Determining Factors of Digital Public Service Management Implementation Policy at Subdistrict Level in South Jakarta City

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ABSTRAK

Penelitian ini mengkaji faktor determinan implementasi kebijakan pelayanan publik digital tingkat kecamatan di Kota Jakarta Selatan dengan fokus pada substansi kebijakan, perilaku tugas pelaksana, interaksi jejaring kerja, partisipasi kelompok sasaran dan sumber daya yang dikemukakan oleh Hamdi (2014). Pelayanan publik digital di tingkat kecamatan telah sejalan dengan kerangka Sistem Pemerintahan Berbasis Elektronik (SPBE) tetapi masih ditemukan berbagai tantangan. Penelitian ini menggunakan pendekatan post-positivisme dengan metode pengumpulan data secara kualitatif. Novelty penelitian ini terletak pada sorotan faktor determinan terhadap keberhasilan kebijakan pelayanan publik digital pada tingkat kecamatan. Temuan penelitian adalah faktor determinan mempengaruhi implementasi kebijakan transformasi digital dalam pelayanan publik di tingkat kecamatan Kota Jakarta Selatan. Kebijakan yang jelas dan sesuai dengan kebutuhan lokal, kolaborasi lintas instansi, peningkatan literasi digital masyarakat, adanya pengaruh social budaya serta pentingnya pendekatan partisipatif dengan melibatkan umpan balik masyarakat menjadi faktor pendukung keberhasilan pelayanan publik digitak di tingkat kecamatan.

ABSTRACT

This research examined the determining factors in implementing digital public service policies at the sub-district level in South Jakarta, focusing on policy substance, task behavior of implementers, work network interactions, target group participation, and resources as proposed by Hamdi (2014). Digital public services at the sub-district level are aligned with the Electronic Based Government System (SPBE) framework but still face various challenges. This research adopts a post-positivist approach using qualitative data collection methods. The novelty of this study remained in its emphasis on the determining factors influencing the success of digital public service policies at the sub-district level. The findings revealed that determining factors influence the implementing of digital transformation policies in public services at the sub-district level in South Jakarta. Clear policies accommodated to local needs, cross-agency collaboration, and improvement of public digital literacy, socio-cultural influences, and the importance of participatory approaches involving community feedback are identified as supporting factors for the success of digital public services at the sub-district level.

INTRODUCTION

Digital transformation has become a key pillar in modernizing public services, including at the sub-district level. This initiative enables the government to deliver more services rapidly, transparently, and accountably, in line with the principles of good governance. The digitalization of public services also requires the government to provide fast, accurate, and transparent services at a low administrative cost while remaining responsive to the community's requirements (Putu & Widanti, 2022). The Provincial Government of DKI Jakarta has implemented digital transformation policies through applications such as JAKI (Jakarta Kini) and Alpukat Betawi, designed to simplify access to public services and accelerate administrative

processes. However, despite various successes, the implementation of digital transformation policies still faces significant challenges. One of the main obstacles is the limited authority of sub-district chiefs in handling complaints from the community, which often fall outside their functional scope. This issue is exacerbated by a lack of coordination across agencies, particularly between sub-district heads and the One-Stop Integrated Service Implementation Unit (UP PTSP). Based on the research document, the implementation of digital public services at the sub-district level in South Jakarta aligns with the Electronic-Based Government System (SPBE) but faces significant challenges, particularly in coordination among government agencies. One of the critical issues is the lack of synchronization between sub-district heads and the One-Stop Integrated Service Implementation Unit (UP PTSP), which hampers effective policy execution. The research highlights that although digital services aim to enhance efficiency, transparency, and responsiveness, their implementation is hindered by fragmented inter-agency collaboration. The sub-district head, responsible for administrative oversight and community engagement, often struggles with limited authority in decision-making related to digital services. This situation is exacerbated by the functional separation of responsibilities between local government offices and the UP PTSP, leading to misalignment in service delivery, slow response times, and bureaucratic inefficiencies.

Furthermore, the absence of a well-defined framework for inter-agency cooperation weakens digital service implementation. Without clear communication channels and standardized operational procedures, digital transformation efforts remain inconsistent across different sub-districts. This lack of coordination not only affects service accessibility for the public but also undermines the effectiveness of digital platforms designed to streamline administrative processes. To address these issues, the study suggests strengthening institutional collaboration through integrated policies, regular inter-agency coordination meetings, and enhanced digital literacy training for government officials. By improving synergy between the sub-district administration and UP PTSP, digital public services in South Jakarta can become more effective, citizen-centric, and sustainable.

This condition reflects a gap between centrally designed policies and the reality of implementation in the field. Although several studies have highlighted the benefits and challenges of digital transformation, there remains limited specific research on determining factors such as policy substance, implementer behavior, work network interaction, community participation, and resource availability. Addressing this gap is crucial, as sub-districts represent the frontline contact point between communities and the government. A deeper understanding of these factors is essential to optimize digital transformation policies and significantly improve the quality of public services. Based on this background, the research problem can be formulated as follows: **"How do determining factors influence the success of implementing digital transformation policies in public services at the sub-district level in DKI Jakarta?"** The research will explore several key questions: (1) How does policy substance influence the success of digital transformation implementation in public services at the sub-district level? (2) How does the behavior of policy implementers contribute to the success of digital transformation? (3) How does work network interaction across agencies affect the implementation of digital transformation policies? (4) How does community participation as the target group support the implementation of digital transformation in public services? (5) How does the availability of resources, such as human, technological, and financial resources, influence the success of digital transformation policies? These questions are designed to comprehensively examine the factors that determine the success of digital transformation policy implementation in public services at the sub-district level in DKI Jakarta.

The purpose of the research shifts as it seeks to explore the determining factors affecting the

successful implementation of digital transformation policies in public services at the sub-district level in DKI Jakarta. This shift reflects an emphasis on understanding how various key factors—such as policy substance, the behavior of implementers, network interactions, community participation, and resource availability—influence the outcomes of digital transformation efforts. By examining these factors, the research aims to provide insights into how clear and locally adapted policies, cross-agency collaboration, improvements in digital literacy, socio-cultural influences, and participatory approaches contribute to the effectiveness of digital public services. The study highlights that while Jakarta's digital transformation aligns with the Electronic-Based Government System (SPBE) framework, challenges persist due to governance limitations, coordination issues, and resource constraints.

Therefore, this research aims to offer a comprehensive perspective on the interplay between policy design and real-world implementation. It seeks to bridge gaps between policy formulation at higher levels of government and its execution at the sub-district level. Through this approach, the study contributes to refining digital public service strategies, ensuring that digital governance becomes more efficient, inclusive, and responsive to community needs in Jakarta. In this context, the qualitative approach is used to explore the experiences and perspectives of policy implementers as well as the community as users of digital services. Data is collected through in-depth interviews with sub-district officials, public service officers, and residents who use digital services. Participatory observations are also conducted to understand how digital policies are implemented in daily practice, including the challenges faced and the solutions found at the local level.

Additionally, policy document analysis, such as the Jakarta Governor's Regulation on digital services and the guidelines for the Electronic-Based Government System (SPBE), is carried out to examine how these policies are designed and implemented. Triangulation techniques are applied to compare data from various sources to ensure the validity of the findings. This approach allows the study to not only answer the "how" question in terms of process but also to uncover deeper factors that influence the success or failure of digital policy implementation at the sub-district level. Thus, this research provides broader insights that can be used to enhance the effectiveness of digital transformation policies in Jakarta.

Literature Review

This study stems from several previous researches discussing implementing public digital based at the level sub-district. Those give an overview of the benefits, challenges, and various perspectives related to digital transformation in the public. Evaluated the effectiveness of the application of Bitung Digital City in the District Madidir (Gaspar et al., 2023). Found that although the runway application is explicit, practical, and lawful, there are still weaknesses in transparency and accountability because of a lack of supporting rules. Highlighted the implementation of the Lahbako application in the District Jenggawah, Jember Regency, which assisted the administration population but dealt with constraints like a disturbance system and lack of operator understanding of the change rule (Munawaroh, 2023).

Studied digital innovation by applying Bimasena in Surabaya City, which made it more accessible to administer to the population (Faidah et al., 2024). However, research by Likuwatan et al. (2023) discussed the implementation of website-based e-government in Jatirejoyoso Village, Malang Regency, purpose of improving transparency and the quality of public services. However, its implementation is still in the preliminary stages, with key challenges being limited human resource (HR) capacity and budget constraints. The study

recommended developing HR capacity and allocating a more adequate budget to optimize the program (Likuwatan et al., 2023). Another study (Munawaroh, 2023) stated the effectiveness of the J-Lahbako application in the Jember Regency, designed to simplify civil administration services down to the village level. The results indicate that the application has expanded service access but still faces challenges such as unstable internet connectivity and limited service features (Munawaroh, 2023). Meanwhile, Widanti (2022) highlighted the importance of good governance in public services, emphasizing accountability, transparency, and observance. However, bureaucratic inefficiency and poor governance quality remain major obstacles (Putu & Widanti, 2022).

