

The Implementation of Digital-Based Public Services through the Akudicari Application: A Case Study on the Population and Civil Registration Office of Badung Regency from the Perspective of Good Governance

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ABSTRAK

Penelitian ini mengkaji implementasi layanan publik berbasis digital melalui aplikasi Akudicari pada Dinas Kependudukan dan Pencatatan Sipil (Disdukcapil) Kabupaten Badung, Provinsi Bali, Indonesia, dalam kerangka tata kelola pemerintahan yang baik. Aplikasi Akudicari, yaitu platform digital untuk memantau status dokumen kependudukan, dikembangkan sebagai respons atas keterbatasan layanan tatap muka selama pandemi COVID-19 sekaligus upaya meningkatkan efisiensi, transparansi, dan akuntabilitas layanan. Penelitian ini menggunakan pendekatan deskriptif kualitatif dengan teknik wawancara, observasi, dan studi dokumen. Hasil penelitian menunjukkan bahwa Akudicari mampu memangkas waktu pelayanan hingga 30%, memperluas akses informasi secara daring, serta mengurangi praktik percaloan dalam birokrasi. Prinsip-prinsip tata kelola pemerintahan yang baik—transparansi, akuntabilitas, efektivitas, responsivitas, dan partisipasi publik—tercermin dalam pelaksanaan layanan. Namun demikian, tantangan masih dihadapi, antara lain rendahnya literasi digital di wilayah pedesaan, keterbatasan infrastruktur internet, serta disparitas kapasitas sumber daya manusia. Strategi penanganan mencakup pelatihan berkala, pembaruan sistem aplikasi, dan peningkatan intensitas sosialisasi. Penelitian ini memberikan kontribusi empiris dalam memperkuat layanan publik digital berbasis daerah serta menawarkan Akudicari sebagai model layanan yang adaptif dan akuntabel dalam konteks transformasi digital pemerintahan.

ABSTRACT

This study analyzed the implementation of digital-based public service delivery through the Akudicari application at the Population and Civil Registration Office (*Disdukcapil*) in Badung Regency, Bali Province, Indonesia, within the framework of good governance principles. Akudicari, a digital platform for monitoring the status of civil documents, was developed in response to limited face-to-face services during the COVID-19 pandemic, aiming to promote efficiency, transparency, and accountability. This research employed a qualitative descriptive approach with data collection techniques including interviews, observations, and document analysis. The findings indicate that the Akudicari application reduced service time by 30%, broadened public access to online information, and minimized illicit practices such as service brokerage. The principles of good governance were reflected in transparency, accountability, effectiveness, responsiveness, and public participation. However, challenges persisted, such as low digital literacy in rural areas, limited internet infrastructure, and disparities in human resource capacity. Strategies implemented included regular staff training, system updates, and intensified public outreach. This study provides empirical insights into strengthening local digital public service governance and proposes the Akudicari application as a scalable, accountable, and adaptive model for digital transformation in government services.

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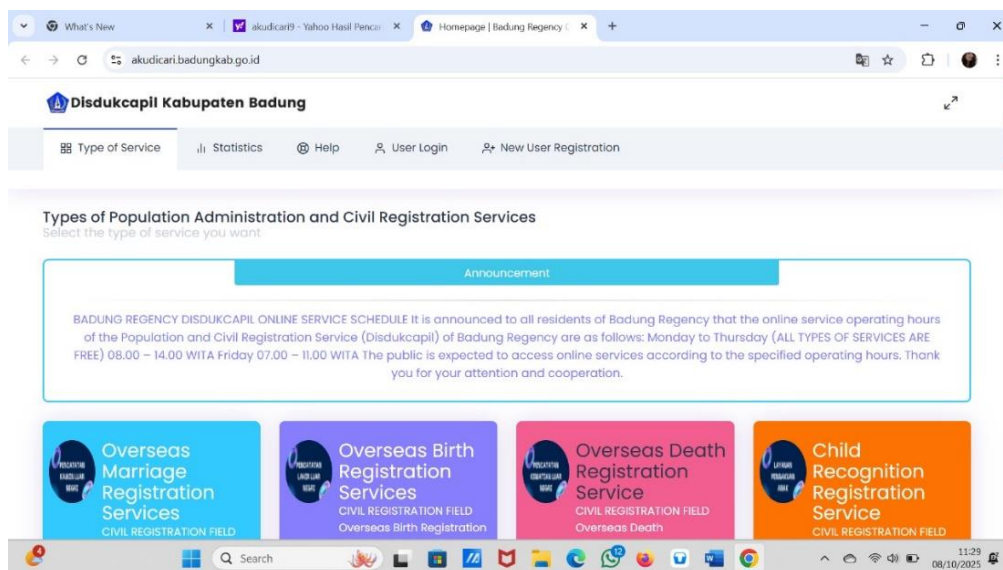
INTRODUCTION

