



## Assessing Digital Innovations in Public Service Delivery of West Java Province versus South Korea and Mexico

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### ABSTRACT

*This research evaluates the effectiveness and challenges of the Digital Public Service Mall (MPP Digital) in West Java, Indonesia, compared to established digital service models in South Korea and Mexico. The study explores critical challenges faced in public administration and service delivery in a global shift towards digital governance. Employing a qualitative comparative methodology, insights were gathered from various stakeholders, including government officials, service users, and community representatives. The findings indicate notable improvements in service efficiency and user satisfaction, with processing times decreasing from an average of 30 days to around 10 days. Furthermore, 85% of users preferred digital services over traditional methods, reflecting a shift towards more responsive governance models. However, the research also identifies significant challenges, including disparities in digital literacy and access, which impede equitable service delivery. To mitigate these issues, the study advocates targeted training programs to enhance digital skills among marginalised populations, ensuring broader access to digital innovations. The novelty of this study lies in its thorough comparative analysis that highlights Indonesia's specific socio-cultural factors and offers insights to refine existing conceptual models in digital governance. By addressing these dimensions, the research contributes to the ongoing discourse on digital transformation in public administration and provides actionable recommendations for policymakers and public administrators.*

### Kata Kunci:

Tata Kelola Digital; Penyediaan Layanan Publik; Analisis Perbandingan

### ABSTRAK

Penelitian ini mengevaluasi efektivitas dan tantangan Mal Pelayanan Publik Digital (MPP Digital) di Jawa Barat, Indonesia, dibandingkan dengan model layanan digital yang sudah ada di Korea Selatan dan Meksiko. Penelitian ini mengeksplorasi tantangan-tantangan kritis yang dihadapi dalam administrasi publik dan pemberian layanan dalam pergeseran global menuju tata kelola digital. Dengan menggunakan

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metodologi komparatif kualitatif, wawasan dikumpulkan dari berbagai pemangku kepentingan, termasuk pejabat pemerintah, pengguna layanan, dan perwakilan masyarakat. Temuan ini menunjukkan peningkatan yang signifikan dalam efisiensi layanan dan kepuasan pengguna, dengan waktu pemrosesan yang menurun dari rata-rata 30 hari menjadi sekitar 10 hari. Selain itu, 85% pengguna lebih memilih layanan digital daripada metode tradisional, yang mencerminkan pergeseran ke arah model tata kelola pemerintahan yang lebih responsif. Namun, penelitian ini juga mengidentifikasi tantangan yang signifikan, termasuk kesenjangan dalam literasi dan akses digital, yang menghambat penyediaan layanan yang adil. Untuk mengatasi masalah ini, penelitian ini mengadvokasi program pelatihan yang ditargetkan untuk meningkatkan keterampilan digital di antara populasi yang terpinggirkan, memastikan akses yang lebih luas ke inovasi digital. Kebaruan dari penelitian ini terletak pada analisis komparatif menyeluruh yang menyoroti faktor sosial-budaya spesifik Indonesia dan menawarkan wawasan untuk menyempurnakan model konseptual yang ada dalam tata kelola digital. Dengan membahas dimensi-dimensi ini, penelitian ini berkontribusi pada wacana yang sedang berlangsung tentang transformasi digital dalam administrasi publik dan memberikan rekomendasi yang dapat ditindaklanjuti bagi para pembuat kebijakan dan administrator publik.

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## **A. INTRODUCTION**

In Indonesia, implementing the Digital Public Service Mall (MPP Digital) began in 2019 as part of a broader strategy to modernise public administration. This integrated platform was designed to streamline access to public services across multiple governmental agencies. Despite its potential to improve efficiency and transparency, Indonesia faces significant challenges, particularly regarding technological infrastructure. Many rural areas still lack adequate internet access, which hampers the effectiveness of digital services. Moreover, a notable segment of the population struggles with digital literacy, making it difficult for marginalised groups to engage with online services effectively.

The rapid advancement of digital technologies has transformed public service delivery worldwide, presenting both opportunities and challenges for governance. In Indonesia, the implementation of the Digital Public Service Mall (MPP Digital) aims to modernise public administration by streamlining access to various government services. However, significant barriers hinder its effectiveness despite its potential to enhance service efficiency and transparency. These include inadequate technological infrastructure, varying levels of digital literacy among citizens, and limited access to online services, particularly in rural areas.

