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Digital based public service innovation how digital capabilities and organizational agility shape government responsiveness and public value

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ABSTRACT

Digital transformation has reshaped how governments deliver public services. The public increasingly demand services that are fast, convenient, transparent, responsive, and time. This trend compels governments to innovate in public service delivery through the use of information technologies. however, the success of public service digitalization depends not only on the availability of technology but also in the digital capabilities of the workforce and the organizational agility of government bodies in responding to evolving public needs. This article examines how digital capabilities and organizational agility shape government responsiveness and generate public value. Digital capabilities enable governments to effectively leverage technology, data, and digital systems, while organizational agility allows them to adapt quickly to changes in the environment and public demands. Combining these elements can enhance the quality speed, transparency, and accessibility of public services. Ultimately, digital public service innovation yields not only administrative efficiency but also creates public value manifested through increased public satisfaction, trust, in government, inclusivity, transparency, and improved quality of life for the community.

Keywords: Public service innovation, digital transformation, digital capabilities, organizational agility, government responsiveness, public value.

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INTRODUCTION

The advancement of digital technology has brought about significant changes in people's lives, including the relationship between the government and the public. Today, the public not only expects the government to provides services but also demands services that are fast, convenient, transparent, and accurate, and accessible via various digital devices. These changes are driving the government to transform the way public services are delivered.

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Public service is fundamentally one of the government's primary functions. The government has an obligation to provide quality services to the public that align with their needs and the demands of the times. In this context, innovation plays a crucial role in enhancing the quality of public services. Digital based public service innovation represents on form of transformation the government can undertake to meet the demands of modern society

Digitalization enables the transition of various service processes previously handled manually to services based on applications, websites, information, systems, and other digital platforms. The public can access information, submit service requests, make payment lodge complaints, and track service progress without needing to visit government offices in person.

However, digitalization does not automatically result in responsive public services. Governments require the ability to manage technology effectively, as well as the organizational capacity to adapt to change. It is in this context that the concepts of digital capability and organizational agility become important.

Digital capabilities refer to an organization's ability to leverage digital technology, data human resources, an information systems to achieve organizational goals. Meanwhile, organizational agility signifies the government's capacity to interpret environmental changes, make rapid decisions, adapt work processes, and respond to the needs of the public.

If both capabilities can be optimally developed, the government will be better equipped to provide responsive service. Government responsiveness can in turn, generate public value the benefits and value perceived by the public as a result of government activities.

Thus, digital based public service innovation needs to be understood not merely as the use of technology, but as a comprehensive transformation in how the government operates and creates value for society.

1.1. digital based public service innovation

public service innovation represents the government's effort to create or improve service methods, processes, products, or systems, making them more effective and aligned with the public's needs. In the digital era, such innovation is increasingly being driven by the use of information technology.

Examples of digital based public service innovations include online civil registration services, electronic licensing services, online tax payments systems, digital health service, public complaint applications, digital based education services, and various other integrated service systems.

The digitalization of services offers several benefits. First, digitalization can enhance efficiency by reducing repetitive administrative processes. Second, it improves accessibility, as the public can access services without being constrained by distance or time. Third, digital systems can increase transparency, as service processes can be documented and tracked. Fourth, the use of data can assist the government inn making decisions based on more accurate information.

However, digital innovation also faces various challenges. Nor everyone possesses the same level of digital proficiency. Furthermore, issues such as the

internet access gap, infrastructure limitations, data security concerns, employee resistance to change and a lack of digital competence among civil servants persist.

Therefore, the success of digital based public service innovation depends heavily on the governments ability to develop its overall organizational capabilities.

1.2. Government digital capabilities

Digital capabilities can be understood as an organization's ability to leverage digital technology, data, human resource, and organizational processes to achieve better performance.

In government organizations, digital capability means more than just the ability to use computers or encompasses several aspects.

a. Infrastructure and Digital Technology

The government requires adequate technological infrastructure, such as internet networks, hardware, software, data centers, information security systems, and digital service platforms. Robust infrastructure serves as the effective delivery of digital services.

b. Digital competence of governments personal

Advanced technology will not yield maximum benefits if personnel lack the ability to utilize it. Therefore, the government must enhance the digital competence of its employees through training, and the developments of skills in data analysis, digital security, and the use of service applications.

c. Data management capabilities

Data is a vital resource in digital governance. The government must be capable of collecting, processing, analyzing, and utilizing data to understand the needs of the public. Data driven decision making can ensure that policies and services are more effectively targeted.

d. System integration

One challenge in government digitalization is the proliferation of disparate applications. This situation can lead to data duplication and create difficulties for the public. Consequently, the government's digital capability is also defined by its ability to integrate various service systems.

e. Data security and protection

As more services move to digital platforms, the need for information security grows increasingly critical. The government must ensure that pubic data is safeguarded against misuse, leaks, and unauthorized access.

Thus, digital capability is a technology, human, resources, data, processes, and government to deliver services effectively.