Public service is one of the main functions of government in fulfilling the basic rights of citizens. In recent years, digital transformation in the public service sector has become increasingly urgent, especially after the COVID-19 pandemic, which limited face-to-face interactions. This condition has spurred the emergence of various technology-based innovations at the local government level (Fitriyanti, 2024; Anindita et al., 2024). Data from the Ministry of Home Affairs (2023) shows that over 75% of the Population and Civil Registration Offices (Disdukcapil) in Indonesia have implemented online services, but only 40% are rated "very good" in transparency and accountability. This fact indicates that there is still a disparity in the quality of digital services between regions, with certain areas still facing significant challenges in providing transparent and efficient services.

Despite the advancements in digital service implementation, there remains a gap in addressing the operationalization of good governance principles, particularly transparency and accountability, in these local digital applications. Most studies focus primarily on the technical aspects of efficiency, such as reducing waiting times or improving user satisfaction (Putra & Lestari, 2023; Sari & Rahman, 2023), yet very few explore how local applications like Akudicari implement the broader framework of good governance that includes transparency, accountability, and public participation.

In Badung Regency, Bali Province, the digitalization of population administration is realized through the development of the Akudicari application. This application allows the public to monitor the status of population documents such as ID cards, family cards, and birth certificates online. This phenomenon is particularly important to analyze because Badung is an area with high levels of urbanization and population mobility, which demands fast, transparent, and broker-free population services. The Badung Civil Registry and Population Agency's 2023 Performance Report shows that Akudicari was able to reduce service time by up to 30% and decrease public complaints regarding service delays.

Figure 1.
Home View of the Akudicari Application



Source: Population and Civil Registration Office of Badung Regency (2023)

The image displays the main interface of the Akudicari application, where users can access and track the status of their civil documents online.

The image in Figure 1 displays the main interface of the Akudicari application. Users can log in and view a dashboard summarizing the status of their civil documents, including ID cards, family cards, and birth certificates. Key features include real-time status updates, notifications for required actions, and access to support services. This interface allows citizens to independently track the progress of their applications without the need to physically visit the office, which enhances efficiency and reduces potential bottlenecks in service delivery. By providing transparency in the document processing workflow, the application also strengthens public trust and accountability in local governance.

The connection between this phenomenon and the principles of good governance is critical. Akudicari is not only aimed at technical efficiency but also serves as a tool for realizing transparency, accountability, effectiveness, responsiveness, and public participation (Dwiyanto, 2016; UNDP, 1997). For instance, the application allows users to verify processing times, submit feedback or complaints, and engage with local authorities directly through the platform, embodying participatory governance principles.

However, despite the considerable amount of research on the digitalization of public services, the application of good governance principles in local digital platforms like Akudicari remains underexplored. By bridging this gap, this research aims to analyze how the Akudicari application operates within the framework of good governance, with a particular focus on transparency, accountability, effectiveness, responsiveness, and public participation in digital population administration services. This study highlights how local governments can leverage digital platforms to improve service delivery while maintaining public trust and engagement.

