; (2) transaction; (3) vertical integration; (4) horizontal integration.

## RESEARCH METHODS

This study employs a qualitative approach (Creswell, 2017) to deeply understand and contextualize the innovative strategies implemented by the Ambon City Government in the Health, Education, and Social Services Departments. This approach allows researchers to delve into the views, experiences, and efforts made in public service provision. Data were collected

through in-depth interviews designed to explore their perspectives on public services and community satisfaction. Interview questions focused on the informants' understanding of public service strategies aimed at transparency and community satisfaction in Ambon City. These services are based on the dimensions and levels of e-government development according to Karen Layne and Jungwoo Lee, namely cataloging, transaction, vertical integration, and horizontal integration, which involve the digitization, automation, and transformation of public services.

The reason for selecting the Health Department, Education Department, and Social Services Department is because these three departments are directly related to efforts to improve the quality of life of the community. Research in these three areas can provide insights into how to enhance the services and programs offered to improve the overall quality of life of the community. By conducting research in the health, education, and social sectors, the Ambon City Government can better understand the needs of the community, improve operational efficiency, and develop policies and programs that are more effective in enhancing the overall well-being of the community.

The data collection process involves two main techniques: observation and in-depth interviews. The determination of informants in this research uses purposive sampling technique. This purposive sampling technique involves selecting informants or sources with specific objectives according to the research theme because they are considered to have the necessary information for the research. In this case, the researcher selects informants who are believed to understand the issues to be examined and are capable of providing information that can be developed to obtain data. The chosen informants are the Mayor of Ambon, the Secretary of the Education Department, the Head of the Health Department, and the Head of the Social Services Department.

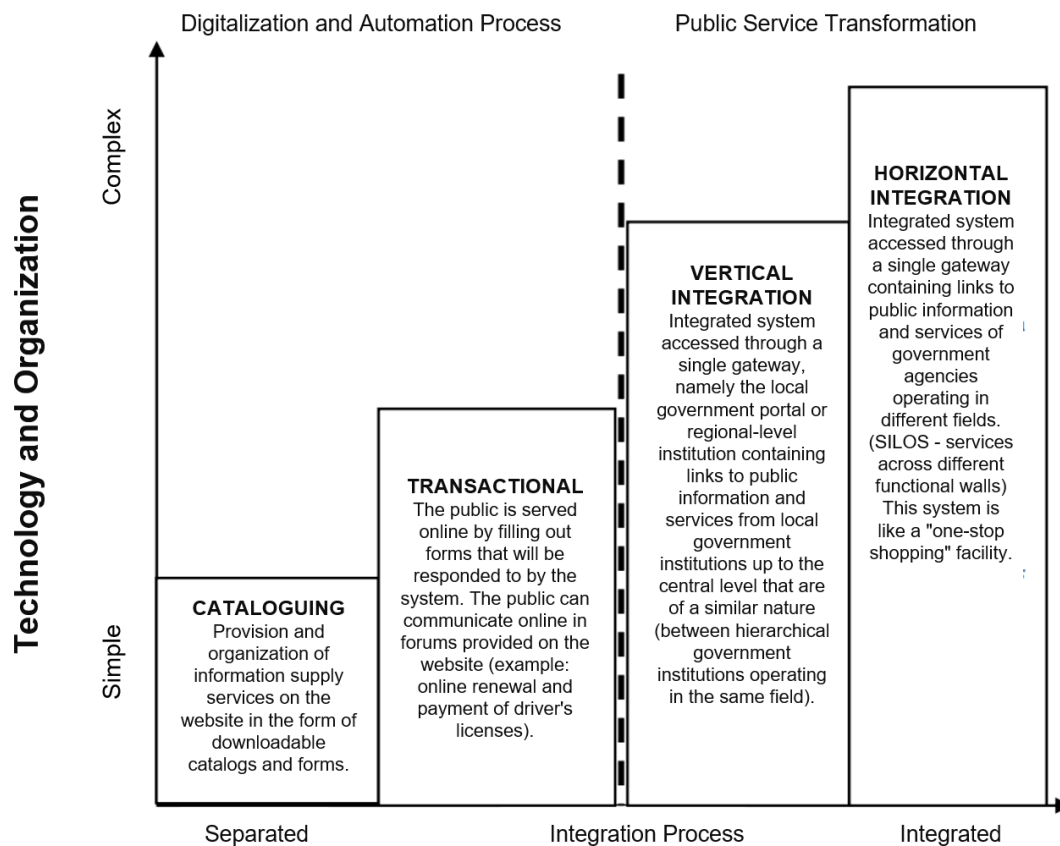
The validity of the data is ensured through the implementation of triangulation technique, comparing and confirming the results from both data collection methods. Verification of additional information and researcher reflection also form an integral part of the validity steps, ensuring that the research findings reflect high consistency, reliability, and relevance. The research procedure begins with an introduction including clarification of the research objectives and participant rights, followed by interviews, data analysis, and writing of the research report in the form of a journal article. The research was conducted during the period of March-August 2023, providing ample time for conducting in-depth interviews, participatory observation, and comprehensive data analysis.

