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THE FUNCTION OF DIGITALIZATION TO RAISE THE QUALITY OF PUBLIC SERVICES IN THE SYSTEM GOVERNANCE ADMINISTRATION
(Case Study in National Directorate of Notary Services and Notary Registry - Ministry of Justice / DNSRN-MJ)

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ABSTRACT

This study examines the role of digitalization in enhancing the quality of public services within the government administration system at DNSRN-MJ in Timor-Leste. Employing a case study design and descriptive qualitative methodology, the research investigates the gap between ideal and actual conditions encountered during the institution's digitalization efforts. Data collection and analysis focused on factors influencing service quality and barriers obstructing digital transformation. Findings indicate that inadequate and insecure public facilities, limited supporting infrastructure, constrained government budgets, and employee resistance to system change are primary impediments to effective digitalization at DNSRN-MJ. These constraints underscore the need for comprehensive interventions, including strengthening ICT infrastructure, enhancing human resource capacity, formulating enabling policies and regulations, and conducting outreach and training for both civil servants and the public to foster acceptance and effective use of digital services. The study concludes that digitalization is a strategic imperative for DNSRN-MJ but requires targeted investments and coordinated policy measures to achieve meaningful improvements in service delivery. The research offers actionable insights for policymakers and stakeholders, serving as an evidence base to guide future strategies aimed at advancing public-service digital transformation in Timor-Leste.

INTRODUCTION

The development of information technology allows various public services to transform from manual systems to digital-based systems. Digitization not only facilitates access to information but also improves the quality of public services. Therefore, governments in other countries have implemented digitalization in order to increase efficiency, transparency and accuracy in administrative services (Nasirahmadi & Hensel, 2022; Pavić-Rogošić et al., 2022).

E-government is a new interaction mechanism between the government and the public and other stakeholders, which involves the use of information technology (especially the Internet) with the aim of improving the quality of services. Therefore, a common line can be drawn (Kovbych, 2022).

Digitization is the process of converting information, processes, or services from physical or analog form to digital form. Digitization requires equipment such as computers, scanners, source media operators and supporting software. Digitization is the increase in the availability of digital data that can be done through progress in the creation, transfer, storage and analysis of digital data (Bannykh & Kostina, 2021; Utomo & Darma, 2020).

The government, as the administrator of state administration, needs to provide effective, efficient, transparent, and accountable services to the public. A crucial aspect of government administration is public service, which is the process of meeting public needs by public organizations through competent and professional state officials. The quality of public services is a key indicator of the success of bureaucratic reform and good governance. Therefore, public services must be provided professionally, promptly, accurately, and in accordance with applicable norms and regulations. In this regard, civil servants (ASN) or civil servants (PNS) play a strategic role as the main

implementer of public services. They need to have high competence, integrity, and dedication to perform their duties and responsibilities (Krasnykov et al., 2024). In reality, the quality of public services in various government agencies still faces various challenges and problems. One of the main problems frequently encountered is the low quality of service provided to the public. This can be caused by several factors, including limited human resources, inadequate use of information technology, convoluted bureaucracy, and low levels of professionalism among government officials. These conditions result in low levels of public satisfaction with the public services provided by the government.

Developments in information and communication technology (ICT) have opened up significant opportunities for government to innovate in the delivery of public services. Digitization of public services is a strategic solution to address these challenges. Through digitization, public service processes can be carried out more quickly, efficiently, transparently, and accountably. Digitization also enables the integration of data and information, facilitates coordination between government agencies and speeds up the decision-making process. In addition, digitization can increase public accessibility to public services, allowing access to services anytime and anywhere without having to visit the service office in person.

According to the provisions of Law No. 8/2004 of 16 June in article 3 of the Commission for Public Affairs, it states that: "a person who is recruited and appointed to a permanent position in the public administration, to perform various duties and rights of functions, is not normal for him." This provision confirms that each civil servant who has been recruited and appointed to a permanent position in the public administration has the rights and obligations to comply with applicable public norms. must be capable of performing their duties professionally in order to provide services to the public accurately, promptly, and in accordance with applicable standards.

Public services in DNSRN still face various obstacles, particularly related to the service process, which remains manual and conventional. The use of manual systems often leads to a variety of problems, such as slow workflows, accumulation of files, lack of transparency, and the potential for inappropriate practices. The principles of good governance are incompatible. This situation, undoubtedly, results in a low level of public satisfaction with the services provided by DNSRN.

Digitalization of public services in DNSRN is an urgent need to improve the quality of public services. Through digitization un, work processes can be carried out faster, more efficiently, and with transparency. Digitalization also enables the integration of data and information, thus facilitating coordination between departments within DNSRN and accelerating the decision-making process. Further, digitalization can enhance accountability and transparency in the work process, thereby minimizing practices that are inconsistent with good governance principles (Androniceanu & Georgescu, 2023 ; Frățilă et al., 2023 ; Kovbych, 2022 ; Pavić-Rogoš et al., 2022).