In the context of innovation and digitalization, Siregar et al. (2024) highlighted that intellectual capital, service quality, and entrepreneurial marketing positively influence SME performance in North Sumatra. The study underscores the importance of innovation to enhance competitiveness and business sustainability (Siregar et al, 2024). Hasanah et al. (2024) examined the challenges and opportunities of digitalizing public services at the local government level. While digitalization accelerates service delivery and improves transparency, challenges such as limited technological infrastructure, low digital literacy, and the need for HR capacity development persist as major barriers (Hasanah et al., 2024). These studies collectively demonstrate that digital technology has significant potential to improve efficiency and accessibility in public services, though its implementation requires well-planned strategies to overcome various local challenges.

The implementation of digital public services at the sub-district level still faces significant challenges, including technical issues, lack of coordination, and limitations in available resources. These obstacles hinder the effectiveness of digital transformation efforts, making it crucial to address them comprehensively. This research aims to fill gaps in the literature by focusing on key determinant factors such as policy substance, implementer behavior, network collaboration, community participation, and resource availability, which are often overlooked in existing studies. Unlike previous research that primarily highlights technical challenges or examines individual cases in isolation, this study takes a holistic approach by analyzing the interplay of these factors and their collective impact on the success of digital transformation at the sub-district level. By doing so, the study seeks to offer a deeper understanding of how these elements work together to influence implementation outcomes. This approach provides a more nuanced perspective compared to prior studies, which often focus narrowly on technical or procedural issues.

The novelty of this research lies in its holistic approach to analyzing the determinants of successful digital transformation policies at the sub-district level, particularly in the context of public services in DKI Jakarta. Unlike previous studies that primarily focus on technical challenges, specific applications, or isolated case studies, this research integrates five critical factors—policy substance, implementer behavior, network collaboration, community participation, and resource availability—to understand their interplay and collective impact on policy implementation. By adopting this multidimensional perspective, the study provides a more comprehensive understanding of the key drivers that influence the effectiveness of digital public service policies.

Furthermore, this research stands out due to its emphasis on Jakarta's sociocultural and administrative context, which significantly shapes policy outcomes. The study highlights the crucial role of participatory approaches and community feedback mechanisms in ensuring the sustainability and effectiveness of digital transformation initiatives. Public involvement is not merely a supporting factor but a fundamental driver in refining digital

services to better align with the real needs of society. This participatory aspect is particularly relevant in Jakarta, where diverse socioeconomic backgrounds and varying levels of digital literacy necessitate inclusive and adaptive governance strategies. By incorporating community perspectives, digital policies can be more responsive and equitable, ensuring that technological advancements translate into meaningful improvements in public service delivery.

In addition to emphasizing participatory governance, this study also examines persistent challenges that hinder the seamless implementation of digital transformation at the sub-district level. Key obstacles, such as the limited authority of sub-district administrators, inter-agency coordination difficulties, and resource constraints, are analyzed in depth. Addressing these barriers is crucial for optimizing Jakarta's digital public service framework within the broader Smart City agenda. The research underscores the pivotal role of sub-districts as the closest government entities to the public, highlighting their function in bridging policy expectations with on-the-ground realities. By identifying systemic bottlenecks and proposing actionable solutions, this study contributes valuable insights into enhancing the digital governance ecosystem in Jakarta.

Ultimately, this research fills existing gaps in the literature by offering a nuanced and practical perspective on the systemic and contextual factors affecting digital public service transformation at the grassroots level. Moving beyond purely technical considerations, it underscores the interconnected nature of policy substance, implementer capacity, collaborative governance, community engagement, and resource allocation. This comprehensive approach serves as a valuable reference for policymakers and stakeholders, providing concrete recommendations for designing and implementing digital governance strategies that are both locally responsive and structurally sustainable. By integrating public engagement into the policymaking process, the study demonstrates how inclusive governance fosters more adaptive and efficient digital services. The findings suggest that successful digital transformation relies not only on technological advancements but also on active collaboration between government institutions and the local community. This ensures that digital policies remain responsive to the dynamic needs of Jakarta's residents, ultimately contributing to a more transparent, efficient, and citizen-centric public service ecosystem.

RESEARCH METHODS

This research applied a post-positivist approach, emphasizing interpretation, contextual understanding, and flexibility to address the complexity of the phenomenon under study (Phillips & Burbules, 2000). This research did not rely on statistical formulas but instead focused on descriptive and qualitative analysis to provide a different understanding of the determinant factors by Hamdi (2014) that influence the implementation of digital public services. Data collection techniques include observation, in-depth semi-structured interviews, documentation, and triangulation. Observations were carried out descriptively and participatively to capture the behavior of research subjects in their natural context. Semi-structured interviews allow for in-depth exploration of informants' points of view, while documentation complements primary data with secondary sources such as archives and official records. Triangulation is applied to ensure the validity of findings by integrating data from various sources and methods (Zuchi, 2021). Primary data was obtained from interviews and observations, while secondary data was obtained from written documents and archives. Informants, including government officials and community representatives from Jagakarsa, Kebayoran Lama, and Pasar Minggu sub-districts, were chosen purposively based on their relevance to the research. Data analysis followed a systematic process of reduction, presentation, and conclusion to produce meaningful insights

(Creswell, 2019). Conducted in the three most populous sub-districts in South Jakarta in 2024, this research highlights the main dynamics influencing the implementation of digital public services without relying on statistical methods and focuses on rich and descriptive insights.

This study employs a post-positivist approach with a qualitative method to gain an in-depth understanding of the factors influencing the implementation of digital public service policies at the sub-district level in South Jakarta. This approach was chosen as it allows for a more flexible analysis of complex social phenomena while considering various perspectives from key stakeholders involved. The data collection process incorporates multiple techniques, including observation, semi-structured interviews, documentation, and data triangulation. Observations are conducted descriptively and participatively to capture the working patterns of sub-district officials in providing digital services and the interactions of the community in accessing these services. Additionally, semi-structured interviews are conducted with key informants, such as sub-district officials, community members who use digital services, officials from relevant agencies, and representatives from community organizations or NGOs that contribute to improving digital literacy.

Secondary data is gathered through documentation of various government regulations, policy reports, statistical data, and media publications related to the digitization of public services. To ensure the validity and reliability of the data, this study applies source and method triangulation, comparing information from observations, interviews, and documentation. Moreover, respondent confirmation is conducted to verify the accuracy of data interpretation, while an audit trail is implemented to document the entire research process, allowing for verification by other researchers. Informants are selected using purposive sampling, considering their direct involvement in the implementation and utilization of digital public services. The selected research locations—Jagakarsa, Kebayoran Lama, and Pasar Minggu sub-districts—are chosen based on their high population density and the dynamic nature of digital services in these areas.

For data analysis, this study employs a descriptive qualitative analysis method, which consists of three main stages: data reduction, data presentation, and conclusion drawing. Data reduction is carried out by filtering relevant information and eliminating less pertinent data. Next, the data is presented in the form of narratives, matrices, or thematic categories to facilitate the analysis of relationships between variables. Finally, conclusions are drawn by identifying patterns, key influencing factors, and policy implications based on the study's findings. This research aims to provide a deeper understanding of the challenges and opportunities in implementing digital public service policies while offering strategic recommendations for local governments to enhance the effectiveness of digital transformation at the sub-district level.

RESULTS AND DISCUSSIONS

Implementation can be described as an activity or action aimed at executing decisions in the form of laws, orders, or directives from authorized institutions such as the executive or legally constituted bodies with the authority to resolve issues or determine specific goals/objectives (Hill, Michael, and Peter, 2002). According to Hamdi, implementation was simply inferred as a phase in the policy process, with the primary objective being the effort to transform a plan/target into concrete outcomes, translated into programs, sub-programs, or activities. Thus, its study always produces two main dimensions: indicators and determinants (Hamdi, 2014). Productivity is evident in achieving established standards, such as the number of target groups. Linearity is observed in alignment with procedures and standard specification guidelines, including procedure time, cost, location, and executors. All these aspects must align with and not exceed the determined targets or measures. Meanwhile, efficiency is assessed by how

resources are utilized to support implementation. In addition to understanding the meaning of policy implementation, Hamdi's theory (2014) also explains that to evaluate policy implementation, one can examine the factors influencing its dynamics. Hamdi further elaborates that policy implementation is influenced by several determinants, including policy substance, implementers' task behavior, network interaction, target group participation, and resources. These five determinants each have their indicators.