## **RESULTS AND DISCUSSIONS**

Karen Layne and Jungwoo Lee propose that there are four models of e-government growth: cataloging, transaction, vertical integration (integration of institutions within hierarchical levels), and horizontal integration (integration among institutions within a single level). This is depicted by Karen Layne and Jungwoo Lee regarding the dimensions and levels of e-government development illustrated in Figure 1 (Layne & Lee, 2001).



**Figure 1.**  
**Dimensions and Levels of E-Government Development according to Karen Layne and Jungwoo Lee**



Source: (Layne & Lee, 2001)

### Cataloguing Dimension

The public service process within the cataloguing dimension, which involves the provision and organization of information services on the website in the form of catalogs and downloadable forms at the Education, Health, and Social Services Departments of Ambon City, can be explained as follows: Each department (education, health, and social) has established Standard Operating Procedures (SOPs), after which they compile relevant information regarding the services they provide. This may include information about programs, activities, regulations, procedures, and forms required by the public. Once the information is compiled, the next step is to create a catalog containing a complete list of all available information. This catalog will include brief descriptions of each service or information provided by the department. Additionally, forms required to access or utilize the services are also prepared in downloadable formats.

Subsequently, the compiled information and created catalogs and forms are well-organized on each department's website. This involves creating specific pages for each type of service or particular topic, as well as establishing links and navigation that are easily accessible to users. This process also includes maintaining and updating the provided information regularly. The departments must ensure that the information listed in the catalog and downloadable forms is always up-to-date and accurate. The final step is to promote the availability of this information



and services to the public. The departments can utilize various communication channels to inform the public about the existence of catalogs and downloadable forms, such as through social media, newspapers, or announcements in public places.

JFS, as the Secretary of the Education Department (57 years old), explains, "At the Education Department, we have a strong commitment to improving accessibility and transparency of information for the public. One concrete step we take is by providing information through our official website. The process begins with identifying relevant information for the public, such as educational programs, school activities, regulations, and frequently requested forms. We then organize this information into easily accessible and understandable catalogs for users. Each piece of information is accompanied by a brief description to help users understand the available content. Forms required for various purposes, such as school registration, permit applications, or education program submissions, are also provided in downloadable formats. Users can easily access and fill out these forms according to their needs."

### **Transactional Dimension**

In the context of the e-government growth model proposed by Karen Layne and Jungwoo Lee (2001), the transactional dimension refers to the ability of the public to conduct transactions or interactions online with the government. This includes the ability to fill out forms online and receive responses from the system, as well as the ability to communicate directly with the government through forums or platforms provided.

In the context of the Education Department in Ambon City, the transactional dimension involves providing access for the public to carry out various activities online, such as school registration, scholarship applications, or requests for information about educational programs. For example, a parent can fill out a school registration form for their child online and receive a registration confirmation through the e-government system. Additionally, they can also participate in online forums provided by the education department to discuss educational policies or provide feedback.

This aligns with the statement from BAJ (57 years old), an experienced parent accessing the e-government system in Ambon City, stating that e-government access in primary education in Ambon City is crucial for the community. BAJ suggests that there is convenience in conducting various education-related activities online through the official website of the Ambon City government, namely [ambon.go.id](http://ambon.go.id). He asserts that parents like himself can easily register their children for school through the online forms available on the website.