Literature Review

Digital Public Services

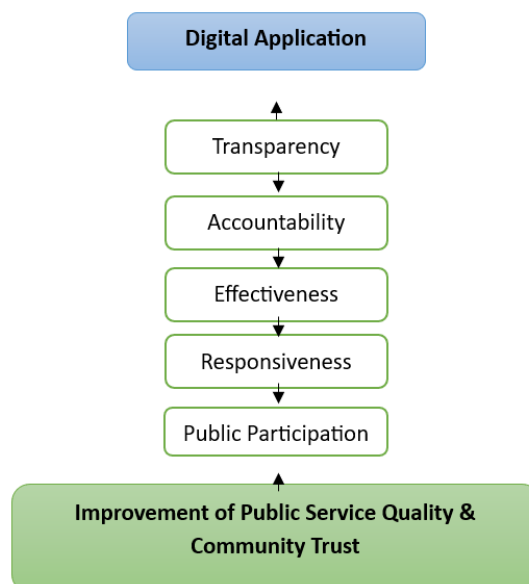
Digital public services represent the transformation of conventional service systems into technology-driven frameworks that utilize information and communication technology (ICT) to deliver faster, more transparent, and accountable services. Nugroho (2019, p. 74) defines digital public services as government-provided services delivered through digital platforms aimed at improving efficiency, effectiveness, and accessibility. The rapid development of information technology has compelled local governments to innovate in service delivery to meet society's increasingly dynamic needs. The adoption of digital technologies is considered an effective approach to reducing bureaucratic complexity, accelerating service processes, and enhancing transparency (Sinambela, 2018, p. 66). According to the United Nations Development Programme (UNDP, 2001), the digitization of public services simplifies procedures, expands accessibility, and increases the accountability of government functions. This is consistent with Dwiyanto's (2018) findings, which emphasize that service digitization can reshape government–citizen interactions, making them more responsive and participatory. In the Indonesian context, Putra and Lestari (2023) emphasize that the successful implementation of digital public service innovations depends on technological readiness and sustained government commitment to ensuring service quality. Similarly, Sari and Rahman (2023) argue that e-government services could strengthen public trust in local government when supported by transparent processes, responsiveness to citizen needs, and equitable access across all societal segments. Further evidence is provided by Handayani et al. (2015), who found that integrated digital public services enhance community satisfaction when supported

by adequate infrastructure and human resource capacity. In addition, Damayanti and Daryanto (2020) demonstrated that the digitization of population services in Bandung significantly reduced service queues by up to 40%. This study introduces a novel contribution by integrating the principles of good governance into the digital public service framework, a perspective largely unexplored in previous literature. Most existing studies have focused solely on technical aspects, such as efficiency and user satisfaction. This research extends that by evaluating how digital services operationalize governance principles, specifically in Badung Regency's population administration services.

Akudicari Application

The Akudicari application is a digital innovation in population administration services developed by the Population and Civil Registration Office of Badung Regency. It enables citizens to track the status of their documents online, from submission to issuance. According to the Population and Civil Registration Office of Badung Regency (2023), Akudicari aims to minimize queues at service offices, reduce public complaints stemming from service uncertainty, and reinforce the principles of transparency and efficiency. The application also supports the implementation of the Electronic-Based Government System (SPBE) as mandated in Presidential Regulation No. 95 of 2018. Comparable innovations have been introduced in other regions, such as Surabaya, where the Klampid New Generation (KNG) application allows citizens to access population services online. Kusumastuti and Adi (2021) found that KNG significantly improved public satisfaction and reduced service time. The Akudicari application in Badung has demonstrated similar potential in improving efficiency, yet it remains under-examined in terms of how it aligns with broader governance principles such as transparency and accountability.

Figure 2.
Conceptual Framework of the Study
Research Conceptual Framework



Source: Adapted from the study framework (2025).

This diagram illustrates the conceptual framework used in the study, showing the relationships between the digital public service platform (Akudicari), the principles of good governance, and the service effectiveness indicators.

The image in **Figure 2** illustrates the conceptual framework of this study. It presents the digital application (Akudicari) at the center of analysis, highlighting its relationship with the five principles of good governance: transparency, accountability, effectiveness, responsiveness, and public participation. Each principle is positioned as a pathway through which the digital application contributes to the improvement of public service quality and community trust. The label “Figure 2” is used to identify the conceptual framework throughout the text, ensuring readers can directly connect the discussion to the visual model. This figure helps clarify the study’s research design and the expected outcomes of implementing digital population services in accordance with governance principles.

Good Governance

Good governance is a fundamental principle of public administration that encompasses transparency, accountability, effectiveness, efficiency, participation, and the rule of law. According to UNDP (1997), good governance refers to managing public power and resources in ways that promote openness, justice, and accountability. Dwiyanto (2016, p. 45) highlights that implementing good governance in public services is crucial to establishing transparent, responsible, and responsive systems that cater to community needs. In the context of population administration services, these principles can be realized through service digitization, which ensures transparency in processes, accountability of officers, and time efficiency. Thus, the Akudicari application can be evaluated through the lens of good governance to assess the extent to which it aligns with modern public service standards, emphasizing responsiveness and reliability. This study contributes to the literature by providing empirical insights into how digital public service platforms such as Akudicari operationalize good governance principles, especially transparency and accountability. This framework enables an evaluation of how digital platforms can support governance reforms in the public service sector, an area that has received little attention in previous research.