The implementation of digitalization of public services in DNSRN also follows the government's efforts to realize good governance and bureaucratic reform. Digitalization is a key strategy to improve the quality of public services, speed up service processes,

and increase public satisfaction. In addition, digitization can increase the efficiency of resource utilization, reduce operational costs, and accelerate the decision-making process (Jain & Gupta, 2004 ; Santos, 2003 ; Uvet, 2020 ; Yarimoglu, 2014).

However, the implementation of public service digitalization in DNSRN also faces various challenges and obstacles. One of the main challenges is the readiness of human resources to operate digital systems. Officers in the DNSRN must have the competence and ability to operate information technology to ensure the digitization process goes smoothly. In addition, adequate information technology infrastructure is also a crucial factor in supporting the successful digitalization of public services. Without adequate infrastructure support, the digitization process will not run smoothly.

Similarly, the shift in work culture from a manual to a digital system presents a unique challenge. Employees in DNSRN must be able to adapt to these changes to perform their duties and responsibilities professionally. Therefore, training and capacity development is necessary for DNSRN officials to operate the digital system effectively. In addition, there is a need for public education on the benefits and how to use digital services, so that the public can utilize them properly.

a. Digitizing Function

Digitization has many functions and benefits in different aspects of life and business. In general, digitization means changing information, processes, or services from analog form to digital. Here are some of the main functions of digitization: Increases Efficiency, Facilitates Access to Information, Increases Productivity, Facilitates Innovation, and Increases Safety.

b. Quality Service

Quality of Service refers to the extent to which a service meets or exceeds customer expectations. This is an important factor in businesses and organizations that want to maintain customer satisfaction and loyalty.

c. Governance Administration System

Administration is the work together between two or more people to perform their duties efficiently and effectively to achieve a completed objective. Administration is there to plan, control, and organize the work of the office, and also to motivate those who perform this work to achieve the objectives that have been established. And Governance can be seen as a mechanism or institution that has the power to make rules, implement those rules, and ensure that society follows those rules.

d. Theory Definition

At the implementation level, digitization demands fundamental changes in document management, administrative processes, and interactions between government and the public. This process requires hardware such as computers, scanners, and supporting software. As Sukmana (in Erwin, 2020) explains, digitization is the process of converting printed forms, audio, or video into digital form, with the goal of creating digital document files that are easily accessible and manageable. Hasan (2005) added that digitization is the process of converting printed documents into electronic documents, thereby increasing the availability of digital data that can be created, transferred, stored, and analyzed more

efficiently (Ritter & Pedersen, 2020). Thus, digitization in government administration is not only a format change but also a strategic effort to improve the quality of public services.

e. Quality Theory

The quality of public service is one of the main indicators of the success of government administration. The quality of public services is measured not only by meeting service standards but also by the ability to create a positive experience for the public as service users. Tjiptono, in Indrasari (2019:61), emphasizes that service quality is a condition that involves products, services, human resources, processes, and the environment, with the aim of meeting or exceeding customer expectations. Kasmir (2017) also stated that service quality is an action or behavior aimed at satisfying customers or employees. Lewis & Booms, in Tjiptono (2020), defined service quality as a measure of the extent to which the level of service provided meets customer expectations. Gronroos (1990) summarized that service quality consists of functional quality (how the service is provided), technical quality (service outcome), and organizational reputation. Therefore, the quality of public services is a primary public demand, especially in the digital era, which demands efficiency, effectiveness, and transparency in all service processes.

f. Public Service Theory

In the context of public services, the government, as a service provider, has a responsibility to respond to public needs in accordance with applicable regulations. Quality public services must adhere to the principles of efficiency, transparency, accountability, and fairness to provide maximum benefit to the public. Agung Kurniawan (2005:6) states that public service is the provision of services to meet the needs of others or communities that have an interest in the organization, according to established rules and procedures. AG. Subarsono, in Agus Dwiyanto (2005:141), emphasizes that public service is a series of activities carried out by public bureaucracy to respond to the needs of citizens as service users. Therefore, good public service depends not only on systems and procedures, but also on the government's ability to manage resources and technology to provide effective and efficient services.

g. Administration Theory

Administration, as pros the ability to manage an organization, institution, or system to achieve a specific objective efficiently and effectively, is the main foundation for providing public services. Administration encompasses aspects of planning, organizing, guiding, and overseeing within an entity. Liang Gie (1972) stated that administration is the primary organizational activity within a group that is carried out together to achieve specific goals. Sondang P. Siagian (1985) adds that administration is a comprehensive process involving two or more people in a cooperative effort to achieve set goals. Leonard D. White also defines administration as a general process in group efforts, whether public or private, civilian or military, large or small. Administrative principles that emphasize cooperation, broad participation, and the achievement of goals are the foundation of effective public service management.