Additionally, BAJ indicates that scholarship applications can also be easily submitted through the same e-government platform. In his discussion, he explains that the process is quite straightforward, merely involving filling out the online form and submitting it electronically. Furthermore, BAJ also suggests that the public can request information about educational programs through the Ambon City government website and even fill out information request forms online.

Moreover, in the transactional dimension within the Ambon City health department, there is access for the public to avail health services online, such as telemedicine services, JKN-KIS insurance claims, and online healthcare services like online patient registration. For instance, someone wanting to schedule an appointment with a doctor can do so through the e-government platform, fill out the online form, and receive appointment confirmation through the system. The public can also participate in online forms related to public health or obtain information about available health programs.

WP, the Head of the Ambon City Health Department, states that the department provides easy access for the public to access healthcare services online. WP indicates that there are various healthcare services accessible through the e-government platform, such as telemedicine services, JKN-KIS insurance claims, and online healthcare services like patient registration via the internet. WP explains that someone in need of a doctor's appointment can easily do so through the e-government platform by filling out the online appointment form. Subsequently, they will receive appointment confirmation through the same system. Additionally, the public can also participate in online forms related to public health, such as health surveys or available disease prevention programs.

A similar situation also occurs in the Ambon City Social Department, where in the transactional dimension, there is access for the public to access social assistance or other services online, such as applying for social assistance, applying for social business permits, and reporting cases of domestic violence. For example, someone in need of social assistance can apply online through the [ambon.go.id](http://ambon.go.id) system by accessing the social complaint window and receiving confirmation or further information about the status of their application through the platform.

NJ, the Head of the Ambon City Social Department, revealed that the department provides easy access for the public to access various social services online. NJ indicates that the Ambon City Social Department has implemented e-government services through the [ambon.go.id](http://ambon.go.id) system by opening a social complaint window that provides access for the public to carry out various activities, such as applying for social assistance, applying for social business permits, and reporting cases of domestic violence online. NJ explains that someone in need of social assistance can easily apply online through the [ambon.go.id](http://ambon.go.id) system by accessing the social complaint window. After submitting the application, they will receive confirmation or further information about the status of their application through the platform.

### **Vertical Integration and Horizontal Integration Dimensions**

According to the views of Karen Layne and Jungwoo Lee (2001), the Ambon City government has reached the transactional stage in the development of e-government. This transactional stage indicates that the government has enabled the public to conduct various transactions online, as seen in the Ambon City Education Department, Health Department, and Social Department. This demonstrates that the Ambon City government has successfully utilized technology to provide more efficient and accessible services for the public.

However, the next stage being developed by the Ambon City government is vertical integration. Vertical integration refers to the development of an integrated system accessed through a single gateway, namely the local government portal. This portal will provide links to information and public services from various local government agencies up to the central level that operate in the same field. The public will find it easier to access various services provided by local and central governments through one integrated platform.

AGL, the Secretary of Ambon City, emphasizes that the development of an integrated system is part of Ambon City government's efforts to continually improve public services for the community. He states, "We believe that by integrating various services from different government agencies into one unified portal, we can provide easier and more efficient access for the public."

AGL also reveals that the aim of developing this integrated system is to address issues of service duplication and accessibility challenges for the community. In this context, AGL states, "One of the issues we face is service duplication and difficulty accessing services for the public because

they have to seek information or services from various government agencies separately." Additionally, AGL sees the contribution of this integrated system to the progress of Ambon City in the context of public services. He explains, "This integrated system will help improve the efficiency and accessibility of public services for the community." However, in the process of developing this integrated system, AGL also acknowledges challenges. He states, "One of the challenges we face is data alignment among government agencies. Integrating data from various agencies requires strong cooperation and awareness of the importance of good data management."