This study employs a post-positivist approach with qualitative data collection methods to explore the determining factors in the implementation of digital public service policies. Data collection techniques include participatory observation, in-depth interviews with various stakeholders, policy document analysis, and data triangulation to ensure the validity and reliability of research findings. Observations were conducted systematically to understand how digital public services are implemented at the sub-district level, including the challenges faced by civil servants (ASN) in operating digital systems and the public's response to these services. Semi-structured interviews involved various parties, such as sub-district officials, public service officers, as well as representatives of the community and target groups of digital service users. This method allows for an in-depth exploration of policy implementation, technical and non-technical challenges, and the effectiveness of inter-agency coordination within the government.

Additionally, document analysis was conducted on regulations governing digital public services, such as Presidential Regulation No. 95 of 2018 on the Electronic-Based Government System (SPBE), the Governor of DKI Jakarta's Regulation on Jakarta Smart City, and local policies regulating digital-based services. This data was combined with studies on the implementation reports of digital services, including the effectiveness of JAKI and Alpukat Betawi applications as primary platforms for digital public services in South Jakarta. To enhance the validity of the research results, triangulation methods were applied by comparing the findings from observations, interviews, and policy documents with secondary data obtained from academic studies and independent reports. Through this approach, the study presents a comprehensive analysis and minimizes bias in assessing the determining factors for the success and challenges of implementing digital public service policies.

This study emphasizes the importance of integrating stakeholder participation in the implementation of digital public service policies. The local government, particularly at the sub-district level, plays a central role as the main policy implementer, ensuring that digital services are accessible and effectively utilized by the public. Coordination with other agencies, such as the DKI Jakarta Department of Communication, Informatics, and Statistics, as well as the One-Stop Integrated Service Unit (UP PTSP), is crucial to ensuring service integration and the readiness of supporting infrastructure. The community, as the primary target group, was also actively involved in this research to assess the extent to which digital services meet their needs. This participation was facilitated through interviews with residents who have used digital services, as well as discussion forums with local communities. One key finding of this study is that the level of digital literacy among the public significantly influences the effectiveness of policies. Therefore, community engagement in providing feedback and recommendations on digital services is a crucial aspect considered in policy evaluation.

Beyond the government and the community, other stakeholders such as the private sector and academia also play a role in enhancing the effectiveness of digital services. The DKI Jakarta government collaborates with various partners, including technology developers and universities, to develop more responsive and user-friendly systems. Digital literacy training programs conducted by academics and civil society organizations have also contributed to

increasing the adoption of digital services at the sub-district level. This cross-sector collaboration demonstrates that the success of digital public service policies is not solely determined by technological readiness but also by the synergy between the government, the public, and other stakeholders. Through a participatory and evidence-based approach, this study provides broader insights into how digital policies can be optimized to improve the quality of public services in South Jakarta.

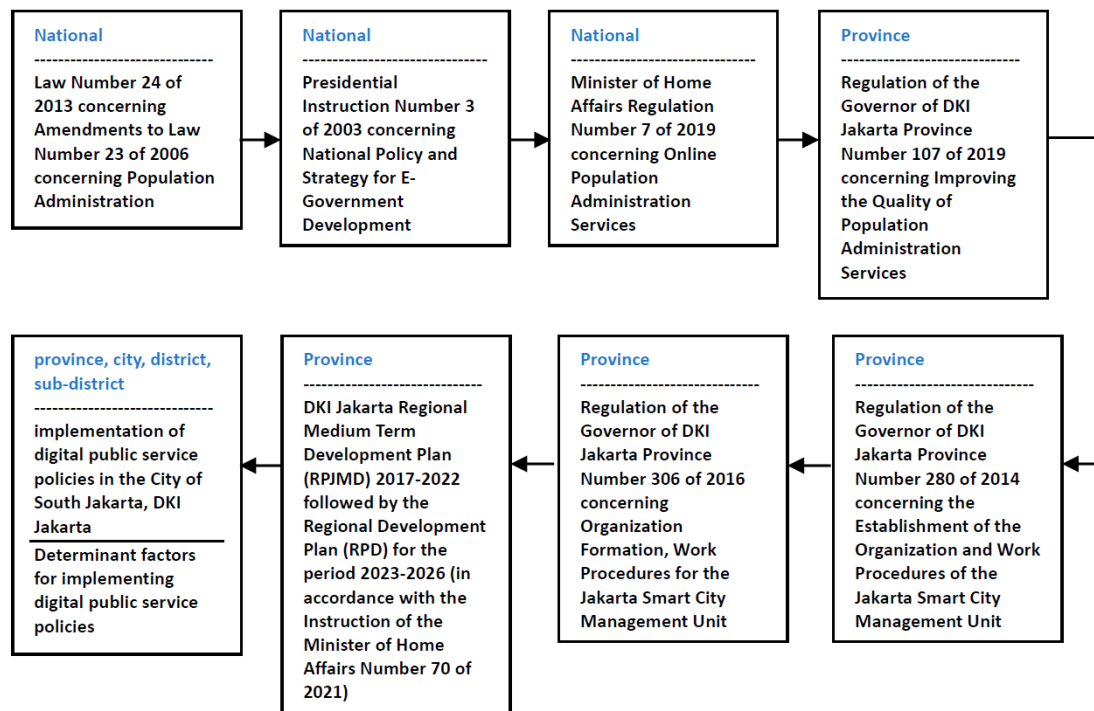### A. Substance Policy in the Implementation of Digital Public Service Policies

Substance policy serves as the fundamental basis for policy implementation, encompassing policy consistency, content policy, and alignment with other regulations. In the context of digital public services, substance policy determines the direction, objectives, and standards that all stakeholders must adhere to. Clarity in policy substance is a key factor in ensuring that digital transformation in public services aligns with the established vision (Lalamafu, 2020). Policy consistency ensures that implementation in the field remains within the predetermined framework. This involves harmonizing national and local policies and applying uniform operational standards. In Jakarta, for instance, the digitalization policy for public services at the sub-district level aligns with the Electronic-Based Government System (SPBE) as regulated by Presidential Regulation No. 95 of 2018. The commitment of the Jakarta Provincial Government to supporting digital transformation is also evident in the JAKI (Jakarta Kini) and Alpukat Betawi applications, which provide faster, more transparent, and efficient access to public services.

Apart from consistency, policy content also plays a crucial role in the success of digital public service implementation. A well-formulated policy must reflect the actual needs of the community and be adaptable to social and technological dynamics. For example, Jakarta's policy on the digitalization of civil administration services has accommodated application-based services that allow residents to process civil documents without visiting government offices. However, challenges remain, particularly concerning digital literacy gaps and limited infrastructure access for certain segments of the population.

The alignment of policies with other regulations (policy harmonization) is another critical aspect of substance policy. Digital public service policies must be integrated with existing regulations to prevent overlapping or conflicting rules. In Jakarta, policy harmonization is reflected in the synergy between the SPBE policy and Law No. 27 of 2022 on Personal Data Protection, which aims to ensure the security of citizens' data in digital services. Additionally, collaboration between local government authorities, the Ministry of Communication and Informatics, and the National Cyber and Crypto Agency (BSSN) serves as a concrete example of building a secure and reliable digital public service ecosystem. With a well-structured substance policy, the implementation of digital public service policies can be more focused, consistent, and aligned with both societal needs and existing regulations. The success of digital transformation is not solely dependent on the technology used but also on the clarity of policy substance that underpins every step of its implementation.