Population Administration

Population administration encompasses processes such as population registration, civil registration, data management, and the issuance of documents that form the foundation for other public services. Based on Law No. 24 of 2013 on Population Administration, these services are vital for safeguarding citizens’ civil rights. Ismanto (2020, p. 23) argues that the effectiveness of population administration is an important indicator of local government performance. Transitioning these services to digital systems has become a strategic priority to enhance data accuracy, improve efficiency, and increase public satisfaction. Mobile applications like Akudicari offer innovative solutions by providing real-time administrative services, eliminating the need for citizens to visit service offices in person. This development aligns with the national policy direction on public service digitization. It is also important to compare the challenges and successes of digital service implementation across regions. Research from rural areas (e.g., Sari et al., 2021) highlights that digital service adoption faces more obstacles in rural contexts, including infrastructure limitations and lower digital literacy. This study provides a comparative analysis by examining the success of Akudicari in Badung, an urbanized region, and

contrasting it with challenges faced by rural populations in accessing similar digital services.

Research Novelty

This study contributes to the literature by introducing a novel integrative analysis of the effectiveness of digital public service applications and the principles of good governance within the regional population administration sector. To date, such analyses have been largely confined to studies in Badung Regency, and this research fills a significant gap in the literature. By examining the implementation of service digitization in the context of transparent and accountable governance at the regional level, this research provides a fresh perspective on how local government applications can be assessed in terms of both technical efficiency and governance outcomes. Moreover, this study provides relevant comparisons with similar studies conducted in other regions, particularly in rural contexts, thereby broadening the scope of research and enabling a more comprehensive understanding of how digital services can be adapted and scaled to different geographical and infrastructural settings.

RESEARCH METHODS

This study uses a descriptive qualitative approach to gain a comprehensive understanding of the implementation of digital public services through the Akudicari application at the Population and Civil Registration Office of Badung Regency. This approach allows for an in-depth exploration of empirical realities, user experiences, and the dynamics of public service governance in the digital context. Informants were selected using purposive sampling, choosing individuals directly involved with the Akudicari application. The criteria for selecting informants include: Disdukcapil officials/employees who are actively engaged in managing the Akudicari application, and community members who use the application for population document processing. A total of 10 informants were selected, consisting of 4 Disdukcapil officials and 6 community users. Data was collected through three main techniques: in-depth interviews, conducted with a semi-structured guide to explore informants' experiences in detail while maintaining flexibility; participatory observation, conducted at service locations to observe how the application was used and interactions between officers and the public, using structured observation sheets to ensure consistency; and document study, analyzing supporting documents such as the Disdukcapil Performance Report (2022-2024), application SOPs, and usage statistics. Data analysis was conducted using the thematic analysis model, as developed by Braun & Clarke (2006) and Miles, Huberman, & Saldana (2014), with the following steps: data familiarization, where transcripts and observation notes were read repeatedly to immerse the researchers in the data; open coding, where transcripts were broken down into initial units of meaning to identify key data that could inform themes; theme development, where similar units of meaning were grouped into main themes aligned with the dimensions of good governance: transparency, accountability, effectiveness, responsiveness, and participation; reviewing & refining, where the themes were reviewed and refined to ensure consistency with the raw data; and cross-checking, where themes were compared with data from various sources (interviews, observations, documents) to ensure consistency and thoroughness. To maintain data validity, triangulation methods were employed as follows: source triangulation, by comparing data from Disdukcapil officials with insights from community users, and method triangulation, by cross-checking data collected through interviews, observations, and official documentation. Additionally, member checks were performed by sharing interpretations with two key informants to confirm accuracy, and peer debriefing was conducted with supervisors to ensure objectivity. Consistency between methods and results is maintained by following the established analytical framework. The open coding and cross-checking processes ensured that the main themes used to organize the findings

were logically aligned with the research design. This consistency allows for a clear presentation of how the principles of good governance are operationalized within the Akudicari system.