Furthermore, referring to the views of Karen Layne and Jungwoo Lee (2001), the transformation of public services in Ambon City has not yet reached the stage of horizontal integration. Horizontal integration involves an integrated system accessed through a single gateway, providing links to public information and services from various government agencies operating in different fields. This system creates a "one-stop shopping" facility, allowing the public to access various services from different government agencies through a single integrated platform. The main reason behind not reaching this stage is due to the existing limitations and barriers in coordination among government agencies in Ambon City. Each government agency often operates separately, with different systems, procedures, and priorities. Additionally, differences in organizational culture, interests, and internal politics can also be obstacles to achieving horizontal integration. Greater efforts are needed to build cross-agency cooperation, enforce uniform standards, and strengthen coordination among agencies to achieve the stage of horizontal integration in the transformation of public services in Ambon City.

#### **Public Service Innovation Public Satisfaction Ambon**

Throughout 2023, the Ambon City Government received 34 awards in public service innovation in the fields of education, tourism, environment, regional financial management, and so on. The Ambon City Government has 50 innovations consisting of 43 public service innovations and 7 innovations related to governance, and the number of innovations that have been stipulated as regional regulations is 32 innovations. Some of the awards won were the first winner of the best Regional Innovation category in the Maluku Innovation Award 2023, the "Anugerah Anindhita Wistara Data" award from the Central Bureau of Statistics 2023, and the Top Finalist Nomination for Public Service Innovation on Music Education Local Content Curriculum organized by the Ministry of Administrative Reform and Bureaucratic Reform.

Public satisfaction with public service innovations in Ambon City is an important reflection of the effectiveness and positive impact of changes implemented by the city government. In recent years, Ambon City has implemented various innovations in public service delivery, and the community's response to these changes plays a key role in assessing the success of these efforts.

Openness and transparency in public service delivery have become key drivers of public satisfaction. The Ambon City Government has utilized information technology to provide more accessible information to the public regarding various services and policies. The existence of online portals and smart applications helps citizens obtain information quickly, including service procedures, policy changes, and other current information. This openness gives the public confidence and improves their understanding of the public service process.

Efficiency and ease of access also contribute significantly to community satisfaction in Ambon. Innovations such as the use of technology to reduce waiting times, online ordering systems, or integrated services have made it significantly easier for citizens to access public services. These efficiencies not only save people time but also provide a more positive and comfortable service experience.

The importance of community participation in the decision-making process is also a major factor in satisfaction. The Ambon City government has actively engaged residents in participatory forums and listened to their aspirations. By involving the community in the planning and evaluation stages, the government creates a sense of ownership and gives citizens a more active role in the city's development.

Order and security are other factors that influence people's satisfaction with public service innovations in Ambon City. Measures taken by the city government to improve security, both in public services and the surrounding environment, have a positive impact on people's perceptions of the quality of life and services provided.

In addition to these factors, it is important to note that participation and continuous feedback are cornerstones of community satisfaction. The Ambon City government needs to actively listen to community feedback, respond to it, and continuously innovate to meet changing needs. By maintaining open and responsive communication channels, the government can ensure that the public service innovations implemented are aligned with the needs and expectations of Ambon City residents.

## CONCLUSIONS

This research resulted in the following conclusions: first, the city Government has successfully implemented several innovative transformations in public service delivery, earning 34 awards throughout 2023. The implementation of information and communication technology, the use of smart applications, and other strategic measures have improved the efficiency, accessibility, and quality of services. These innovations indicate the government's commitment to advancing urban governance through modern and responsive service delivery. Furthermore, it appears that openness and transparency in public service delivery is a major focus of transformation. Providing easier access to information on government policies, procedures, and decisions has improved public understanding. This openness creates the foundation for more active public participation and increases the level of public trust in government.

In the context of public satisfaction, research shows that this innovative transformation has had a positive impact. Factors such as service efficiency, ease of access, public participation, and neighborhood safety have contributed to increased community satisfaction with public services in Ambon City. People feel more involved, heard, and better served, creating a positive perception of the changes the government has made. However, the conclusions need to be accompanied by a note that challenges and areas of improvement still exist. To maintain and improve community satisfaction, the government needs to continuously monitor feedback, respond to changing community needs, and proactively address constraints that may arise during the implementation of innovations. Thus, the overall research on public service transformation in Ambon shows that the innovative strategies implemented by the government have been successful in achieving its goals of openness and community satisfaction.

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