Figure 1.
the Architecture of Digital Public Service Policy Substance from the Central Government Level to the Regional Government

National ------------------------------- Law Number 24 of 2013 concerning Amendments to Law Number 23 of 2006 concerning Population Administration	National ------------------------------- Presidential Instruction Number 3 of 2003 concerning National Policy and Strategy for E-Government Development	National ------------------------------- Minister of Home Affairs Regulation Number 7 of 2019 concerning Online Population Administration Services	Province ------------------------------- Regulation of the Governor of DKI Jakarta Province Number 107 of 2019 concerning Improving the Quality of Population Administration Services

province, city, district, sub-district ------------------------------- implementation of digital public service policies in the City of South Jakarta, DKI Jakarta ___ Determinant factors for implementing digital public service policies	Province ------------------------------- DKI Jakarta Regional Medium Term Development Plan (RPJMD) 2017-2022 followed by the Regional Development Plan (RPD) for the period 2023-2026 (in accordance with the Instruction of the Minister of Home Affairs Number 70 of 2021)	Province ------------------------------- Regulation of the Governor of DKI Jakarta Province Number 306 of 2016 concerning Organization Formation, Work Procedures for the Jakarta Smart City Management Unit	Province ------------------------------- Regulation of the Governor of DKI Jakarta Province Number 280 of 2014 concerning the Establishment of the Organization and Work Procedures of the Jakarta Smart City Management Unit

Source: processed by researchers (2024)

Figure 1 provides a structural overview of the regulations that are the basis for implementing digital public service policies. Overall, policy substance provides direction, ensures policy consistency, and encourages harmonization with existing regulations, which collectively support the successful implementation of digital public service policies up to the sub-district level of South Jakarta City.

1. Consistency Derivation / Specification Policy Digital Transformation in DKI Jakarta

Digital transformation in DKI Jakarta is based on various policies that ensure continuity from the national to regional levels. One of the key policies is Governor's Decree Number 1251 of 2021, which established a team to accelerate the implementation of Digital Transformation in DKI Jakarta. This initiative aligns with the Electronic-Based Government System (SPBE) as regulated in Presidential Regulation Number 95 of 2018, which is then adapted to regional needs to enhance the quality of digital public services.

Unlike other regions in Indonesia, which have a division of authority between the provincial government and the district/city governments, the DKI Jakarta Provincial Government holds a special autonomy status. This is regulated under Law Number 29 of 2007 concerning the Government of the Special Capital Region of Jakarta as the Capital of the Unitary State of the Republic of Indonesia. Under this system, regulatory authority is entirely in the hands of the DKI Jakarta Provincial Government, while administrative city/district governments do not have legislative authority or autonomy in regional governance. Consequently, all regulations related to digital transformation, including electronic public service policies, fall under the full authority of the provincial government. This allows for the uniformity of policies and digital service standards across Jakarta without regulatory disparities at the administrative city/district level.

In its implementation, the DKI Jakarta Provincial Government has demonstrated a strong commitment through various strategic applications that support digital transformation. One such application is JAKI (Jakarta Kini), a super app that integrates more than 50 government digital services. This application includes features such as issue reporting, tax payments, and transportation information, creating a responsive, user-friendly, and efficient service ecosystem. Additionally, there is Betawi Avocado, which focuses on population administration services, such as issuing ID cards and Family Cards. This application enables citizens to access administrative services more quickly and without the need for face-to-face interactions.

To ensure the consistency of digital transformation policies, various strategic measures have been implemented. One of these is the implementation of technology standards and data security protocols, which adhere to the regulations set by the National Cyber and Crypto Agency (BSSN). Furthermore, human resource training for civil servants (ASN) and sub-district staff is conducted to ensure professionalism in operating digital applications. Regulatory harmonization has also been carried out through Minister of Home Affairs Regulation Number 7 of 2019 concerning Online Population Administration Services and Governor's Regulation Number 306 of 2016, which supports the Jakarta Smart City Initiative.

These efforts have led Jakarta to receive various prestigious awards in the digital public service sector. Among them are the Top 45 Public Service Innovation 2022 awarded by the Ministry of Administrative and Bureaucratic Reform (PAN-RB) and Gold ASEAN ICT Awards 2023 for the public sector. These accolades highlight Jakarta's success in implementing digital transformation policies that are not only impactful but also consistent and sustainable in improving the quality of public services in the digital era.

2. Policy Content Alignment with Other Policies

The digital transformation policy in South Jakarta is closely aligned with national regulations, particularly through the implementation of President Regulation No. 95 of 2018 on the Electronic-Based Government System (SPBE), which aims to improve efficiency, integration, and security in tech-based services. SPBE ensures interoperability between systems, allowing for safe data exchange among institutions, thus promoting effective governance. Additionally, the policy aligns with Law No. 27 of 2022 on personal data protection, which safeguards citizens' data, preventing misuse and building trust in digital public services. Collaboration is also key, as the South Jakarta government partners with the Ministry of Communication and Information and the National Cyber and Crypto Agency (BSSN) to ensure the availability of digital infrastructure and cybersecurity. This collaboration creates a secure and reliable digital service ecosystem. The policy also supports Jakarta's Smart City vision, as outlined in Governor Regulation No. 306 of 2016, with services like the JAKI app providing accessible, responsive, and inclusive digital services. Furthermore, Governor Regulation No. 107 of 2019 strengthens infrastructure for digital public services, improving service efficiency and integration. Overall, these policies contribute to better governance, making South Jakarta's digital transformation more efficient, secure, and sustainable for its citizens.
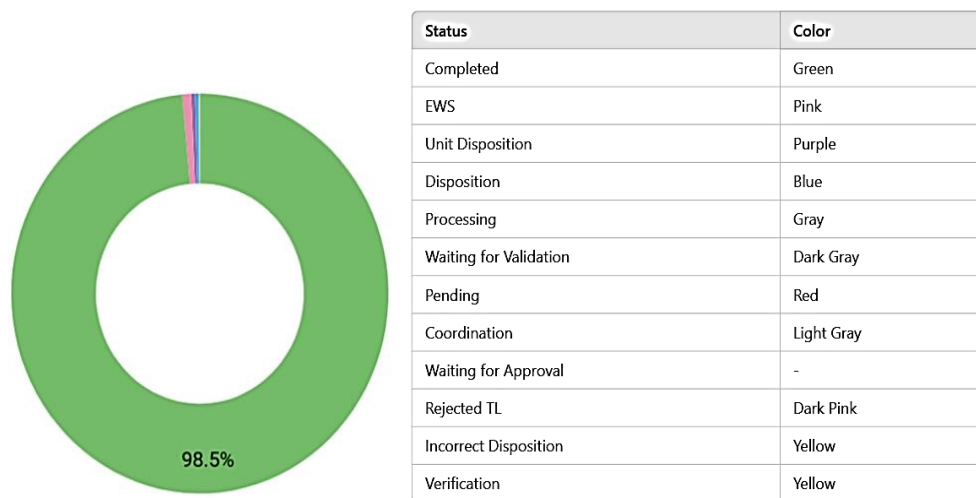
B. Behavior Task Executor

The behavior of task executors is a critical determinant in the successful implementation of policies, particularly in the digital transformation of public services. This aspect encompasses how policy implementers, such as civil servants (ASN) and other relevant staff, carry out their roles and responsibilities in response to technological changes, innovative systems, and the increasing complexity of public service demands. The ability of task executors to adapt to digital

advancements determines the efficiency and effectiveness of policy implementation. Key factors influencing their behavior include motivation, learning ability, and accountability. Work motivation, both intrinsic such as personal interest in technology and public service commitment and extrinsic such as financial incentives, performance evaluations, and leadership support—plays a crucial role in fostering engagement. Moreover, continuous learning and capacity-building initiatives are essential to equip them with the necessary digital skills, ensuring smooth adoption of new systems. Ethical concerns, such as the potential abuse of authority, are mitigated through mechanisms like whistleblowing systems (WBS) and public feedback channels, which enhance transparency and integrity in service delivery. By understanding and improving the behavior of task executors, policymakers can ensure seamless adaptation, enhance efficiency, and ultimately elevate the quality of digital public services, aligning them with evolving societal needs (Firmansyah et al., 2022; Hasanah et al., 2024; Sutalhis & Novaria, 2024).

1. Motivation Work

The work motivation of implementers in the digital transformation policy implementation for public services at the sub-district level can be divided into intrinsic and extrinsic motivation. From the intrinsic motivation side, implementers show a high interest in technology, which drives them to learn and apply it in their daily tasks. This motivation comes from the desire to improve the quality of service to the public and adapt to the ongoing digitalization developments. Additionally, there is an internal motivation to provide faster, more precise, and more efficient services by utilizing technology as a tool to make the work more manageable. On the extrinsic motivation side, implementers receive financial and non-financial incentives, including awards for successful units that implement the digital policy well. Performance evaluations are conducted periodically, and institutional awards become a motivating factor for the implementers to continue working well. Support from leadership, in the form of appropriate guidance and fostering a collaborative work culture, increasingly strengthens the implementer's spirit in carrying out the digital transformation policy. Implementers also receive regular digital training, which boosts their confidence and strengthens their technical competence in facing digital transformation challenges. Technical support from the IT team is also crucial to help implementers overcome obstacles in the operational digital systems. However, challenges such as limited infrastructure, resistance to change, and gaps in digital literacy are still encountered. To overcome this, collaborative work culture and guidance from leaders become important factors in increasing motivation and readiness for implementers to face these challenges. With high motivation, both from intrinsic and extrinsic factors, implementers are ready to face challenges and contribute to the successful implementation of the digital transformation policy to enhance the quality of public services (Robbins et al, 2018).