RESULTS AND DISCUSSIONS

1. Implementation of Akudicari and the Principles of Good Governance

Thematic analysis conducted on interviews, observations, and documents yielded five main themes aligned with the principles of good governance: transparency, accountability, effectiveness, responsiveness, and public participation. This analysis focused not only on technical efficiency but also on how the principles of good governance are operationalized in the Akudicari application, as shown in Figure 1.

Tabel 1.		
Results of Thematic Analysis (Open Coding → Theme → Data Quotations)		
Main Theme (Good Governance)	Indicator / Subtheme	Example of Informant Quotes
Transparency	Access real-time service information	"Now I can check the status of my ID card directly from my phone, I don't need to go to the office and ask anymore." (M-2, 2024)
Accountability	Monitoring staff performance	"If there are public complaints, we can check directly on the dashboard, so it's clear who is working on it." (P-1, 2024)
Effectiveness/Efficiency	Accelerated service time	"Usually, it takes two weeks to get a family card, but now it can be done in a week. It's faster." (M-5, 2024)
Responsiveness	Speed of complaint response	"I sent a complaint about incorrect data, and the next day I received a response. It was faster than before." (M-3, 2024)
Public Participation	Public Village Involvement Participation Device	"In the village, we help residents check on the application. So they can still access it even if they don't have a smartphone." (P-3, 2024)

Sumber: Population and Civil Registration Office of Badung Regency (2025)

The table presents thematic analysis results, showing quotes from informants categorized under various indicators of Good Governance.

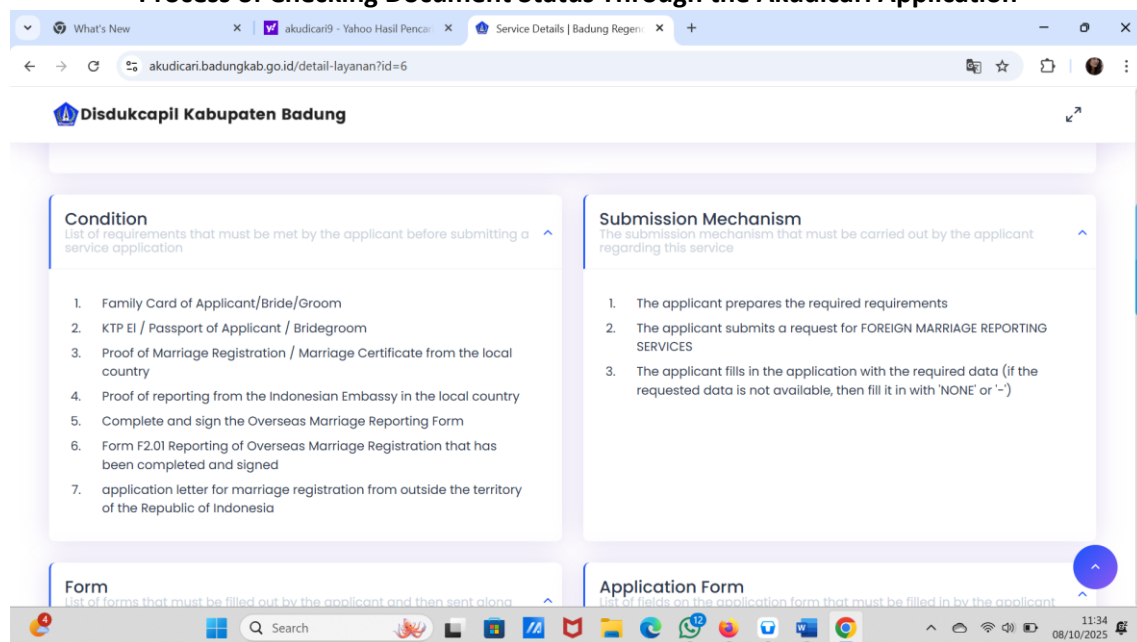
The thematic analysis of interviews, observations, and documents identified five main themes corresponding to the principles of good governance: transparency, accountability, effectiveness, responsiveness, and public participation, as summarized in Table 1. Transparency is reflected in citizens' ability to access real-time service information, exemplified by statements such as, "Now I can check the status of my ID card directly from my phone, I don't need to go to the office and ask anymore." (M-2, 2024). Accountability is operationalized through monitoring staff performance, as captured in the quote: "If there are public complaints, we can check directly on the dashboard, so it's clear who is working on it." (P-1, 2024). Effectiveness and efficiency are demonstrated by accelerated service times, with one informant noting, "Usually, it takes two weeks to get a family card, but now it can be done in a week. It's faster." (M-5, 2024). Responsiveness is indicated by the rapid handling of complaints: "I sent a complaint about incorrect data, and the next day I received a response. It was faster than before." (M-3, 2024). Finally, public participation is highlighted through village device involvement: "In the village, we help residents check on the application. So they can still access it even if they don't have a smartphone." (P-3, 2024). These findings illustrate how the Akudicari application operationalizes