Understanding these dynamics is crucial, as the transition to digital governance requires technological implementation and a comprehensive examination of the socio-cultural contexts that influence user engagement and service accessibility. While existing literature highlights general trends in digital governance, there is a lack of focused comparative studies that delve into the challenges faced by developing regions like Indonesia. This research contributes to the discourse on digital governance by offering a nuanced comparative analysis beyond mere description. It aims to uncover new insights regarding the contextual factors that impact the adoption and effectiveness of digital public services.

According to the Digital Economy Outlook 2024 (OECD, 2024) South Korea has made substantial investments in digital infrastructure, allocating approximately 3.6% of its Gross Domestic Product to Information and Communication Technology (ICT). This commitment has enabled the country to establish a robust e-government framework and high-speed internet accessibility nationwide. In contrast, according to Digital Public Infrastructure and Development (World Bank, 2025) Indonesia's investments in digital infrastructure remain relatively limited. The

government has increased its budget allocations for digital initiatives, particularly through the Digital Public Service Mall (MPP Digital). However, these investments account for only about 0.5% of its GDP, highlighting a significant gap in funding compared to South Korea. Mexico is experiencing moderate growth in digital investments, with the government allocating around 1.0% of its GDP towards digital initiatives. This funding is directed at improving transparency and efficiency in public services, although challenges persist regarding equitable access and infrastructure disparities.

South Korea is recognised as a leader in e-government initiatives, having invested substantially in digital infrastructure since the early 2000s. The government established a centralised digital platform, the e-Government system, which provides citizens with a one-stop shop for accessing various public services. By 2010, South Korea had already launched several advanced digital platforms, ensuring high-speed internet access nationwide. These initiatives have resulted in high user engagement and satisfaction. However, challenges remain, particularly in ensuring equitable access for older citizens and less tech-savvy populations. The rapid pace of digitalisation requires constant adaptation of policy frameworks to keep up with technological advancements.

Mexico's journey toward digital public services gained momentum with the launch of the National Digital Strategy in 2013. The strategy aims to improve government transparency and efficiency through digital channels. Initiatives such as open government and various online platforms for public service requests have been introduced. Despite these efforts, Mexico continues to face challenges related to infrastructure disparities, particularly in underserved areas, where internet connectivity is limited. Additionally, varying levels of digital literacy across different regions hinder the effectiveness of digital service delivery. Mexico struggles to ensure inclusive participation across diverse sociodemographic groups, demonstrating digital access's ongoing challenges.

The research addresses gaps in the existing literature and proposes actionable recommendations to enhance digital literacy and inclusivity among marginalised populations. This study's novelty lies in its ability to connect theoretical frameworks, such as citizen-centric governance and the digital divide, with empirical findings from its comparative analysis. This connection enriches our understanding of how digital governance can be effectively implemented in diverse socio-economic contexts. By exploring these dimensions, this study offers valuable insights for policymakers and public administrators seeking to improve governance effectiveness through strategic digital innovations.

## **B. LITERATURE REVIEW**

The transition to digital governance has become a focal point in public administration research, particularly as governments seek to enhance service delivery through technology. However, while significant advancements have been made globally, a notable gap persists in comparative studies examining digital public services' effectiveness across different socio-political contexts. This literature review aims to explore this gap by focusing on three key areas: (1) E-Government and Service Delivery, (2) Citizen Engagement, and (3) Comparative Gaps, while situating the cases of Indonesia, South Korea, and Mexico within these themes.

### **E-Government and Service Delivery**

E-government initiatives have been widely recognised for their potential to improve service delivery, efficiency, and transparency in public administration—scholars such as Chen et al. (2021) and Latupeirissa et al. (2024) have documented how digital tools can streamline administrative processes and enhance user satisfaction. In addition, e-government has been

defined as using digital tools to convey government services and facilitate interactions between government entities and citizens (Cortés-Cediel et al., 2023; Fernández et al., 2023; Tejedo-Romero et al., 2022). However, the effectiveness of these initiatives varies significantly across contexts. South Korea, often cited as a leader in e-government, has established a robust digital infrastructure that facilitates high-speed internet access and sophisticated government services. (Kim & Kim, 2021). In contrast, Indonesia's efforts, exemplified by the MPP Digital, face challenges related to inadequate infrastructure and digital literacy, which hinder service efficiency (Edelmann & Mergel, 2021). Despite the successes observed in advanced economies, the literature reveals that many developing nations struggle with fundamental barriers to effective digital governance.