Figure 2.
Screenshot: Number of Reports Based on Last Report Status in South Jakarta

Status	Color
Completed	Green
EWS	Pink
Unit Disposition	Purple
Disposition	Blue
Processing	Gray
Waiting for Validation	Dark Gray
Pending	Red
Coordination	Light Gray
Waiting for Approval	-
Rejected TL	Dark Pink
Incorrect Disposition	Yellow
Verification	Yellow

Sumber: https://jakevo.jakarta.go.id/

Figure 2 presents statistical data on public service reports in Jakarta, indicating that 98.5% of reports have been successfully resolved, while a small percentage remains in various processing stages, such as verification, coordination, or awaiting disposition. This high resolution rate suggests that employees are highly motivated to complete public service tasks efficiently. A well-structured monitoring system and employees' awareness of the importance of public service likely contribute to this outcome. However, the existence of reports still in progress highlights administrative and coordination challenges, which may affect the speed of service delivery. Enhancing employee motivation through incentives or recognition programs could help accelerate these processes.

The fluctuating trend in the number of reports, as shown in the right-hand graph, indicates that the public is increasingly active in reporting issues and requesting services. Motivated employees will strive to maintain responsiveness in handling the rising volume of public service demands. If report resolution serves as a key performance indicator, employees will be more encouraged to work efficiently. However, the increasing number of reports presents a challenge that requires a more effective work system and the integration of digital technology in public services. Additionally, public satisfaction can serve as an intrinsic motivator, inspiring employees to perform better.

Employee motivation in Jakarta Selatan's public service sector appears to be strong, as reflected in the high report resolution rate. However, to further enhance efficiency, improvements in coordination, report validation, and employee recognition systems are necessary to sustain motivation and ensure optimal public service delivery.

2. **Trend Abuse Authority**

Mechanisms like the **Whistleblowing System (WBS)** and **Customer Relationship Management (CRM)** are crucial for preventing abuse of authority in the government of DKI Jakarta and ensuring transparent and ethical public services. The WBS allows both the community and internal employees to report violations or abuses such as fraud, bribery, and misuse of procedures in public services. Managed by the Department of Investment and Integrated One-Stop Service (DPMPTSP), it ensures the confidentiality of the reporter's identity to avoid

intimidation. All reports are investigated, and if violations are found, sanctions are imposed. This system helps maintain officer integrity and improve service quality through public involvement in oversight. Additionally, the CRM system enables the public to submit complaints through applications like JAKI (Jakarta Kini), which integrates over 50 services, allowing quick reporting and a response time of 2 hours. While there are challenges in timely follow-up, CRM offers an effective channel for public participation in service monitoring. To further prevent abuse of authority, the DKI Jakarta government has implemented Governor Regulation No. 59 of 2014, which establishes a code of ethics for One-Stop Services (PTSP) and provides reporting mechanisms for those who wish to report abuses. With these ethical standards and open reporting systems like WBS and CRM, DKI Jakarta aims to create a clean and responsive environment for its citizens, ensuring public services meet the set standards.

3. Ability Learning

The ability to learn and adapt to digital transformation policies at the subdistrict level is crucial for successful technology implementation. Research indicates that government employees and field officers have demonstrated the capacity to adapt to new technology, with factors such as prior knowledge of digital tools and readiness to embrace innovation being key (Faidah et al., 2024; Hasanah et al., 2024; Performa et al., 2024; Sutalhis & Novaria, 2024). The JAKI application, which integrates various public services digitally, aids this adaptation by improving service efficiency. Moreover, the DKI Jakarta government fosters digital competency through platforms like **ASN *Berpijar***, which offers training on relevant technologies and applications. A collaborative work culture, supportive leadership, and independent learning initiatives further facilitate the adaptation process, enabling faster skill development and overcoming challenges. This holistic approach ensures sustainability in digital transformation, optimizing public service delivery (Amirulkamar, 2024; Christover, 2023; Firmansyah et al., 2022; Siregar et al, 2024; Tsoraya et al., 2023). In general, local governments in Indonesia often face budget constraints, technological gaps, and challenges in formulating policies that support sustainable digital transformation (Hasanah et al., 2024).

C. Interaction Network Work and Its Role in Digital Transformation at the Sub-District Level

Interaction Network Work is a crucial determinant in the successful implementation of digital transformation policies at the sub-district level. This concept refers to the collaborative efforts among various government agencies, such as sub-district offices, the Department of Investment and Integrated One-Stop Services (PTSP), the Population and Civil Registration Service (Dukcapil), and other relevant institutions. Effective coordination between these agencies ensures the seamless exchange of accurate and timely information, enabling a more responsive approach to public needs. The process of digitalization, which involves multiple stakeholders, requires effective communication, clearly defined responsibilities, and well-structured mechanisms. A strong collaborative framework is essential to guarantee that digital public services, particularly those related to population administration, licensing, and citizen complaints, remain accessible and functional without technical or bureaucratic obstacles.

When an interaction network functions efficiently, the digital transformation process can proceed smoothly, leading to improved service delivery that is faster, more transparent, and highly responsive to the public. A well-coordinated network fosters an integrated system where data flows efficiently between institutions, reducing redundancy and enhancing problem-solving capabilities. Furthermore, the success of digital public services depends on proactive engagement, where each agency plays a well-defined role in sustaining a cohesive ecosystem. Ultimately, a robust interaction network not only streamlines digital governance but also

enhances the overall quality of public services by fostering accessibility, accountability, and efficiency. By strengthening inter-agency collaboration and digital infrastructure, local governments can better meet the expectations of modern, tech-savvy communities while ensuring inclusivity and equitable access to services for all citizens (Hasanah et al., 2024; Irfan, 2023; Likuwatan & Bisri, 2023; Putu & Widanti, 2022; Yumame, 2024).

1. **Cooperation between Implementers**

Cooperation between implementers, particularly among regional government organizations (OPDs) like the sub-district, the Department of Investment and Integrated One-Stop Service (PTSP), the Population and Civil Registration Service (Dukcapil), and the Civil Service Police Unit (Satpol PP), plays a crucial role in ensuring the successful implementation of digital transformation policies at the sub-district level in DKI Jakarta. This collaboration enables efficient and fast public services, with the sub-district acting as the main link between the community and various services such as PTSP for licensing, Dukcapil for population administration, and Satpol PP for public order supervision. In a digital implementation, the sub-district coordinates public complaints and needs through official digital channels like the JAKI (Jakarta Kini) and CRM (Fast Public Response) applications. JAKI integrates over 50 digital services, allowing the public to access various services, including filing complaints through the JakLapor feature, while CRM helps manage reports with quick response times, such as two hours for certain complaints. PTSP is essential for providing integrated digital licensing services, and Dukcapil ensures the integrity of population data for services like electronic ID cards and family cards. However, challenges arise in cooperation, such as differences in resource capacities, varying procedures between services, and the need for infrastructure support for data integration. Therefore, continuous improvement in digital capacity and system integration between OPDs is necessary to enhance collaboration. Through this cooperation, the DKI Jakarta government aims to deliver faster, more efficient, and responsive services, using technology-integrated information as a central solution to meet public needs.

Figure 2.
Screenshot: Complaint Channel Screen See DKI Jakarta's official CRM

Source: https://jakevo.jakarta.go.id/

Figure 2 shows various channel complaint officials that can used by the community to report problems or get information related to the public service in Jakarta. One of the channels' central, visible features is JAKI (Jakarta Kini), an application allowing inhabitants to access various government services and submit complaints. In addition, there are channel complaints, such as social media official DKI Jakarta Provincial Government, WhatsApp number for service straight away, until agency government such as the Inspectorate Office, the Mayor's Office, and office sub-district and urban village. With various choices, society can easily report complaints or get help related to various problems with administrative and service public.

Figure 3.
Screenshot: Complaint Channel Screen See DKI Jakarta's official CRM

Source: https://jakevo.jakarta.go.id/

Based on **Figure 3** and information from the DKI Jakarta Provincial Communication, Informatics, and Statistics Department, until 2024, the CRM system received 1,270,211 reports. Communities with a completion rate of 98.1% or 170,112 reports were successfully followed up. Report categories cover most problems with roads, trees, illegal parking, rubbish, and electricity networks. If you look at it, the CRM distribution that is most widely accessed by the public is through JAKI, followed by Twitter and email.

