

Determination analysis of the success of public service digitalization in Kampar Regency through the portal ISakti Kampar application

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Abstract

The determinants of successful public services are critical to discuss, given the rapid global developments in digital transformation. Technological advances have enabled administrative processes and services that were previously considered slow in the government sector to be carried out quickly, efficiently, and transparently. Therefore, this study examines the determinants of successful public services in Kampar Regency, using a key indicator approach, namely accountability, public participation, and collaboration. This study uses a quantitative method, collecting data from several respondents who are considered service users through the distribution of questionnaires. Regression analysis and hypothesis testing were conducted using SEM-PLS (Structural Equation Modeling with Partial Least Squares). The findings indicate that public participation and collaboration have a positive and significant impact on the success of digitalizing public services. Further research needs to focus on enhancing human resources in the fields of information technology and data management. This will enable comparisons to be made on the extent of the success of public service digitalization at the local level.

Keywords

Digitalization of public services, Determination of success, Digital transformation, Public participation, Collaboration

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Introduction

Determining the success of public services requires a strategic role from the government in the era of the Fourth Industrial Revolution. The use of digitalization in the public service sector is a determining factor in ensuring that services run effectively, responsively, and with high quality (Purba et al., 2021). The digitization of public services is a transformation of services using Information and Communication Technology (ICT), such as the use of applications, websites, other virtual services, and the integration of service systems (Sulistya et al., 2019). Various government agencies have implemented digitalization in the public service sector to enhance transparency, accessibility, and

efficiency (Gusman, 2024). However, in public services, this often becomes a fundamental problem for government administrators, as public service users do not obtain utility and flexibility (Setyawan, 2024).

In the era of digitalization, government accountability is essential in ensuring readiness and the ability to adapt wisely (Ikwuanu et al., 2024). Then, it was supported by community participation in the process of developing more effective and efficient public services (Jiang & Fan, 2024). In addition, the government must provide support by establishing cross-sector and cross-element collaboration, thereby ensuring that the digitization process runs optimally and has a positive impact on society as a whole (Kuswati et al., 2022).

The trend of digitizing public services has evolved in various countries, marked by an increase in the use of e-government, e-services, big data, and artificial intelligence (AI) (Syamsiar, 2023). One example is South Korea, which has successfully utilized a digitalization strategy to overcome operational limitations in public services by leveraging AI and cloud technology. Additionally, South Korea emphasizes collaboration with the private sector in building data integration capabilities (Arifianti & Sakapurnama, 2024). Meanwhile, digitization efforts in Indonesia show both promise and challenges. Therefore, a comprehensive strategy is needed to ensure inclusivity and security in public services (Hafel, 2023).

In the context of the research object, Kampar Regency still has underdeveloped, remote, and isolated areas located in Kampar Kiri Hulu District. The underdevelopment of these areas includes aspects of technology and information (Cakaplah.com, 2022). This phenomenon is a fundamental challenge in the context of digital transformation. Therefore, the digital divide remains prevalent in various developing countries, including Indonesia, as there are still regions that have not yet developed or adapted technologically (Fatimah et al., 2023). The problem of uneven infrastructure and low digital understanding and participation will have implications for the success of digitalization in the regions (S. Uloli & Lahusin, 2023).

The Kampar Regency Government has implemented digitalization of public services through the Library and Archives Service by launching the Portal I Sakti Kampar application to support information and knowledge, and improve public literacy. The application features thousands of e-book titles, as well as library registration guides and other links (Dispersip, 2025). However, the digitalization of public services in Indonesia still faces various challenges, including the digital divide, resistance to change, and limited public participation (Prayitno, 2023). In Kampar Regency, digital access remains limited, with minimal community participation, and technical issues persist in operating the application (Ananda, 2023).

Filling the literature and theoretical gaps to determine the success of digitalization of public services in Kampar Regency, as explained by Weerakkody et al. (2023), how the government can manage, direct, and ensure the success of digital transformation

through structured and collaborative governance, which is determined by three (3) leading indicators, namely accountability, public participation, and collaboration. The problem formulation in this study is: whether accountability, public participation, and collaboration have a positive and significant influence on determining the success of public services in Kampar Regency.

Literature review

Understanding the digitalization of public services

The digitalization of public services has become a frequently discussed topic by researchers in the fields of public policy and administrative science. Most researchers believe that the digitalization of public services transforms interactions between citizens and public policymakers into more efficient ones (Lindgren et al., 2019). Digitalization is inextricably linked to the development of the public sector, particularly in public administration. Rapid transformation in technological instruments can support quality public services (Raiu & Melenciuc, 2022). Digital transformation can help the government operate more efficiently and effectively (Savoldelli et al., 2014).