In the context of South Korea, the country is often cited as a leader in e-government development, mainly due to its commitment to integrating advanced technology into public service delivery. Studies examining South Korea's e-government initiatives highlight successfully establishing a centralised digital platform that provides a one-stop shop for citizens to access various public services (Hong & Lee, 2023; Niculcea, 2012). Research indicates that the South Korean government has invested heavily in technological infrastructure, contributing to high citizen satisfaction and trust in government processes. These findings emphasise government commitment and investment in digital infrastructure as crucial factors in successful e-government implementation.

Similarly, Mexico's digital public service initiatives have been the subject of considerable analysis, with findings highlighting both successes and ongoing challenges in implementing e-government. Research indicates that Mexico has made significant strides toward improving public service delivery through digital channels, such as online platforms for permit applications, public service requests, and information dissemination. However, studies also underscore the persistent issues of digital inequality and governmental capacity limitations that hinder the full realisation of electronic service delivery benefits. These studies illustrate that while technology exists, equitable distribution and effective management of these resources are pivotal for enhancing public service delivery. While considerable research exists on digital innovations in public service delivery, there remains a notable gap in comparative studies that examine the specific drivers, challenges, and outcomes of these initiatives across different national contexts. Few studies have juxtaposed Indonesia's MPP's digital public service frameworks with the established models in South Korea and Mexico.

## **Citizen Engagement**

Citizen engagement is crucial for the success of digital governance initiatives, as it fosters accountability and responsiveness in public service delivery. Citizen-centric governance emphasises the importance of involving citizens in the co-production of public services (Pislaru et al., 2024). High digital literacy and user engagement levels in South Korea have led to significant public participation in policy-making processes (Hong & Lee, 2023). Conversely, while designed to enhance citizen interaction, Indonesia's MPP Digital faces challenges in effectively engaging marginalised populations, exacerbated by disparities in digital literacy (Nugraha et al., 2022). The literature suggests that while technology has the potential to bridge gaps in service delivery, it can also reinforce existing inequalities if not implemented with inclusivity in mind. This highlights the need for targeted strategies that enhance digital skills among underrepresented groups, ensuring equitable access to digital public services.

## Comparative Gaps

Despite the growing body of research on digital governance, there remains a significant gap in comparative studies that examine how different socio-political contexts influence the implementation and effectiveness of e-government initiatives. The selection of South Korea and Mexico as comparators to Indonesia is particularly relevant due to their contrasting approaches to digital governance. South Korea's advanced e-government framework provides a benchmark for success, while Mexico's ongoing reforms present moderate progress amidst infrastructure and access challenges (Asimakopoulous et al., 2025).

This comparative analysis is essential not only for understanding the unique challenges faced by Indonesia but also for identifying best practices that could inform future digital governance strategies. By situating these cases within a theoretical framework, particularly the Innovation Diffusion Theory (IDT), this study seeks to explore how digital innovations are adopted and adapted within varying contexts. IDT has been instrumental in understanding the factors influencing technology adoption; however, its application to governance and public service delivery remains underexplored. This literature review aims to bridge this gap by critically engaging with existing theories and identifying avenues for further research.

Furthermore, the proposed study is rooted in the innovation diffusion theory, which posits that adopting innovations, including digital technologies, is influenced by factors such as organisational capacity, stakeholder engagement, and sociopolitical context (Esper et al., 2024; Källström et al., 2021). By applying this theoretical framework to compare the three cases, the research provides insights into the critical determinants of successful digital public service delivery and the barriers that hinder implementation.

## C. METHOD

This study employs a qualitative comparative case study methodology to explore the efficacy and challenges of the Digital Public Service Mall (MPP Digital) in West Java, Indonesia, compared to established digital service models in South Korea and Mexico. The selection of these cases is grounded in their distinct approaches to digital governance and public service delivery, providing a rich context for comparative analysis. The criteria for comparison include (1) socio-political contexts, consideration of the varying political systems and institutional capacities that influence digital governance; (2) developmental stages, assessment of the maturity of digital service delivery systems in each case; (3) cultural factors, understanding how socio-cultural dynamics shape citizen engagement and accessibility to digital services. To ensure comparability, the study focuses on common themes such as service efficiency, user satisfaction, and barriers to implementation, allowing for a structured analysis despite the differing contexts.