2. Connection Inter-Level Authority Government

Subdistricts play an important role as connectors between government cities and sub-districts in ensuring the successful implementation of digital policy in DKI Jakarta. Based on Regulation Governor Number 57 of 2022, the sub-district can operate tasks delegated by the government cities, including coordination and supervision implementation policies at the sub-district level. As the spearhead of service public, sub-district responsible answer ensure that digital policies such as service licensing and administration population are applied with reasonable and appropriate standards that have been determined. In addition, the sub-district also collects data and provides input to the government city to formulate policy. In the implementation services, the sub-district works the same as the Implementation Unit Service Integrated One Stop Service (UP PTSP), which handles permits and documents others at the level of the subdistrict. Collaboration This ensures that the community can access the digital-based public easily, improving efficiency and transparency in government governance. Sub-districts play a role as the link that ensures synergy between various levels of government to realize more publicgoods and efficient service.

Table 1.
Calculation of the Service Satisfaction Index of the City Administration in 2023-2024

No	Indicator	Score
1	Index of Coordination Effectiveness of South Jakarta City Administration	91.15
2	Public Satisfaction Index for Community Service Activities at the Sub-District (Kecamatan) and Urban Village (Kelurahan) Level	93.74
	Total	**184.89**
	Average	**92.44**

Source: SAKIP

Based on **Table 1** the definition and measurement formulation in the table above, the **Service Satisfaction Index of South Jakarta City Administration** is recorded at **92.44**. This figure has exceeded the predetermined target of **86.75**, as outlined in the **2023-2026 Strategic Plan of South Jakarta City Administration and SAKIP**, achieving **107% of the target**. This result reflects the overall success of the South Jakarta City Administration in fulfilling its service functions to the community through effective **cooperation, collaboration, and coordination** with Regional Work Units (UKPD). One of the key elements in this achievement is the **role of the sub-district (kecamatan)** as an intermediary between the city administration and urban villages (kelurahan). The **kecamatan serves as a bridge** that ensures **efficient policy implementation, coordination, and synergy** between different levels of government. By acting as a **coordinator and facilitator**, the kecamatan plays a vital role in ensuring that public services reach the community effectively, particularly in administrative services, community development programs, and problem resolution at the local level.

Furthermore, the high **Public Satisfaction Index (93.74)** for community service activities at the kecamatan and kelurahan levels underscores the **importance of the kecamatan's role in public service delivery**. This score suggests that the **sub-district governance structure is responsive, effective, and able to meet public expectations**. The **integration of digital services, responsiveness to citizen complaints, and proactive community engagement** have contributed significantly to this high satisfaction level. Thus, the **sub-district (kecamatan) serves as a critical pillar in ensuring that South Jakarta City Administration continues to deliver high-quality public services**. Strengthening the capacity of kecamatan officers, enhancing inter-agency collaboration, and adopting **innovative service approaches** will be essential to maintaining and improving this performance in the coming years.

D. Participation Group Target

The participation of target groups plays a crucial role in the successful implementation of policies, particularly in the digital transformation of public services. This participation encompasses the extent to which society or specific target groups engage in utilizing, understanding, and providing feedback on government-provided digital services. In the context of digital transformation policies, high levels of societal participation significantly influence the adoption of technology, enhance transparency, and contribute to the creation of services that are more responsive to public needs. When communities actively participate in digital public services, they do not merely act as passive recipients of benefits but also assume an essential role as evaluators and providers of constructive input. Their engagement ensures that digital policies remain sustainable, continuously develop, and adapt to the evolving expectations of the population. Active public involvement fosters a dynamic feedback loop where government institutions can refine and enhance their digital platforms to better address societal demands. Furthermore, increased digital literacy among citizens leads to higher efficiency in service delivery, reducing bureaucratic obstacles and improving accessibility for all segments of the

population. Additionally, public participation contributes to the democratization of governance, ensuring that digital policies align with the actual needs of the people rather than being dictated solely by administrative convenience. Through direct feedback mechanisms, such as online surveys, complaint portals, and community forums, the government can identify potential gaps in service delivery and address them proactively. This participatory approach strengthens public trust in government institutions and encourages more citizens to engage with digital services, ultimately fostering an inclusive, efficient, and transparent digital governance system (Pratama & Widodo, 2023; Hasanah et al., 2024).

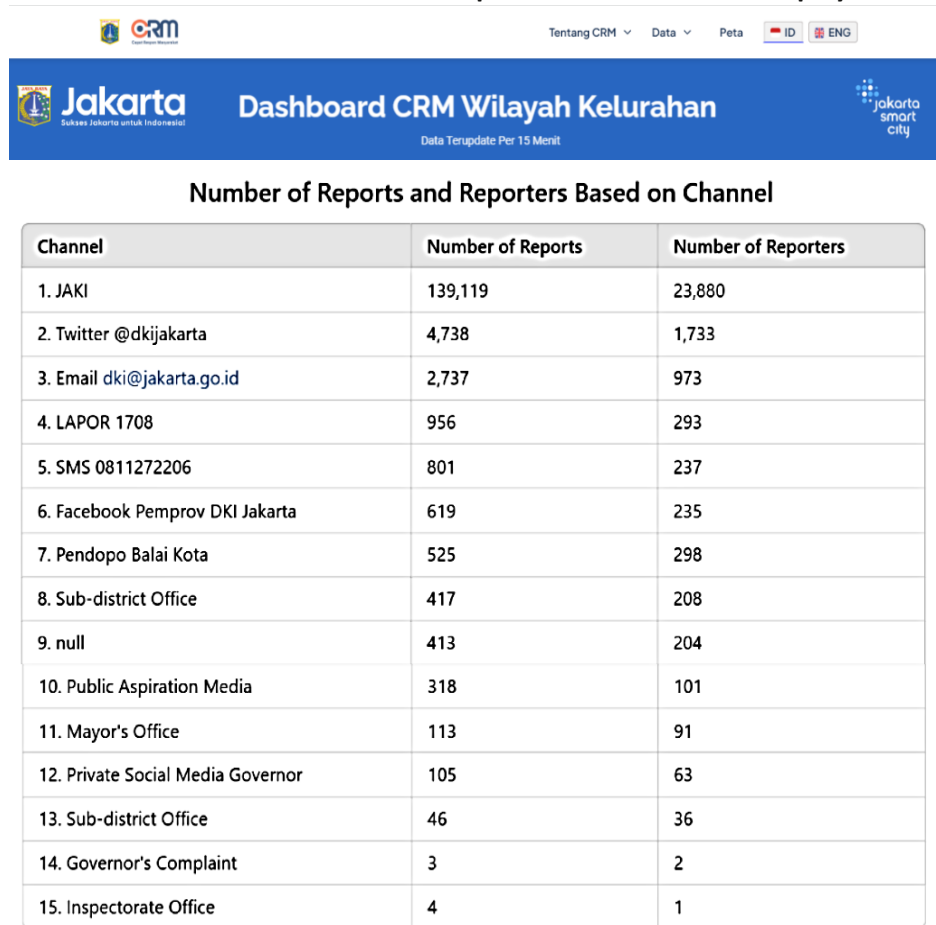1. **Acceptance Rate on the Benefits of Activities**

Digital literacy plays a crucial role in the success of Jakarta's digital transformation, as public acceptance of government-introduced technologies significantly determines policy effectiveness. For instance, the JAKI application, designed to streamline access to public digital services, has earned recognition, including the ASEAN ICT Awards 2023 in the public sector category, highlighting its success in enhancing service quality and public trust. The government's efforts, such as workshops and online tutorials, have facilitated public understanding of digital services, making applications like JAKI and CRM more accessible and user-friendly (Pratama & Widodo, 2023). Communities with higher digital literacy adopt technology more readily, while those with lower proficiency benefit from direct support to overcome technical challenges (Setiawan & Herdiansyah, 2022). Features like urban issue reporting, flood monitoring, and tax payment in JAKI address daily needs, strengthening public reliance on digital services and contributing to a more transparent, efficient, and inclusive ecosystem (Sutalhis & Novaria, 2024). Additionally, digital literacy training and data security education enhance public confidence in digital governance (Hamidi, 2021), driving Jakarta closer to its vision as a responsive and innovative smart city.

2. **Ability to Contribute by Procedure**

The ability to contribute by the procedure for the implementation of a digital transformation policy in South Jakarta is heavily influenced by the simple procedure of digital services provided by the government. Procedures Digital services have been designed for easy public understanding and access. Applications like JAKI (Jakarta Kini) and Alpukat Betawi integrate various services into one platform, making it easy for them to access various services without memorizing Lots of procedures or applications. In addition, support infrastructure like digital kiosks spread across several service points to help society, especially those unfamiliar with technology or with no personal device, still access digital services. Facilities This ensures that the service public becomes more inclusive and outreach all over the public.