In the context of the digitalization of services, Information and Communication Technology (ICT) is very helpful in meeting the community's needs to be more responsive, with higher-quality services and efficiency in terms of time and costs. (Aziz et al., 2021). Similarly, in the research of Eze et al. (2020) emphasizes that digital services can be a cost-effective option compared to traditional methods, and efficiency and convenience also encourage their use. Furthermore, digital-based public services enable people to access public services anywhere and at any time without having to visit a public service office. This is particularly helpful for individuals residing in remote or inaccessible areas (Taufik, 2023).

Determining the success of public services

Several factors contribute to the implementation of digitalization, including suboptimal digital skills and understanding, inadequate technology access infrastructure, poor quality of human resources, and a lack of responsiveness from the government (Fatimah et al. (2023). Including government accountability, which still lacks information and outreach to service users (Alfira & Adni, 2024). Then there is the lack of commitment and support from stakeholders in implementing digital-based public services (Fazil et al., 2024).

Optimizing the digitalization process of public services requires the involvement of various sectors and elements, including government, academia, the private sector, and the public, in infrastructure development, digital literacy, and data protection. Collaboration can improve the quality and efficiency of public services (Mutia et al. 2024). Furthermore, public participation is necessary to achieve success in a development process. The primary goal of development is not the government, but rather society as a whole (Sutrisno & Akbar, 2018).

Research method

This research employed a quantitative method with a descriptive approach to describe the research results. According to Sugiyono (2017), Explains that the quantitative method is research in the form of numbers and analysis using statistics. Then, Siregar (2016) States that the problem-solving procedure in the descriptive research method is carried out by describing the research object according to current conditions based on existing facts, then analyzing and interpreting the data.

The data collection method in this study involved collecting data from respondents by having them fill out questionnaires. Respondents in this study are the target users of the Portal I Sakti Kampar application service, including professionals such as teachers/lecturers, university students, and the general public. In the study, the sample was selected using the Slovin formula, which was derived from a population of 135 respondents with a 10% error margin. The author then obtained a sample of 57 respondents. Then, data processing was carried out using SEM-PLS (Structural Equation Modeling-Partial Least Squares) software to measure validity, reliability, and test hypotheses.

Table 1. Respondent characteristics

Characteristics	Frequency	%
Age		
15-20	15	26.32%
21-30	42	73.68%
31-40	-	0
Gender		
Male	38	66.67%
Female	19	33.33%
Respondent		
Student	48	84.21%
Teacher	2	3.51%
More	7	12.28%

Source: Processed by researchers (2024)

This research was conducted from November 25, 2024, to December 27, 2024, with data collected by distributing questionnaires to respondents using purposive sampling. Purposive sampling is a technique used by researchers who select their sample based on specific criteria (Sugiyono, 2017). The purposive sampling technique aims to represent the characteristics of the entire population or respondents directly involved, including students, teachers, and the community as service recipients. The respondent profile is presented in Table 1.

Table 1 shows that this study involved 57 respondents, with the majority aged between 21-30 years, totaling 42 people, with a percentage of 73.68% of the total sample. While those aged 15-20 years amounted to 15 people (26.32%), there were no respondents aged 31-40 years. Regarding gender, male respondents totaled 38 people (66.67%), while female respondents totaled 19 people (33.33%). Regarding employment status, most respondents were students, reaching 48 people (84.21%), followed by other

employment statuses with a frequency of 7 people (12.28%). Only a few respondents had a teacher employment status (3.51%). Thus, this data shows that respondents are dominated by young individuals, especially men, who are still active as students and students.

This study examines accountability, public participation, and collaboration in the success of digitalization of public services using a Likert scale to measure respondents' opinions and perceptions, ranging from "Strongly Disagree," "Disagree," "Neutral," "Agree," and "Strongly Agree." Regression analysis and hypothesis testing were conducted using SEM-PLS to evaluate the validity and reliability of the data (Rahadi, 2023). In testing the hypothesis of this research, there are three variables involved as follows in Figure 1. The attribute and indicator shown in Table 2.