Table 1. Socio-Cultural Contexts Influencing Digital Governance in Indonesia, South Korea, and Mexico

Country	Socio-Cultural Context
Indonesia	<ul style="list-style-type: none"><li>- Diversity: Over 17,000 islands and 300 ethnic groups; rich cultural tapestry.</li><li>- Digital Literacy: Significant disparities exist between urban and rural areas; rural populations often lack access to technology and education.</li><li>- Community Orientation: Traditional values influence governance; local customs and community leaders are crucial in service engagement.</li></ul>



<b>South Korea</b>	<ul style="list-style-type: none"> <li>- Homogeneity: A relatively uniform population facilitates policy implementation.</li> <li>- High Literacy: Among the highest literacy rates globally; widespread digital literacy enhances e-government engagement.</li> <li>- Civic Engagement: Strong culture of participation and accountability; citizens actively involved in policymaking.</li> <li>- Rapid Modernization: Significant advancements in technology and infrastructure position South Korea as a leader in e-government.</li> </ul>
<b>Mexico</b>	<ul style="list-style-type: none"> <li>- Cultural Diversity: Rich cultural heritage with numerous indigenous groups; diversity complicates uniform policy implementation.</li> <li>- Social Inequality: Major disparities in access to digital services exist, particularly in rural areas; marginalized communities face barriers.</li> <li>- Historical Context: Political instability and economic challenges shape citizen engagement and trust in public institutions.</li> </ul>

Source: Proceed from data collection by authors, 2024

Table 1 summarises the socio-cultural contexts influencing digital governance and public service delivery in West Java, Indonesia, South Korea, and Mexico. West Java was selected for its active implementation of the Digital Public Service Mall (MPP Digital), which is aimed at modernising public services. As Indonesia's most populous province, it reflects the nation's diversity, allowing an analysis of digital services across various socio-economic backgrounds. The region faces significant challenges in digital infrastructure, access, and literacy, particularly in rural areas, making it a pertinent case for studying service delivery barriers. This study employs a comparative analysis of digital public service methodologies among the three countries, each representing different levels of digital service maturity: low (Indonesia), medium (Mexico), and high (South Korea).

In-depth interviews with stakeholders, including government officials and service users, shed light on the benefits and challenges of digital services. Focus group discussions on West Java gathered insights from citizens and community organisations about their needs and expectations. Reviewing official documents and policy statements further contextualizes the findings, enhancing understanding of each country's service delivery model.

The in-depth interviews and focus group discussions were exclusively conducted with informants, namely government officials and service users, within Indonesia, specifically in the province of West Java. For the data collection related to the case studies in Mexico and South Korea, the focus shifted towards a comprehensive review of various research findings, official documents, policies, and relevant working papers pertinent to these countries. This approach was developed to enrich the research objectives outlined in the manuscript attached. By employing this method, the study aims to provide a nuanced understanding of the digital service delivery models in each respective context.

The data was subjected to initial coding to identify key themes related to digital public service delivery, governance, citizen engagement, and service quality. This phase involves refining the initial codes into more specific themes and identifying patterns that emerge across the data sets from each case study. The coded data were compared across the three case studies to identify key similarities and differences in the implementation and outcomes of digital public services. This comparative approach allows us to identify the best practices and challenges unique to each context. In this final phase, the research findings were synthesised to articulate conclusions concerning the effectiveness of digital innovations in public service delivery across the three countries.

## D. RESULT AND DISCUSSION

The research aimed to evaluate the effectiveness of the Digital Public Service Mall (MPP Digital) in West Java, Indonesia, in enhancing public service delivery and accessibility through digitalisation compared with local government initiatives in South Korea and Mexico. The findings from the data collected include surveys conducted among users of the MPP Digital platform, interviews with key stakeholders, and analyses of documentation related to public service performance.