The government also runs digital literacy programs such as Jakarta SOLID to increase the public's understanding of the use of technology. This program gives training about the use of the public and the importance of guarding personal data security so that the public can follow digital procedures with more belief and competence. Intensive socialization processes through social media, online tutorials, and guides users also make it easier for the public to follow procedures. With education and proper technical support, the community can contribute to the more practical use of digital services and ensure participation per the government's procedures.

Figure 4
DKI Jakarta CRM Official Complaints Channel Screen Display

Number of Reports and Reporters Based on Channel

Channel	Number of Reports	Number of Reporters
1. JAKI	139,119	23,880
2. Twitter @dkijakarta	4,738	1,733
3. Email dki@jakarta.go.id	2,737	973
4. LAPOR 1708	956	293
5. SMS 0811272206	801	237
6. Facebook Pemprov DKI Jakarta	619	235
7. Pendopo Balai Kota	525	298
8. Sub-district Office	417	208
9. null	413	204
10. Public Aspiration Media	318	101
11. Mayor's Office	113	91
12. Private Social Media Governor	105	63
13. Sub-district Office	46	36
14. Governor's Complaint	3	2
15. Inspectorate Office	4	1

Source: https://crm.jakarta.go.id/

Based on the Dashboard CRM in **Figure 4**, the JAKI platform dominates as the primary channel for receiving public reports, with 139,119 reports involving 23,880 reporters, far surpassing other channels. This indicates the effectiveness of JAKI as the most reliable digital platform for the public to submit complaints or aspirations. In second and third place, Twitter @dkijakarta recorded 4,738 reports from 1,733 reporters, and Email (dki@jakarta.go.id) registered 2,737 reports from 973 reporters, further highlighting the public's preference for digital channels when submitting reports. Meanwhile, traditional channels such as SMS (801 reports) and Sub-district Office (417 reports) remain in use, albeit at a smaller scale, underscoring their importance as alternatives for certain communities that have not fully adopted digital technology. However, the presence of "null" data, which recorded 413 reports from 204 reporters, indicates a potential discrepancy or inconsistency that requires further investigation to ensure the accuracy and source of this data. Additionally, channels managed by government figures, such as Governor's Complaint (3 reports), Private Social Media Governor (105 reports), and Mayor's Office (113 reports), show low reporting volumes, likely due to a lack of public awareness or limited access. A similar trend is seen with the Inspectorate Office, which recorded only 4 reports from 1 reporter, making it the least utilized channel. Overall, the dominance of digital channels, particularly JAKI, reflects the success of digitalization in public services in Jakarta. However, further evaluation of traditional channels, optimization of data accuracy, and increased public awareness of underutilized channels are necessary to ensure inclusivity and equal access to reporting mechanisms for all segments of society.

E. Resources

Resources play a crucial role in determining the success of policy implementation within organizations and government institutions. These resources encompass various key elements, including financial support, competent personnel, and adequate infrastructure, all of which work together to ensure that policies are effectively and efficiently executed. Without sufficient resources, even the most well-designed policies may struggle to achieve their intended objectives. One of the most fundamental aspects of resources is financial support. Adequate funding is essential to cover operational costs, procure necessary materials, and support the implementation of programs. Policies that require digital transformation, for instance, demand significant investment in technological infrastructure, maintenance, and cybersecurity measures. Furthermore, a well-funded policy can ensure sustainability, enabling continuous improvements and adaptations to evolving circumstances. A lack of funding, on the other hand, often leads to incomplete or ineffective implementation, resulting in public dissatisfaction and inefficiencies.

Equally important is the availability of skilled personnel who possess the expertise and capacity to carry out policies effectively. Human resources must not only be sufficient in number but also equipped with the necessary technical knowledge and competencies. Training programs, professional development, and knowledge-sharing initiatives are vital to ensure that implementers can adapt to changing technologies and evolving policy landscapes. In digital public services, for example, government staff must be proficient in operating digital platforms, troubleshooting technical issues, and assisting the public in navigating online services. Without a well-trained workforce, policy implementation can suffer from inefficiencies, errors, and delays. Infrastructure and equipment also constitute a critical component of resources in policy implementation. Modern policies, particularly those related to digital transformation, require a robust technological framework, including secure databases, reliable internet connectivity, and user-friendly applications. Additionally, the availability of supporting tools, such as computers, servers, and digital kiosks, plays a significant role in ensuring that public services can be delivered efficiently. In regions with inadequate infrastructure, policy execution may be hindered by slow processing times, unreliable service delivery, and cybersecurity vulnerabilities. Ultimately, the interplay between financial resources, skilled personnel, and adequate infrastructure determines the overall effectiveness of policy implementation. These elements must be aligned and consistently supported to ensure long-term success. Without a proper balance, policy outcomes may fall short of expectations, leading to inefficiencies and reduced public trust. Therefore, strategic planning and continuous evaluation of resource allocation are imperative to sustain effective, efficient, and responsive policy implementation in any organization or government. (Almunawar, 2023; Murliasari et al., 2023; Putu & Widanti, 2022; Yumame, 2024).

1. Adequate Funds

The budget for supporting digital transformation in DKI Jakarta is sourced from the Regional Revenue and Expenditure Budget (APBD). They use it to develop infrastructure technology, such as the JAKI (Jakarta Kini) application and the provision of public Wi-Fi, which is part of the Jakarta Smart City program. In the 2023 and 2024 budgets, the Implementation Program Government and Public Services budget reached Rp350,797,812,631. Of the total said, the realization use of funds has been achieved 98% of the target set, indicating the level of adequacy and effectiveness of the budget used. Budget This covers the development and maintenance of various digital platforms used to increase public accessibility. Although the budget for digital transformation is not expressed in a way, details in APBD documents and significant achievements in various digital projects— such as the JAKI application and public Wi-Fi provision — show that the funds

allocated for support service digital services are adequate. Government DKI Jakarta Province also won the Acceleration and Expansion Team Performance Regional Digitalization (TP2DD) award in 2023, successfully optimizing public digital-based service. With a significant budget and high realization, the DKI Jakarta government continues to commit to supporting digital transformation programs and providing more publicly effective, efficient, and transparent services.

2. Availability Executor

The success of digital transformation in South Jakarta's public service relies heavily on the availability of competent and adaptable implementers. To ensure smooth digital services, sufficient and skilled implementers are needed to evenly distribute tasks and prevent work overload. Their competence in digital technology is essential, as they must be capable of handling technical issues and operating devices effectively. Ongoing training is necessary to keep implementers up-to-date with evolving technologies. Their readiness to adapt to new systems is critical, and regular updates on tools and devices help them stay prepared. Collaboration with IT experts is also crucial to maintain a stable and secure digital infrastructure. Moreover, coordination between sub-district officers and related services, such as PTSP, Dukcapil, and Satpol PP, is vital for smooth operations. Additionally, officers handling public infrastructure (PPSU) must also receive proper training and equipment to support the digitalization process. Periodic performance evaluations are necessary to ensure optimal performance, with the DKI Jakarta government promoting ongoing evaluation and training to enhance digital competence. Ultimately, the success of digital transformation depends on competent, adaptable implementers with strong technical skills, continuous training, and the ability to keep up with evolving digital systems.

3. Adequacy Equipment

Implementation policy digital transformation in South Jakarta City District is highly dependent on the availability of equipment, technology, adequate information, and communication (ICT). Some of the required equipment includes devices like computers, printers, and scanners to support administrative processes and digital services. Most subdistrict has complete self with the device said, allowing service walk smooth, safe, and efficient. However, even though existing equipment is Already enough, there are challenges related to the stability and speed of the Network. The quality and capacity of internet networks in some subdistricts can vary, affecting service speed and efficiency. Therefore, evaluation of periodic performance networks is very important for ensuring quality and optimal service. In addition, data security becomes a priority. Device security such as firewalls and antivirus have been applied in every sub-district. However, security maintenance and updates must regularly improve to overcome the growing cyber threat. Availability facility support like digital kiosks and machine queue electronics were also introduced in several subdistricts to increase accessibility services. However, the facilities Are Unavailable throughout the sub-districts, so equalization distribution equipment in every subdistrict needs to be noticed more. Supporting technical and maintenance roles is vital to guarding the smoothness of operational equipment. Some subdistricts own internal IT teams, while others depend on support from level cities or provinces. Therefore, that is important. For increased availability, Power Technical can handle equipment maintenance and troubleshooting quickly. Overall, sufficient equipment is important in successfully implementing digital transformation in public service, and efforts to equalize and maintain equipment must keep going. To support smoothness, more digital services are being implemented throughout the sub-district in South Jakarta.