Table 2. Attributes and indicators

Code	Variable	Definition	Indicator	Sources
Y	Digitization of Public Services	Digitalization of public services streamlines administrative processes, leading to faster response times and improved operational efficiency.	Availability of digital services Accessibility the Service process acceleration User satisfaction Time and cost efficiency	(Jumalia Mannayong, 2024)
X1	Accountability	This attribute illustrates that policymakers can ensure and be responsible for the policies produced.	Readiness in digital infrastructure Transparency and accountability Organizational culture readiness Monitoring and evaluation	(Weerakkody et al., 2023)
X2	Public Participation	This attribute refers to the active involvement of individuals or groups in supporting government policies.	Community participation Utilization of Digital Technology Inclusiveness of access to aspirations Digital literacy	
X3	Collaboration	This attribute involves collectively working together to resolve the challenges of digitizing public services.	Collaboration between government agencies Partnerships with the private sector, digital startups, and academics Data interoperability and system integration	

Source: Processed by researchers (2024)

- H1. Accountability positively and significantly affects the success of digitizing public services.
- H2. Public participation positively and significantly affects the success of digitizing public services.
- H3. Collaboration positively and significantly affects the success of digitizing public services.

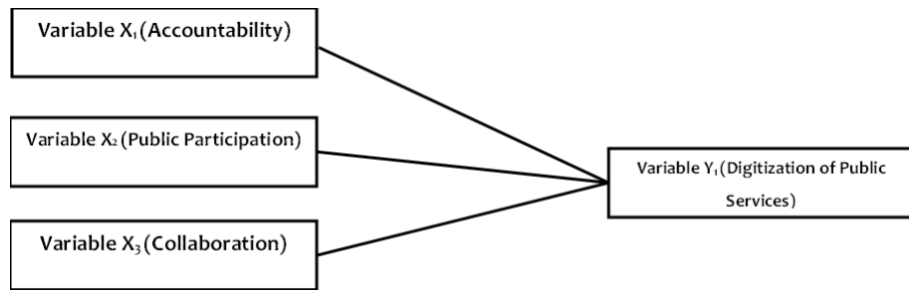


Figure 1. Research model framework (Source: Processed by researchers, 2024)

Results

Results of accountability tests, public participation, and collaboration on determining the success of public services in Kampar Regency. This study provides the results of validity tests, reliability tests, hypothesis tests, and R-Square tests of three variables: Accountability, Public Participation, and Collaboration on the Success Factors of Public Service Digitalization in Kampar Regency. The first test is the validity test results, which show that all indicators can represent the research variables. In this study, the validity test can be seen in Figure 2.

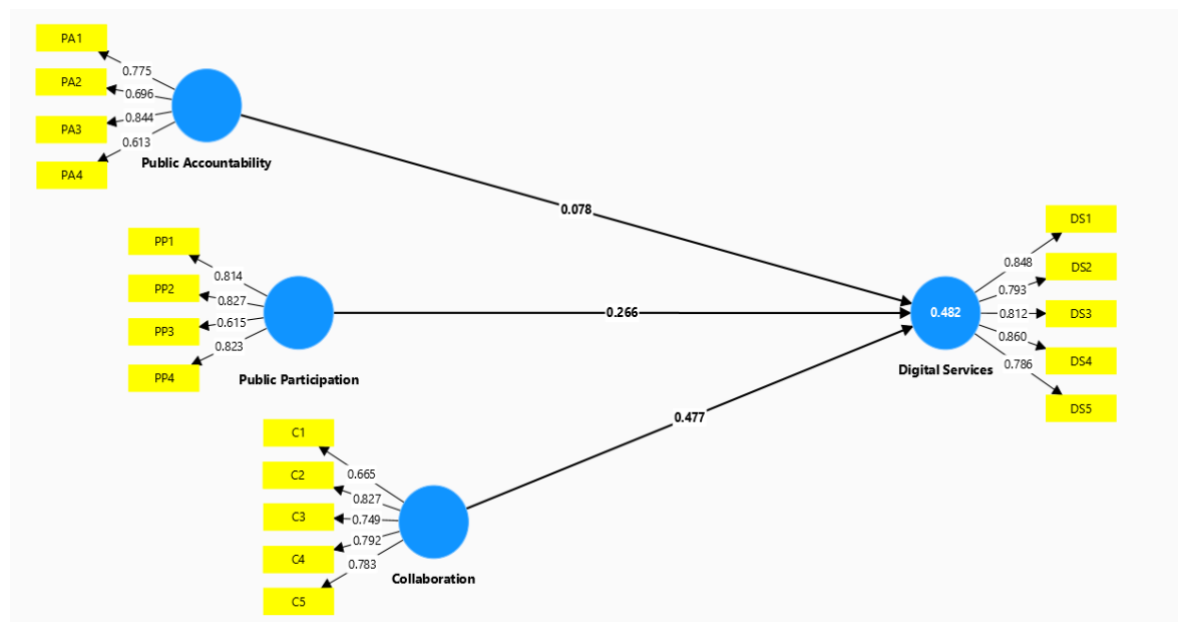


Figure 2. Validity Test (Source: SEM-PLS, 2024)