good governance principles, enhancing service transparency, accountability, efficiency, responsiveness, and public engagement. By presenting informants' direct quotations alongside indicators, Table 1 provides a clear, evidence-based depiction of how digital population services can support quality improvements and strengthen public trust in local government institutions

2. Document Status Checking Process Through the Akudicari Application

To further understand how the Akudicari application facilitates population services, it is necessary to examine the step-by-step process that allows citizens to check the status of their civil documents. This process illustrates not only the technical workflow but also how the application implements the principle of transparency, enabling the public to access information about their documents in real time without physically visiting the Civil Registration Office, as can be seen in Figure 3.

Figure 3.
Process of Checking Document Status Through the Akudicari Application



Source: Population and Civil Registration Office of Badung Regency (2023)

This figure illustrates the step-by-step process for checking the status of civil documents through the Akudicari application, from selecting the document to receiving real-time status updates.

The image in Figure 3 illustrates the step-by-step process for checking the status of civil documents through the Akudicari application, from selecting the type of document to receiving real-time status updates. This process allows the public to independently monitor their documents online, reducing the need to physically visit the Civil Registration Office (Disdukcapil), and thereby demonstrating that the principle of transparency is being effectively implemented. Users can track the progress of ID cards, family cards, and birth certificates directly through the application, providing immediate access to essential service information. However, from a theoretical perspective, transparency also entails that information should be easily readable and understandable by all segments of society. Therefore, while the Akudicari application promotes transparency, further improvements are necessary to enhance usability and accessibility, particularly for individuals with limited digital literacy, ensuring equitable access to information across all social groups.

3. Digital Service Mechanism and Service Governance

The Badung Regency Population and Civil Registration Office provides two schemes for population administration services:

- Online services, designed for residents with adequate digital access and literacy.
- Offline services, which are still maintained for those who have difficulty accessing or using digital technology.

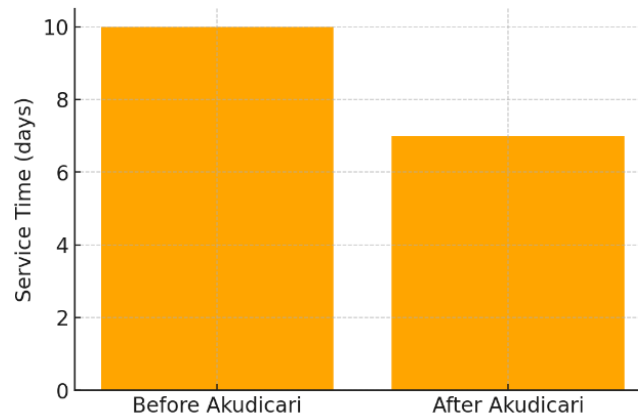
This dual approach reflects the principles of participation and inclusivity, ensuring that every citizen, regardless of their digital capabilities, retains equal rights and opportunities to access public services. To optimize the implementation of the Akudicari application, the Department of Population and Civil Registration regularly conducts socialization activities through social media campaigns, community meetings, and direct outreach. This initiative is a tangible manifestation of the principles of transparency and responsiveness in governance, as it expands public access to information and demonstrates the government's commitment to quickly meeting service needs.

4. Comparison of Service Time Before and After the Akudicari Application

To understand the impact of the Akudicari application on population service efficiency, it is important to first examine the overall service process and its results. One way to illustrate this is by comparing service times before and after the implementation of the application, as can be seen in Figure 2, which highlights the improvements achieved through digitalization.