h. Governance Theory

Governance is the system or mechanism used to regulate and manage a country or region. The government plays a very important role in maintaining order and security, and providing public services to the people. Max Weber defined government as an organization with legitimate authority to make decisions that bind the people. Weber also developed the concept of bureaucracy, which emphasized the importance of rules and structure in government. Aristotle classifies government into three main forms: monarchy, aristocracy, and democracy, and discusses how each can develop into a less than ideal form of government. Harold Lasswell defines governance as a process involving who gets what, when, where, how, and why, focusing on public policy analysis and decision-making within government. Thus, good governance is one that effectively manages resources and processes to meet the needs of the people.

i. Concept of Electronic Governance (E- Government)

Along with technological developments, the concept of e-governance, or e-government, has emerged as an innovation in governance. E-government is a combination of governance concepts and information and communication technology (ICT) as a tool to improve government processes. E-government uses ICT to increase efficiency, transparency, and accessibility of public services to the public. Muhammad (2014) defines e-government as the use of ICT tools to provide services to citizens. R. Eko Indrajit explained that e-government is a new interaction mechanism between the government and the public, as well as other relevant parties, involving the use of ICT (particularly the internet) to improve service quality. E-government aims to achieve efficiency, effectiveness, transparency, accountability, and empowerment in public services. Antasari & Yaniartha (2015) stated that an information system can be considered successful if it runs smoothly, is easy to implement, and is compatible with existing technology. Layne & Lee (2001) emphasized that e-government uses technology to improve access and delivery of government services to benefit citizens, business partners, and government employees. Thus, e-government is a mechanism used by the government to interact with the public and relevant parties, which involves the use of ICT to provide services to citizens with the objective of improving the quality of public services.

As social structures or organizations formed to regulate behavior and meet social needs through mutually agreed norms, rules and values, also play a crucial role in the provision of public services. Ridha and Basuki (2012) state that institutions are organizations that must convince the public or society that they are legitimate entities worthy of support. Scott and Fitrianto (2008) explained that institutional theory is used to explain actions and decision-making within public organizations and showed that organizations tend to seek legitimacy by conforming to prevailing external or social expectations. Thus, institutions are legitimate entities that deserve support and tend to conform to prevailing external or social expectations.

Digitization in the government administration system is expected to be a solution to address these challenges. By adopting digital technology, DNSRN-MJ can increase the efficiency of administrative processes, accelerate service times, increase transparency, and provide wider access to the public. In addition, digitalisation can also support the creation of a service system that is more responsive and responsive to public needs. This aligns

with the main objective of e-government, namely improving the quality of public services by use of information and communication technology. unique.

METHOD

This research, used a descriptive qualitative approach. The approach was selected because it can provide a comprehensive and systematic overview of the phenomenon under study, namely the digitalization of administrative functions to enhance the quality of public services within DNSRN-MJs (Mayssara A. Abo Hassanin Supervised, 2014; Sugiyono, 2023; D. Sugiyono, 2021). According to Afifuddin (2009:57), qualitative research methods are used to examine the natural conditions of objects, where the researcher is the key instrument, data collection techniques are triangulated, data analysis is inductive, and qualitative research findings emphasize significance rather than generalization. This opinion confirms that qualitative research is highly relevant to study the phenomenon of digitalization of administrative functions, as it can capture the complexities and dynamics occurring in the field more deeply. In addition, Tohirin (2013:2) also stated that qualitative research methods aim to develop the thinking of researchers and key informants through a holistic and in-depth interview process.

Punaji Setyosari (2012:39) emphasizes that a descriptive qualitative approach aims to clarify and describe specific conditions, events, or objects that are directly related to the research. In this case, research on the digitalization of administrative functions aims to identify and describe the various factors that influence the successful implementation of digitalization and its impact on the quality of public services. This research also seeks to uncover the challenges and obstacles faced in the digitalization process, as well as the strategies that can be implemented to overcome them. Nurrman (2009:1) states that the research approach is an action that looks beyond strategies and plans to achieve the desired end goals. In this research, the strategy used is to make a thorough analysis of the digitalization process.

The researcher will access data from various resources such as people who are considered to be key informants in four people as follows:

Tabela. Informant

Nu	Position	Number of Informant
1	General Diretor	1
2	National Diretor - DNICRC	1
3	Chief of Departament - PPF	1
4	Staff	1
5	Beneficiaries	2
Total Informant		6

One approach that can be used is to simply describe the ongoing process, identify relationships between categories, and map out the workflow (flowchart) and types of services available. This approach aligns with the opinion of Miles and Huberman (1984), who stated that the most frequently used form of presenting data in qualitative research is narrative text. This narrative allows researchers to describe in detail and comprehensively the

dynamics taking place in the process of digitization of public services, thus providing a clear picture of the problems encountered and the potential solutions that can be implemented. In the final stage of qualitative data analysis, Miles and Huberman (1984) emphasized the importance of checking the data and drawing conclusions.