1.3. Government Organizational Agility

Beyond digital capabilities, the government requires an agile organization. Organization agility is the ability of an organization to adapt rapidly to environmental changes, public needs, technological advancements, and unforeseen circumstances.

In the realm of public service, public needs can shift quickly. A government with an overly rigid bureaucratic structure will struggle to respond to such changes. Agile organizations process several key characteristics.

First, speed in decision making the government needs to streamline excessively long bureaucratic processes to ensure that service related decisions can be made quickly.

Second, flexibility in work processes service procedures must be adaptable to changes in public needs or technological developments.

Third, collaboration the government cannot work in isolation. Public service innovation requires cooperation among government agencies, the public the private sector academia, and community groups.

Fourth, public orientation. Agile government organization place public needs at the core of service design.

Fifth, capacity for learning and continuous improvement. The government needs to continuously evaluate services feedback as a basis for improvement.

METHOD

This study employs a qualitative approach utilizing a literature review method. This method was chosen because the research aims to develop a conceptual understanding of the relationship among digital capabilities, organizational agility, government responsiveness, and public value.

The research relies on secondary data obtained from scholarly journal articles, academic books, research reports, and other academic sources relevant to the themes of digital transformation and public service.

The research stages include:

1. Literature identification
   Literature wa identified based on keywords such as:
   a. Digital public service
   b. Digital capability
   c. Digital transformation
   d. Organizational agility
   e. Government responsiveness
   f. Public value
   g. Dynamic capabilities, and
   h. Digital governments
2. Literature selection
   Literature selection was selected based on its relevance to the research theme, academic quality, and contribution to the developments of the conceptual framework.
3. Literature analysis
   The literature was analyzed using a content analysis approach, identifying concepts, relationships between variables, findings, from previous research, and research gaps.
4. Synthesis

The analysis results were synthesized to construct an arguments regarding how digital capabilities and organizational agility can shape government responsiveness and generate public value.

- This study did not involve primary data collection through surveys or interviews; therefore, the findings.

RESULTS AND DISCUSSION

1. The Relationship Between Digital Capabilities and Organizational Agility

Digital capabilities and organizational agility are mutually reinforcing elements. Digital technology provides the tools for the government to gather information and deliver services. While organizational agility determines how quickly the government can utilize that technology to respond to change.

For instance, a government might possess a sophisticated public complaint application. However , if public reports take a long time to address due to an overly bureaucratic organizational structure, the technology fails to yield optimal responsiveness.

Conversely, an organization with an agile work culture but lacking adequate technology and data will also face limitations in responding to public needs. This relationship can be illustrated as follows:

Digital capability + organizational agility → government → public value.

Digital capabilities provide technological and informational capacity, whereas organizational agility provides the capacity for adaption and action. The combination of the two enables the government to respond to the public more rapidly, accurately, and innovatively.

2. Digital capabilities and government responsiveness

Government responsiveness refers to the government's ability to identify the needs, aspirations, complaints, and issues of the public and to take appropriate action.

Digital technology can enhance responsiveness through several mechanisms. First, technology enable the government to obtain information from the public more rapidly. Social media, complaint reporting applications, digital surveys, and service platforms can serve as sources of information regarding public needs.

Second, digital system allow the government to monitor service processes in real time. The government can track the volume of requests types of complaints, resolution services areas experiencing bottlenecks.

Third, the use of data can assist the government in anticipating public needs. Through effective data analysis, the government can move beyond a merely reactive stance to become more proactive.

Fourth, digital channels can accelerate communication between the governments and the public. Citizen can submit complaints without the need to visit government offices in person.

Thus, digital capabilities can bride the gap between the government and the public while enhancing the government's ability to understand to public needs.

3. Organizational Agility and Government Responsiveness

Organizational agility plays a crucial role in transforming information obtained through technology into concrete action. For instance, a local government numerous public complaints regarding slow administrative services. Digital systems can provide information about these issues: however: government responsiveness is capable of promptly analyzing the problem, making decisions, modifying delivering solutions to the public.

Therefore, responsiveness is determined not merely by the speed at with the information, but also by how quickly it acts upon that information. Agile organizations find it easier to conduct experiments, refine procedures, form cross adjust policies. An organizational culture that embraces change also encourages civil servants to look beyond merely following established routines and instead seek now more effective approaches.

4. Government Responsiveness and public value creation

The ultimate goal of public service innovation is not merely to create digital system, but to generate public value. Public value is reflected in the benefits the public derive from the government's existence and the services it provides. Such value can manifest as faster service, lower costs, broader access, transparency, fairness, and security, as well as increased public trust in the government.

When the government is able to respond to public needs quickly and effectively, the public experiences the direct benefits of those services. For instance, digital population administration services can reduce the time and costs incurred by the public. Citizens no longer need to make repeated trips to service offices simply to process documents; this creates public value through efficiency and convenience.

The same apples to public complaint applications. If complaints are received verified and acted upon promptly the public perceives that the government is listening to and addressing their needs. This can enhance public trust in the government.