Figure 4.
Before and After: Service Time Comparison with and without the Akudicari Application

Comparison of Service Time Before and After Akudicari Application



Source: Population and Civil Registration Office of Badung Regency (2023)

Comparison of Service Time Before and After Akudicari Application (in days). The graph shows a significant reduction in service time after the introduction of the Akudicari Application.

The image in Figure 2 illustrates the comparison of service time for processing population documents before and after the implementation of the Akudicari application, measured in days. The data demonstrates a 30% reduction in processing time following the introduction of the application, highlighting significant improvements in service efficiency. Users can submit, track, and receive documents faster, reducing queues and minimizing delays. However, the figure also indicates that disparities between urban and rural areas persist, as residents in rural regions face greater barriers due to limited access to digital devices and lower levels of digital literacy. This

suggests that while Akudicari enhances overall efficiency, additional measures are needed to ensure equitable service delivery across all regions.

5. Effectiveness of the Akudicari Application Services at the Population and Civil Registration Office of Badung Regency

The effectiveness of the Akudicari application was assessed using modern indicators of digital public service effectiveness (Criado & Gil-Garcia, 2019). Based on this framework, the findings are as follows in table 2:

Table 2.
Digital Service Program Effectiveness Indicators (Criado & Gil-Garcia, 2019)

Indicators	Findings
Target Accuracy	Reached approximately 12,000 active users, predominantly from urban areas; village residents were supported through local officials.
Program Socialization	Conducted via social media, the application platform, village-level facilitators, and mobile service initiatives; however, outreach intensity in rural areas required further improvement.
Program Objectives	Contributes to faster, more transparent, non-bureaucratic, and efficient services; service processing time reduced by up to 30%.
Program Monitoring	Implemented through monthly monitoring, complaint-handling features, staff discussion forums, and application dashboards; responses to complaints and technical issues were relatively prompt.

Source: Population and Civil Registration Office of Badung Regency (2025)

Indicators – Describes the aspects measured in the digital service program.

Findings – Outlines the results of the program according to each indicator.

The information presented in Table 2 demonstrates how the Akudicari application performs against standard indicators of digital public service effectiveness. While the program has successfully improved service speed, transparency, and monitoring, its utilization remains concentrated in urban areas with higher digital infrastructure and literacy. Rural communities face challenges in accessing the application due to limited devices and lower digital competence. These observations indicate an implementation gap, emphasizing the need for strategies to enhance inclusivity and ensure that the benefits of digital public services are equitably distributed across all population segments.

6. Supporting and Inhibiting Factors for the Implementation of Akudicari Digital Service

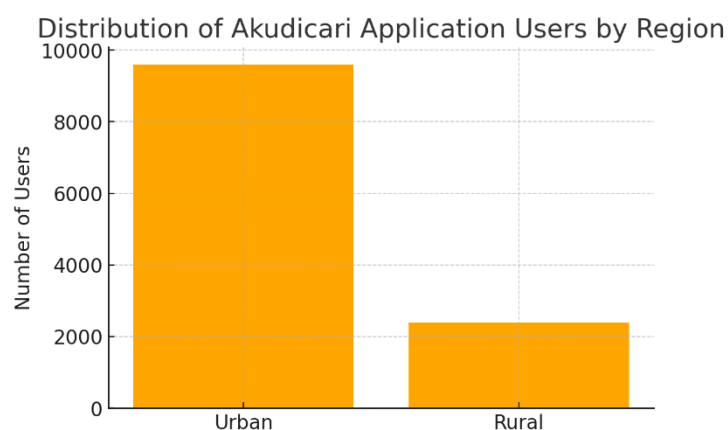
The implementation of digital population administration services through the Akudicari application in Badung Regency was influenced by both supporting and inhibiting factors that determined its success.

Several challenges hindered the optimal implementation of the Akudicari application. First, low digital literacy among community members, particularly in rural areas, made it difficult for many citizens to use online services effectively, despite the government's socialization efforts. Second, limited internet connectivity in certain mountainous and coastal regions constrained public access and disrupted service continuity. Third, difficulties in understanding application procedures, such as checking or submitting data, remained a barrier for some users. Additionally, disruptions in the central Population Administration Information System (SIA) occasionally delayed document processing. Lastly, incomplete or inaccurate document uploads

by citizens slowed the verification process, while concerns about data security, despite the adoption of the ISO 27001 security standard, remained a critical challenge in the digital management of population data.