Table 2 reveals notable disparities in implementing digital innovations in public service delivery across South Korea, Mexico, and Indonesia, analyzed through political, institutional, and socio-economic factors. Politically, South Korea is firmly committed to digital innovation, with substantial investments fostering effective e-government initiatives. In contrast, Mexico faces challenges such as instability and corruption, which impede consistent policy implementation. Indonesia requires stronger political support, as existing policies are often inconsistently enforced amid bureaucratic resistance. Institutionally, South Korea benefits from a robust framework that promotes inter-agency collaboration, while Mexico's advancements are hampered by inadequate capacity and training, resulting in uneven service delivery. Indonesia struggles with insufficient institutional capacity, reliance on manual processes, and a lack of training in digital technologies. Socio-economically, South Korea's high digital literacy and civic participation enhance governance, whereas Mexico's urban-rural disparities limit access to digital services. Significant digital literacy and internet access gaps in Indonesia hinder effective service adoption among marginalized communities.

Table 2. Problems Digital Innovations in Public Services Delivery of Local Government: Indonesia vs South Korea vs Mexico

Problems	Indonesia	South Korea	Mexico
Technological Infrastructure (Collington, 2022; Troisi et al., 2022)	Implementing the MPP Digital in West Java reflects a commitment to digital transformation. However, the country faces challenges related to inadequate technological infrastructure, particularly in rural areas, which hinders widespread accessibility.	Known for its advanced e-government infrastructure, South Korea has invested heavily in technology, ensuring high-speed internet access and sophisticated digital platforms. However, rapid technological developments can lead to disparities in access, particularly for older generations.	Mexico has made strides in digital public services, but infrastructure issues remain prevalent, particularly in underserved areas where internet connectivity and access to digital devices are limited.

User Engagement and Digital Literacy (Edelmann & Mergel, 2021; Polizzi, 2023)	A significant digital divide exists where segments of the population lack the necessary digital literacy to engage effectively with online services. Initiatives like MPP Digital have not fully addressed these disparities, leading to difficulty among marginalised groups in utilising digital public services.	User engagement is relatively high due to widespread digital literacy and greater familiarity with technology. However, ongoing challenges exist in ensuring that all demographics, particularly the elderly and less tech-savvy populations, can effectively engage with digital services.	While Mexico has initiated user engagement strategies, challenges remain regarding varying levels of digital literacy across different regions and socioeconomic groups. Efforts to enhance training and engagement have not effectively reached all populations.
Policy and Strategic Frameworks (Edelmann & Mergel, 2021)	The policy framework surrounding MPP Digital is relatively new and may lack comprehensive strategies for addressing implementation challenges, such as ensuring equitable access and fostering stakeholder engagement in service design.	South Korea has established a robust policy framework that prioritises e-government; however, the rapid pace of digitalisation poses risks related to regulatory compliance and the need for constant policy adaptation to manage emerging technology challenges.	The policy environment encourages digital transformation in public services, but inconsistencies in regulatory frameworks and governance models can lead to fragmented implementation. Collaboration among different government levels is often insufficient, hindering cohesive service delivery across regions.
Citizen-Centric Governance (Pislaru et al., 2024; Prasetyo et al., 2024)	The implementation of MPP Digital emphasises a citizen-centric approach, yet challenges remain in collecting meaningful feedback from users and integrating this feedback into service enhancements.	Citizen participation in the design and refinement of e-government services is well-established, significantly enhancing trust and engagement. However, keeping up with technological advancements and ensuring citizens remain engaged requires ongoing efforts.	Efforts have been made to engage citizens through feedback mechanisms. However, significant gaps exist in ensuring that diverse voices are heard and that this feedback translates into actionable changes in service delivery.



Resource Allocation and Investment (Aggarwal & Agarwala, 2023; Akhtari et al., 2022)	The financial investment required for developing and sustaining digital public services can be a barrier, particularly with competing demands for public funds in other areas.	Substantial investments have led to advanced technology adoption; however, constant financial commitment is necessary to keep the systems updated and secure against cyber threats.	Limited resources and budget constraints can hinder the effective implementation of digital solutions, making it challenging to maintain and improve existing systems.
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Source: Proceed from official documents data collection by authors, 2024