5. Challenges Implementing Digital Public Service Innovations

Despite their many benefits, the implementation of digital public service innovations faces several challenges

a. Digital divide

Not all members of the public have equal access to the internet or posses the same level of digital literacy. If the government relies entirely on digital services without providing alternatives, certain segment of society may face difficulties in accessing services.

b. Limited staff competence

Digital transformation requires personnel capable of using technology and interpreting data. A lack of digital competence can hinder innovation.

c. Resistance to change

Shifting from manual to digital system can trigger resistance. Some staff members may feel comfortable with resistance. Some staff members may feel

comfortable with established procedures or harbor concerns about changes to their roles and responsibilities

d. Cybersecurity
Digitalization increases the risk of cyberattacks and data breaches. Therefore, information security must be an integral part of public service innovation.

e. Application fragmentation
Uncoordinated application development can lead to a proliferation of disconnected system. This can confuse the public and drive up technology management costs.

f. Bureaucratic Culture
A bureaucratic culture that is overly hierarchical and procedural and stifle organizational agility. Digital transformation requires a culture that is more open to collaboration, innovation, experimentation, and learning.

6. Strategies to Enhance Government Responsiveness Through Digital Transformation

several strategies can be implemented to improve government responsiveness and public value. First, enhancing the digital competence of civil servants through continuous training and capacity building.

Second developing citizen oriented service system. Technology must be designed based on user needs rather than solely on internal government interest.

Third, integrating government data and application so that citizens do not need to repeatedly enter the same information into various systems.

Fifth, building an agile organizational culture by simplifying procedures, fostering collaboration, and allowing civil servants the space to innovate.

Sixth, strengthening data security and protection to maintain public trust in digital services.

Seventh, leveraging data analytics for decision making to ensure policies and services are more targeted effective.

Eight, upholding the principle of inclusivity by maintaining service mechanisms for citizens with limited access or digital capabilities.

7. Conseptual Model

Based on the discussion above, the relationships between the variables can be formulated into a conceptual model:

1) Digital capabilities:
   a. Digital infrastructure
   b. Digital competence
   c. Data management
   d. System integration
   e. Digital security

↓

2) Organizational agility
   a. Decision making speed
   b. Flexibility
   c. Collaboration

d. Adaptation
e. Organizational learning

↓

3) Government Responsiveness
   a. Service speed
   b. Service accuracy
   c. Ability to follow up on complaints
   d. Ability to understand public needs
   e. Openness to change

↓

4) Public Value
   a. Public satisfaction
   b. Ease of service
   c. Efficiency
   d. Transparency
   e. Inclusivity
   f. Public trust

The model demonstrates that technology is not an end in itself. Technology serves as a resource that must be supported by organizational capabilities and human resources to generate responsiveness and public value.

CONCLUSION

Digital-based public service innovation is a crucial component of government transformation in response to elvolving public needs. However the success of digital innovation relies on more than just deploying applications or building technological infrastructure; it requires robust digital capabilities and an organization capable of operating with agility.

Digital capabilities enable the government to leverage technology, data, and information systems to enhance service quality. Meanwhile, organizational agility allows the government to respond to changes swiftly, flexible, and effectively. The interplay between these two aspects can heighten government responsiveness

Improved responsiveness ultimately contributes to the creation of public value. Citizens benefit from services that are more accessible, rapid, transparent, and efficient, and that align with their specific needs. Beyond these direct benefits, responsive digital public services also have the potential to bolster public trust in the government.

Consequently, the government's digital transformation should not focus solely on the ** digitization of services**, but rather on ** transforming how the government creates value for the public**. The government must position technology as a tool to strengthen organizational capabilities, enhance responsiveness, and deliver public services that are centered on the needs of the community.

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Ethical Compliance

This study complied with applicable ethical standards for academic research. As the research employed a literature review approach and relied exclusively on secondary data obtained from published academic literature, books, reports, and other publicly available sources, it did not involve human participants, personal data, or direct interaction with research subjects. Therefore, ethical approval from an institutional review board or ethics committee was not required.

All sources used in this study were appropriately acknowledged and cited in accordance with academic integrity principles. The authors also declare that the study was conducted objectively, transparently, and responsibly, with no intentional fabrication, falsification, or inappropriate manipulation of data or information.

Data Access Statement

The data and information supporting the findings of this study are derived from publicly available secondary sources, including peer-reviewed journal articles, academic books, research reports, and official publications. No confidential, restricted, or personally identifiable data were collected or used in this study.

All sources used for the analysis are properly cited and referenced in the manuscript. The materials underlying the findings can be accessed through the respective publishers, academic databases, institutional repositories, and official websites where the cited sources are publicly available.

As this study is based entirely on a literature review and publicly accessible secondary sources, no original dataset was generated or deposited in a separate data repository.

Conflict of Interest declaration

The authors declare that they have no known financial, personal, professional, or institutional conflicts of interest that could have influenced the research, analysis, interpretation, or publication of this study. The authors conducted the study independently and objectively and have no competing interests that could be perceived as influencing the findings or conclusions presented in this manuscript.

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