Based on Figure 2, it can be seen that the outer loading value of several indicators on the Service Digitalization variable (Y) shows the extent to which these indicators can measure variable Y. The higher the outer loading value, the stronger the relationship between the indicator and variable Y, which indicates that the indicator significantly influences the success of service digitalization. Therefore, a high outer loading value indicates good construct validity, so these indicators can be relied upon to measure aspects related to service digitalization effectively.

Table 3 shows the outer loading values obtained as follows: For Public Accountability (PA), the outer loading values are PA1 (0.775), PA2 (0.696), PA3 (0.844), and PA4 (0.613),

respectively. For Public Participation (PP), the outer loading values are PP1 (0.814), PP2 (0.827), PP3 (0.615), and PP4 (0.823). For Collaboration (C), the outer loading values are C1 (0.665), C2 (0.827), C3 (0.749), C4 (0.792), and C5 (0.783). As for Digital Service (DS), the outer loading values obtained are DS1 (0.848), DS2 (0.793), DS3 (0.812), DS4 (0.860), and DS5 (0.786).

Table 3. Outer loading

Code	Collaboration (C)	Public Accountability (PA)	Public Participation (PP)	Digital Service (DS)
C1	0.665			
C2	0.827			
C3	0.749			
C4	0.792			
C5	0.783			
PA1		0.775		
PA2		0.696		
PA3		0.844		
PA4		0.613		
PP1			0.814	
PP2			0.827	
PP3			0.615	
PP4			0.823	
DS1				0.848
DS2				0.793
DS3				0.812
DS4				0.860
DS5				0.786

Source: SEM-PLS (2024)

The outer loading values for each indicator are above 0.5, meaning the indicators are valid when measuring their respective variables. A high validity value indicates that the indicators consistently and accurately reflect the quality of each variable. The outer loading value based on validity is according to the guidelines of [Sekaran & Bougie \(2016\)](#), stating that the convergent data validity test decision requirement is the rule of thumb value, where the outer loading value ≥ 0.50 is acceptable, and it is more desirable if the outer loading value is ≥ 0.7 . If the resulting outer loading value is smaller than 0.50, the indicator is declared invalid and must be removed from the research instrument. The second test result is the reliability test, which is presented in [Table 4](#).

The reliability test results in the table above show that the Collaboration, Public Accountability, Public Participation, and Digital Service variables have Cronbach's values of 0.821, 0.723, 0.779, and 0.878. All of these Cronbach's values have exceeded the threshold value according to [Ghozali \(2016\)](#), which states that a variable is said to be reliable if the Composite reliability value or Cronbach's Alpha reaches a value above 0.700. [Table 4](#) indicates that the measurement instruments for each variable are trustworthy and can be relied upon for further research; furthermore, the results of the R-Square test are in [Table 5](#).

Table 4. Reliability test and validity

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Collaboration	0.821	0.824	0.875	0.586
Public Accountability	0.723	0.880	0.911	0.673
Public Participation	0.779	0.766	0.824	0.543
Digital Services	0.878	0.810	0.856	0.600

Source: SEM-PLS (2024)

Table 5. R Squared Test

Variable Y	R-square	R-square adjusted
Digital Services	0.482	0.466

Source: SEM-PLS (2024)

The Determination Coefficient (R-Square) in Table 5 shows that the R-Square value in this study is 0.482 or 48.2%, while the adjusted R-Square is 0.466 or 46.6%. Hair et al. (2011) state that the R-Square value of 0.75 is included in the strong category, the R-Square value of 0.50 is in the moderate category, and the R-Square value of 0.25 is in the weak category. Thus, based on the commonly used category for R-Square, the value of 0.482 is included in the “moderate” category because it is still close to 0.50, and the theory does not mention the exact scale range. It shows that the independent variable (X) can affect the dependent variable (Y), and finally, the research hypothesis test is contained in Table 6.