In addition, Table 3 presents a comparative model of digital innovations in public service delivery across Indonesia, South Korea, and Mexico, illustrating the deeper political, institutional, and socio-economic dynamics influencing governance and citizen engagement. South Korea's high ranking in the Digital Government Development Index (DGDI) reflects its advanced infrastructure and commitment to e-government. Significant investments, around 6% of GDP in digital infrastructure, have facilitated efficient services and high citizen engagement. Conversely, Indonesia ranks lower due to challenges like inadequate rural infrastructure, which exacerbates social inequalities and limits effective governance. Investment trends reveal different approaches to digital governance. South Korea's substantial funding in ICT results in a cohesive e-government framework, while Mexico's uneven investments lead to a fragmented service landscape, leaving rural areas underserved. Regarding efficiency, South Korea's digital platforms streamline access, enhancing citizen satisfaction. However, Indonesia's MPP Digital faces bureaucratic inertia and capacity constraints, hindering progress. Citizen engagement varies widely; South Korea facilitates high public participation through advanced digital platforms, while Indonesia struggles with disparities in digital literacy, excluding vulnerable populations. Mexico also faces challenges in ensuring effective engagement and transparency. Overall, these differences underscore the complexities of digital governance, emphasizing the need for inclusive policies to enhance public service delivery.

Table 3. Comparative Digitalisation Model of Implementations: Digital Innovations in Public Services Delivery of Local Government: Indonesia vs South Korea vs Mexico

Aspects of Digital Innovations in Public Services Delivery	Indonesia	South Korea	Mexico
Model	Digital Public Service Mall (MPP Digital) aims to streamline access to government services across multiple agencies.	A centralised e-government system that integrates various public services into a single digital platform.	The National Digital Strategy focuses on improving transparency and efficiency through digital channels.
Digital Government Development Index	ranked lower due to varying levels of digital infrastructure, with significant challenges in rural	Consistently ranks among the top globally, with advanced e-government	Moderate ranking, with notable advancements in mobile services and transparency, but

(DGDI)	areas.	initiatives, digital citizen services, and infrastructure.	challenges in data privacy and accessibility.
Investment in Digital Infrastructure	Increasing government investment in e-government systems and budget allocations for initiatives like MPP Digital are essential. However, funding is still limited in many regions.	Significant investments have been made in ICT (Information and Communication Technology), with the government spending around 6% of its GDP on digital infrastructure.	Investment in digital initiatives is growing, especially in urban areas, but there are disparities in funding across states.
Public Service Delivery Efficiency	The transformation toward digital services is ongoing, with MPP initiatives aimed at streamlining public service delivery. However, bureaucratic inertia and budget constraints limit progress.	High efficiency in service delivery through digital platforms, allowing citizens to access various services easily, leading to improved public satisfaction.	Government services have improved through digital platforms that enable online appointments and service tracking, yet not all services are fully digital.
Citizen Engagement and Transparency	Mobile applications are emerging for citizen feedback and service access, but engagement levels vary by region.	Advanced citizen engagement through mobile apps and social media platforms. High levels of public participation in policymaking through digital channels.	Citizen engagement is increasing through digital platforms, though transparency and data security concerns still exist.
E-Government Initiatives	Initiatives like the MPP Digital aim to integrate services from various government agencies, which is critical for improving service delivery, but implementation is fragmented.	Programs like “Government 3.0” emphasise data sharing and inter-agency collaboration, leading to a more cohesive service delivery model.	Initiatives such as “Gobierno Abierto” promote open government practices and aim to foster transparency and data accessibility for citizens.
Challenges Faced	Key challenges include limited digital literacy, infrastructure disparities, and a lack of comprehensive policies supporting digital transformation.	The challenge lies in innovating and keeping pace with citizen expectations in a rapidly changing digital landscape.	Cybersecurity, data protection, and equitable access to digital services remain critical challenges.

Source: Proceed from the data collection by the authors

1. Assessing The Effectiveness of E-Government Initiatives in Improving Public Service Delivery: A Comparative Study of Developed and Developing Countries. *Global Journal of Research in Business Management*, 12(02), 1–12, Arumede et al., (2025).
2. Impact of Information and Communication Technologies on Democratic Processes and Citizen Participation. *Societies*, 15(2), 1–41, Asimakopoulos et al. (2025).
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4. Reading promotion on social digital networks through infographics: The strategy of the government of Mexico, 2019-2023. *European Public and Social Innovation Review*, 03(02), 1–16, Rivera Salas (2025).
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6. A Redefining Governance in Indonesia Through Blockchain-Integrated AI: Insights from Estonia's Digital Nation and South Korea's Smart Administration. The Fourth International Conference on Government Education Management and Tourism (ICoGEMT-4), 25(20), 1–12, Wibowo (2025)