4. Availability Information

The South Jakarta City Administration Government has introduced various digital platforms to enhance transparency and public accessibility to information as part of its digital transformation policy. A key initiative is the Jakarta SOLID program, designed to improve digital literacy among the community by equipping them with skills to utilize digital technology in various aspects of life, including public services. This program empowers citizens in the digital economy by offering training in digital entrepreneurship, particularly benefiting MSMEs in South Jakarta. Activities such as socialization campaigns, webinars, workshops, and targeted training for groups like youth, MSME actors, the elderly, and people with disabilities ensure inclusivity in technology use. The government also enhances public access to information through platforms like the Jakarta Kini (JAKI) app and the digital public service portal. The JAKI app integrates essential services, including city problem reporting, weather updates, public transportation, and tax payment systems, in a user-friendly format. Supporting facilities such as free Wi-Fi and digital service kiosks further simplify access to public services, allowing citizens to avoid unnecessary visits to sub-district offices. This initiative underscores the government's commitment to ensuring online access to crucial information while prioritizing security and transparency through robust privacy measures and integrated systems. Additionally, digital literacy is supported by educational materials, including tutorials, guides, and print modules, to help users effectively navigate digital services. These efforts by the DKI Jakarta government aim to enhance public service efficiency and quality, ensuring safe and easy access to information and promoting the success of digital transformation at the sub-district level.

5. Provisions Technology

South Jakarta City Administration Government has implemented various initiatives and technologies to increase the efficiency of the digital public; one of them is implementing an electronic-based system (SPBE). SPBE aims to utilize technology information to repair efficiency and integrate and share information between institutions and the government in South Jakarta. It also supports various aspects of public life, like licensing and administration. The current population can access the public online. In addition to SPBE, the Digital Public Service Mall (MPP) application also plays an important role in giving the public direct access. Get various services from the government without having to come to the office, which reduces the physical burden and speeds up the administrative process. Application This has become part of South Jakarta's efforts to develop the Smart City concept through innovative technology that makes things easier for public access services and more efficient and integrated. In addition, the DKI Jakarta Government has also implemented various infrastructure technologies, such as free Wi-Fi provision in public rooms and digital kiosks, which make it easier for the public to access services. The Jakarta SOLID (Digital et al.) program also gives society training in digital literacy so that they can learn more about technology and utilize digital services independently. Data security is also a primary focus in implementation technology, using protocol security tools such as firewalls and antivirus to protect information from personal society. Innovation technology Keep going updated to face the challenge development of rapid technology, focusing on improving security and efficiency services. The South Jakarta government continues renewing system technology to guard the public's sustainability, comfort, and trust in digital services. With the implementation of the right technology, it is expected that efficiency, accessibility, and transparency in the government organization in South Jakarta will increase along with the rapid development of technology.

CONCLUSIONS

The implementation of digital transformation policies in DKI Jakarta's public services has significantly improved efficiency and service quality. Supported by clear regulations like the Jakarta Smart City Governor's Regulation and the Electronic-Based Government System (SPBE), these policies accelerate digitalization. Applications such as JAKI and Alpukat Betawi enhance transparency, efficiency, and inclusion.Key factors in implementation include customized infrastructure, motivated civil servants, and leadership support. Intrinsic interest in technology drives adoption, while incentives boost performance. Training is essential, though challenges like infrastructure gaps and resistance to change persist. Collaboration among subdistrict offices, PTSP, Dukcapil, and Satpol PP ensures seamless services and integrated data. Public participation is vital, with digital literacy influencing success. Awareness campaigns via JAKI help increase acceptance. Sustainable success depends on adequate resources—funding, skilled personnel, and infrastructure—while continuous evaluation is necessary for long-term impact.

This research presents several conclusions that address the research questions as follows: (1). **Influence of Policy Substance on the Success of Digital Transformation Implementation.** The success of digital transformation implementation in public services at the district level highly depends on clear, flexible, and adaptive policy substance that aligns with technological developments. Regulations such as the Governor's Regulation on Jakarta Smart City and the Electronic-Based Government System (SPBE) have provided a framework supporting public service digitalization. With strong and relevant policies in place, digitalization can be more effective and aligned with community needs; (2). **Contribution of Policy Implementers' Behavior to the Success of Digital Transformation**. The behavior of policy implementers, particularly Civil Servants (ASN) and district employees, plays a key role in the implementation of digital transformation. Factors such as intrinsic motivation (interest in technological innovation) and extrinsic motivation (incentives and rewards) influence their readiness to adopt digital systems. Leadership training and technical skill enhancement are crucial to ensuring that officials have the necessary competencies to operate digital services effectively; (3). **Impact of Cross-Institutional Network Interaction on Digital Transformation Policy Implementation.** Collaboration among institutions, including local governments, district agencies, and the private sector, is vital in accelerating digital transformation implementation. Effective coordination between district offices, the Investment and One-Stop Integrated Services Agency (PTSP), the Population and Civil Registration Agency (Dukcapil), and the Civil Service Police Unit (Satpol PP) ensures smooth public service delivery and well-integrated data systems. Strategic partnerships with the private sector can also enhance technological capacity and digital infrastructure; (4). **Role of Community Participation in Supporting Digital Transformation Implementation.** Community participation as the target group is crucial in supporting digital transformation policy implementation. The level of digital literacy, involvement in service planning, and participation in evaluating digital services are key success factors. Education and socialization through digital platforms such as the JAKI application enhance public understanding and accelerate digital service adoption. Active community involvement also enables the development of more responsive services tailored to user needs; (5). **Impact of Resource Availability on the Success of Digital Transformation Policy.** The sustainability of digital transformation depends on the availability of resources, including human resources, technology, and financial support. Adequate digital infrastructure, high human resource competence, and sufficient funding are essential factors in ensuring policy effectiveness. Local governments need to allocate sufficient budgets for technological development, human resource training, and digital system maintenance to ensure that digital transformation policies run optimally and sustainably.

Based on the research findings on the implementation of digital public service policies at the

sub-district level in South Jakarta, several recommendations can be applied to enhance the effectiveness of this policy. **From an academic perspective**, further research is needed to strengthen the theoretical model of digital policy implementation, such as expanding Hamdi's (2014) model to include sustainability and adaptation aspects in different regions with diverse socio-cultural characteristics. Additionally, comparative studies between regions or even countries could provide further insights into best practices that can be adopted. In-depth research on the effectiveness of digital literacy programs is also necessary to ensure that the policies formulated genuinely enhance the community's digital skills optimally.

From a practical standpoint, several immediate measures can be taken, including improving human resource capacity by providing intensive training for civil servants (ASN) at the sub-district level on operating digital services, including basic troubleshooting skills. Providing incentives for employees who successfully adopt technology can also serve as a strategy to boost motivation and performance. Moreover, improving digital infrastructure should be a priority, such as strengthening stable internet networks and providing free internet access at strategic points. The provision of digital kiosks in each sub-district should also be expanded so that people without access to digital devices can still utilize electronic-based services. Optimizing the complaint system is also crucial by ensuring that applications such as JAKI and CRM are more intuitive and user-friendly while also enhancing the capacity of digital customer service to ensure that every report received can be promptly addressed. Increasing public participation in policy evaluation is equally important, such as through regular forums or public satisfaction surveys, as well as leveraging social media as an interactive platform for monitoring and providing feedback on digital services.

On an operational level, the recommendations that can be implemented include establishing a dedicated team in each sub-district responsible for digital services, including a technical team that ensures the system operates optimally. Cross-agency collaboration must also be strengthened, particularly between the sub-district, the Department of Communication and Informatics, and the One-Stop Integrated Service Unit (UP PTSP), to ensure that policies are well-coordinated and effectively implemented. Coordination between sub-districts and urban villages should also be clarified to prevent overlapping responsibilities in digital service implementation. Additionally, raising public awareness and digital literacy is a strategic step that must not be overlooked. Socialization programs through webinars, workshops, and offline training sessions at community centers can effectively introduce digital services to the public. The government can also provide digital service guidelines in the form of infographics, video tutorials, and user-friendly instructions, enabling the community to utilize the available services independently. By implementing these recommendations, it is expected that the implementation of digital public service policies at the sub-district level in South Jakarta can become more effective, efficient, and aligned with the needs of the community.

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