Table 6. Hypothesis Test

Variable	Original Sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Outcome
Collaboration-> Digital Services	0.477	0.491	0.102	4.663	0.000	Supported
Public Accountability-> Digital Services	0.078	0.090	0.088	0.886	0.376	Rejected
Public Participation-> Digital Services	0.266	0.259	0.105	2.526	0.012	Supported

Source: SEM-PLS (2024)

Based on the results of hypothesis testing show that collaboration and public participation have a significant positive relationship with the digitalization of public services. The hypothesis test results reveal a statistics value (|O/STDEV|) for collaboration of 4.663 and public participation of 2.526, which indicates a strong influence on the service digitization variable. In addition, significant P-values for collaboration (0.000) and public participation (0.012) support that both factors significantly influence the success of digitizing public services, so the hypothesis is accepted.

However, the results of hypothesis testing show that public accountability does not significantly affect the digitalization of public services because it is seen from the relatively low T-statistic value (0.886) and the high P-value (0.376). Thus, this indicates

that the effect of public accountability on service digitalization is not significant, and the outcome hypothesis related to public accountability is rejected.

Discussion

This study analyzes the success factors of digitizing public services in Kampar Regency by analyzing three variables: Accountability, Public Participation, and Collaboration. Based on the analysis of the tested hypotheses states that public participation and collaboration support the success of digitizing public services.

The results of the analysis show that the Accountability Hypothesis (H1), which assumes a positive and significant effect on the success of service digitization, is rejected due to the low T statistics value (0.886) and high P-value (0.376). This shows that accountability does not have a positive and significant effect on variable Y. This finding contradicts theory and previous research, which states that accountability has a vital role in the success of service digitization. as evidenced by earlier studies.

Ensuring the digitization of public services is acceptable to society remains a challenge, which can affect accountability and overall service effectiveness (Zumofen et al., 2022). In the context of accountability, it encourages better decision-making and more efficient service delivery, contributing to increased public participation in the policy process (Krynytsia, 2024). However, this emphasizes the importance of an effective evaluation system to monitor the performance of service providers, which is indirectly related to accountability in maintaining quality standards (Santos & Pessoa, 2024).

The results of the Public Participation Hypothesis (H2) test with a statistical T value ($|O/STDEV|$) of 2.526 and a significant P-value (0.012) indicate that the Public Participation hypothesis has a positive and significant effect on variable Y. This finding also indicates that Public Participation plays an important role in achieving successful digitization of services. Describe previous research related to participation.

The government can encourage community involvement by increasing information, socialization, and education on digital-based public services (Saputra et al., 2022). Then Damanik et al. (2024) stated that public participation in the decision-making process, policy formulation, and public service provision can significantly strengthen trust in government. Thus, public participation can significantly influence the success of service digitization.

The Collaboration hypothesis (H3) positively and significantly affects the success of digitizing public services. This can be seen with the statistical T value ($|O/STDEV|$) for collaboration of 4.663 and a significant P-value for collaboration (0.000). Thus, the Collaboration hypothesis positively and significantly affects variable Y. In addition, this finding strongly supports the theory stated by Ghozali (2016) that the hypothesis can be accepted if the t-test value is greater than 1.96 and the P-value is below 0.05. Since the t-test value obtained is smaller than 1.96, this hypothesis cannot be accepted or

rejected. Therefore, collaboration and public participation play a significant role in supporting and influencing the success of service digitization.

Stakeholders who support digital innovation must make cross-sector collaboration agreements and ensure that technology investments positively impact public service efficiency and satisfaction (Kuswati et al., 2022). Collaboration across various sectors will increase the government budget so it can be allocated to build a strong technology infrastructure, improve the quality of public services, and create an environment conducive to sustainable economic growth and innovation (Arman et al., 2022). The research of Fazil et al. (2024) stated that with a comprehensive, collaborative approach driven by a clear vision and integrated strategy, local governments can overcome challenges and utilize technology to create a more transparent, efficient, and inclusive government in supporting sustainable development.

Conclusion

The results of the research analysis on the determinants influencing the success of public service digitalization in Kampar Regency, focusing on three main variables: Accountability, Public participation, and Collaboration, show significant findings. Public participation and Collaboration have a positive and significant impact on the success of digitalizing public services. Meanwhile, accountability does not show a considerable influence, caused by several factors, such as the lack of competent human resources in the field of Information Technology, information inclusiveness, and the existence of data variations that pose challenges.

To enhance the effectiveness of digitalization, it is recommended that the government adopt a more contextual approach, tailoring service digitization strategies to local needs and contexts. This study has limitations, particularly related to the data collected, which do not fully reflect broader conditions or other sectors, so that existing variations may influence the results obtained. Future research directions could focus on developing strategies to enhance human resource capacity, particularly in areas such as information technology and data management. This is important to address existing limitations in understanding the variables studied and to compare the success of public service digitization at the local level.

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