The transition to digital public services in Indonesia is ongoing, with MPP Digital designed to streamline service delivery. Before MPP Digital's implementation, users experienced lengthy processing times, averaging 30 days. Post-implementation, efficiency improved dramatically, reducing processing times to approximately 10 days. This positions MPP Digital as a significant step towards improving public service efficiency, yet Indonesia's bureaucratic inertia and budget constraints continue to limit rapid progress. In comparison, South Korea's effective utilisation of digital platforms has contributed to high efficiency in service delivery, enabling citizens to navigate services effortlessly. Mexico's government is also witnessing improvements; however, the full potential of digital service delivery has yet to be realised due to existing challenges. Citizen engagement is crucial in shaping successful public service delivery systems. In Indonesia, while mobile applications for feedback are emerging, engagement levels remain inconsistent across regions.

Initiatives like MPP Digital highlight Indonesia's efforts to integrate services from various governmental agencies, which are critical for improving service delivery efficiency. However, implementing the Digital Public Service Mall (MPP Digital) in Indonesia highlights complex issues involving institutional logic, local government capacity, public trust, and the resulting outputs. The centralization of the MPP Digital poses significant concerns regarding efficiency in public service delivery. This top-down approach limits local governments' autonomy to tailor services to community needs, stifling innovation and responsiveness. Such centralization may disconnect the government from citizens, as local administrations are typically better positioned to address specific concerns. Local government capacity also plays a critical role; many face resource constraints, including financial and technological limitations, that hinder effective implementation of the MPP Digital. Insufficient training for local officials in digital technologies further exacerbates these challenges, leading to operational inefficiencies and low user engagement. Public trust is essential for adopting digital services, yet historical corruption issues have led to scepticism about government institutions. Centralization may worsen this distrust, as citizens might view the MPP Digital as a means of control rather than empowerment. While the platform has improved processing times from an average of 30 to about 10 days, infrastructure and digital literacy disparities can create inequities, undermining its overall effectiveness and accessibility for marginalized populations.

The implementation remains fragmented. South Korea's "Government 3.0" emphasises data sharing and inter-agency collaboration, leading to a more cohesive service delivery framework. In Mexico, initiatives like "Gobierno Abierto" aim to promote open government

practices that foster transparency and service accessibility. These comparisons underscore the importance of cohesive planning and implementation of e-government initiatives to ensure effective digital service delivery. Indonesia faces considerable challenges, including limited digital literacy, infrastructure disparities, and the absence of comprehensive policies supporting digital transformation. South Korea must continually innovate and keep pace with rapidly changing citizen expectations in the digital landscape. Conversely, Mexico grapples with cybersecurity risks and the uneven distribution of digital resources, highlighting that while technological advancements have been made, equitable access remains a critical challenge across all three contexts.

Table 4. Comparative Overview of Digital Infrastructure, Accessibility, and Digital Literacy in Indonesia, South Korea, and Mexico, 2024

Aspect	Indonesia	South Korea	Mexico
<b>Digital Infrastructure</b>			
Urban Access	75%	98%	70%
Rural Access	45%	90%	35%
Trends	Despite increasing government investment, gaps remain	Consistent investment (~6% of GDP); high quality	Gradual improvements; government initiatives
<b>Accessibility</b>			
Urban Access to Services	62.3%	High levels of accessibility	Improving, but challenges remain
Rural Access to Services	60.8%	High levels of accessibility	Limited access
Trends	Launch of MPP Digital; disparities persist	Continuous enhancements in services	Efforts to promote digital inclusion
<b>Digital Literacy</b>			
Urban Literacy	55%	>90%	60%
Rural Literacy	30%	High proficiency; ongoing training	25%
Trends	Need for initiatives to improve literacy	Continuous investment in education	Gradual increase: disparities remain

Source: Proceed from

1. World Bank, G. (2025). Digital Public Infrastructure and Development: A World Bank Group Approach. In World Bank Group (Vol. 1, Issue March, p. 79).
2. OECD. (2024). OECD Digital Economy Outlook 2024. In OECD Digital Economy Outlook 2024 (Volume 1) (Vol. 1, Issue Volume 1).

Table 4 compares the status of digital infrastructure, accessibility, and digital literacy across Indonesia, South Korea, and Mexico, highlighting disparities between urban and rural areas. This comparison underscores Indonesia and Mexico's challenges relative to South Korea, emphasizing the need for targeted interventions to enhance equity in public service delivery. The study's findings reveal significant advancements from implementing the MPP Digital in West Java, notably reducing processing times for public services from an average

of 30 days to approximately 10 days. User interviews indicate substantial improvements in service speed and convenience, with 85% of respondents preferring digital services for their transparency and ease of access from home, minimizing the need for travel.