Conversely, several elements contributed positively to the effective use of the Akudicari application. The availability of adequate information technology infrastructure, such as dedicated servers, reliable internet connectivity, firewalls, and compatible computer devices, provided a strong foundation for the operation of digital services. Human resource competence also represented a significant strength, as Population and Civil Registration Office administrators have undergone specialized training in population information systems, enabling them to deliver online services more effectively. Furthermore, regulatory support through the Badung Regent's Circular Letter No. 470/2022 on the Digitization of Population Document Information Services ensured a legal framework that legitimizes and guides implementation. Additional supporting elements included data security mechanisms and increasing community participation in utilizing digital services, both of which reinforced the sustainability and success of the Akudicari application.

Figure 5.
Distribution of Akudicari Application Users by Region (Urban vs. Rural) in Badung Regency (2023) 085



Source: Population and Civil Registration Office of Badung Regency (2023)

This bar chart illustrates the number of users of the Akudicari application, categorized by urban and rural regions. The data shows a significant disparity, with urban users making up the vast majority, totaling over 8,000, while rural users are considerably fewer, with around 2,000 users.

The bar chart in Figure 4 illustrates the distribution of Akudicari application users between urban and rural regions. The data reveals a significant disparity: urban users constitute the majority, totaling over 8,000, while rural users account for approximately 2,000. This discrepancy highlights the uneven adoption of digital population services, reflecting differences in access to technology, digital literacy, and local facilitation. Despite the application's effectiveness and supporting infrastructure, these findings suggest the need for targeted strategies to improve accessibility and promote equitable utilization across both urban and rural communities.

7. Implementation Challenges and Recommendations

Despite the positive contributions of the Akudicari application, its implementation in Badung Regency still faces certain challenges. The main obstacles include limited digital literacy in rural communities, unequal internet connectivity, and variations in staff competence in managing

digital tools. These factors contribute to disparities in service access and outcomes, particularly between urban and rural areas. To address these challenges, the Population and Civil Registration Office of Badung Regency has undertaken several measures, such as regular system evaluations, technical support, and community outreach programs. These initiatives aim to strengthen service inclusivity and ensure that all citizens can benefit from digital-based public services. This simplified discussion highlights that, while the Akudicari application improves service efficiency and aligns with good governance principles, attention to equitable access and capacity building is essential to maximize its impact.

CONCLUSIONS

This study demonstrates that the implementation of the Akudicari application in digital public services at the Population and Civil Registration Office of Badung Regency, Bali, has not only succeeded in improving service efficiency but also reinforced the principles of good governance, namely transparency, accountability, effectiveness, responsiveness, and public participation. The Akudicari application can reduce service time by up to 30%, expand access to information online, and reduce the practice of service brokering in bureaucracy. However, challenges remain, such as low digital literacy in rural areas, limited internet infrastructure, and disparities in human resource capacity. From a theoretical perspective, this study makes a significant contribution by linking the principles of good governance with the digitalization of public services. Most previous studies have focused on technical efficiency and user satisfaction without linking them to governance principles. Therefore, this research introduces a more holistic model for evaluating the implementation of digital applications in the public service sector, which includes transparency, accountability, and public participation, not just efficiency and service time. Practically, this study provides a real-world example of how digitalization can improve the quality of public services. However, it also reveals challenges that need to be addressed for digitalization's benefits to be felt by all segments of society, especially in areas with limited digital infrastructure. Local governments are expected to improve digital literacy and internet infrastructure and provide training for the staff managing digital service systems. In doing so, applications like Akudicari can maximize their potential in providing efficient, transparent, and accountable services to the public. The findings of this study highlight the importance of local government policies that support the strengthening of digital infrastructure and training for both citizens and government officials in managing digital applications. The central government is also expected to provide regulatory support and sufficient funding to enable other regions to implement similar services successfully. Policies that promote equitable access to the internet and the development of digital literacy will help reduce existing gaps. This study is limited by its qualitative approach; therefore, future research could adopt a quantitative approach to measure public satisfaction with the use of the Akudicari application and its effectiveness in meeting the needs of the public. Furthermore, comparative studies between regions with advanced digital infrastructure and those with limited resources could provide further insights into the challenges and successes of implementing digital public services in different geographical conditions.

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