However, while these improvements align with e-government principles, assessing whether they stem directly from MPP Digital or broader macroeconomic trends is crucial. For instance, a reported 25% increase in permit applications raises questions about causality—whether this is due to MPP Digital or other factors, such as shifts in political priorities. Feedback from users also highlighted benefits such as enhanced transparency through online tracking features. Nonetheless, challenges remain, particularly in digital literacy, as many rural users struggle to navigate the platform effectively. Additionally, some reported technical issues, including system downtime and delays in customer support, indicate areas for ongoing improvement. 62.3% of urban and 60.8% of rural residents have accessed public services online. With only 216 Service Care Communities operational—about 43% of total districts—there is substantial potential for increasing active MPP Digital services, which have expanded to 60 districts since their soft launch in June 2023.

The successful implementation of MPP Digital is closely linked to efforts to attract investment to West Java. Data collected from local businesses indicated a 25% increase in permit applications following the digitalisation of public services. Business owners reported that the simplified processes and faster turnaround times made starting and operating businesses easier. Moreover, the local government reported an increase in overall regional investment, suggesting that improved public services could lead to enhanced economic growth. Stakeholders pointed out that the ease of navigating public service requirements through MPP Digital has significantly lowered the barriers for new investors, fostering a more favorable business climate. Nonetheless, challenges persist, necessitating ongoing efforts to refine the MPP Digital system. While the feedback is predominantly positive, some users highlighted concerns about the digital divide among different demographics in West Java. Users with limited access to technology or digital literacy found it challenging to navigate the platform, raising questions about equitable access to public services.

The findings from this research underscore the importance of digital transformation in public service delivery, particularly within the context of MPP Digital in West Java. The positive results of efficiency and user satisfaction align with the theoretical frameworks of e-government and dynamic governance, emphasising the necessity for adaptive, efficient, and responsive public service mechanisms. Digitalisation catalyses public sector reform, demonstrating the potential to improve efficiency, enhance user satisfaction, and foster transparency in service delivery. The success of MPP Digital illustrates how technology can transform traditional bureaucratic practices, promoting a shift towards more citizen-centric approaches that prioritise user experience. Research has shown that e-government initiatives can lead to increased civic engagement and greater trust in government.

## **E. CONCLUSION**

In conclusion, this study critically evaluates the effectiveness of the Digital Public Service Mall (MPP Digital) in West Java, Indonesia, compared with established digital service models in South Korea and Mexico. The findings indicate significant improvements in service efficiency, with processing times reduced from an average of 30 days to approximately 10 days. User satisfaction is notably high, with 85% of participants preferring digital services over traditional methods. However, the research identifies substantial challenges, including disparities in digital literacy and access, particularly affecting marginalized populations. This study's strengths lie in its comprehensive comparative analysis and identification of socio-



cultural factors influencing digital governance. By integrating qualitative methodologies and stakeholder insights, the research provides a nuanced understanding of the barriers and opportunities within digital public service delivery.

Conversely, limitations include the potential bias in stakeholder perspectives and the need for a more extensive longitudinal analysis to assess long-term impacts. Future research should focus on developing targeted training programs to enhance digital skills among underrepresented groups, ensuring equitable access to digital innovations. Additionally, investigating the implications of local governance capacity and public trust on the success of digital initiatives will further enrich the discourse on digital transformation in public administration. This study contributes valuable insights for policymakers and public administrators aiming to improve governance effectiveness through strategic digital innovations.

This study contributes original insights by integrating socio-cultural factors into the evaluation of digital governance frameworks, highlighting how local contexts influence the effectiveness of public administration. Unlike previous studies focusing on technological aspects, this research employs a qualitative comparative methodology that examines citizen engagement and digital literacy disparities as critical determinants of service delivery. It also introduces a unique framework that connects citizen-centric governance theories with empirical findings, offering a nuanced understanding of the barriers marginalized populations face in accessing digital services. By addressing the interplay between socio-political contexts and digital governance implementation, this study provides actionable recommendations for policymakers, thereby advancing the discourse on digital transformation in public administration.

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