REZULT AND DISCUSSION

To know about the function of digitalization to raise the quality of public services in the governance administration system in DNSRN-MJ, the researcher conducted a direct research to conduct interviews with key informants and conduct a direct data survey and documentation. So that it is easy for the researcher to get the results of this research and the current data of the Directorate.

a) Digitalization function to improve the quality of service

The development of information and communication technology has brought significant changes to various aspects of life, including the delivery of public services by government institutions. A prominent innovation in this context is the digitalization of administrative functions, which aims to improve the quality of public services through the modernization and efficiency of the government administration system. With increasing public demand for fast, transparent, and accountable services, digitalization is a crucial key to transformation, particularly in vital institutions such as DNSRN-MJ under the auspices of the Ministry of Justice of Timor-Leste.

In practice, public service delivery in DNSRN used to rely heavily on manual processes based on physical documents, which often caused various problems such as delays in service delivery, heavy bureaucracy, and the need for the public to physically access services. This situation not only hinders the efficiency of state officials but also reduces public satisfaction with the public services provided. Slow and less transparent administrative processes also open up opportunities for undesirable practices, such as corruption and abuse of authority, which can ultimately undermine public trust in government institutions.

b) Digitalization function to improve the quality of service

Digital transformation through the digitization of administrative functions in DNSRN is a strategic solution to address these issues. Digitization enables the conversion of all processes previously based on physical documents to an integrated electronic system, thus accelerating service delivery, reducing the need for physical presence, and minimizing the potential for human error in data and document management. Furthermore, digitization also provides the public with easy access to online services, both through online platforms and phone-based applications, allowing them to submit requests and monitor services without having to visit the service office in person. This aligns with Crittenden et al. statement (2019), which emphasized that digitalization in the context of public services in DNSRN is the key to a major transformation, with the main objective of modernizing and increasing the efficiency of state administration.

The implementation of digitalization in DNSRN also has a positive impact on data security and management. With a digital system, all physical documents can be converted into electronic

files that are securely stored and quickly accessible. This not only improves work efficiency but also strengthens data security and facilitates document verification and validation. Kovbych (2022) stated that digitization is key to ensuring speed, transparency, and consistent quality in all public service interactions. Thus, digitalization not only accelerates the service process but also increases public confidence in the integrity and accountability of government institutions.

c) Use Digitalization System to Make Work Efficient

Digitization also plays a crucial role in reducing operational costs and reducing bureaucracy, which has historically been a major bottleneck in public services. Through digital systems, administrative processes can be automated, reducing the need for manual labor and speeding up workflows. Nadezhina & Avduevskaia (2021) emphasized that through digitization, public services can offer online platforms or applications that allow the public to schedule services online and receive services without having to visit the office in person, thus saving time and money. Further, digitization also allows for greater transparency, as the public can track the progress of their cases or requests in real time, reducing the potential for corruption and abuse of authority.

In the international context, digitization is also a crucial factor in enhancing security and compliance with international standards, particularly in the management of important documents such as electronic passports and biometric data. By implementing an integrated digital system, DNSRN can ensure that documents issued comply with international security standards, thus preventing document forgery and fraud. This is crucial to maintain international confidence in official documents issued by the government of Timor-Leste. Androniceanu et al. (2022), Voronov et al. (2023), and Yarmolovych et al. (2023) emphasize that the primary function of digitization is to achieve international security and compliance through the implementation of electronic passports. Electronic and biometric identification is used to combat counterfeiting and fraud, ensuring that Timor-Leste's documents are internationally recognized.

d) Training for technical staff on the use of digital systems

In addition to the security aspect, digitization also improves efficiency and data management in the application process, minimizes errors, and facilitates transparent data verification. With a digital system, the application process can be carried out more quickly and accurately, reducing the chance of data management errors. Digitization also allows for an online service scheduling system, eliminating the need for long waits for services. This not only increases service efficiency but also strengthens coordination among institutions through an integrated national database, thus ensuring the integrity of public data. Yarmolovich et al. (2023) state that digitalization essentially serves as a strategic tool for the modernization of passport services globally, although its success is highly dependent on the stability of the existing technological infrastructure.

However, the implementation of digitalization in DNSRN also faces several challenges, particularly related to technological infrastructure readiness, human resources, and public digital knowledge and literacy. The availability of adequate technological infrastructure is a key prerequisite for supporting a smooth

digitalization process. In addition, there is a need to enhance human resource capacity, among government officials and the public, to enable them to utilize digital technology effectively. Public digital literacy is also a crucial factor, as not all levels of society have the same access and ability to use digital technology. Therefore, comprehensive government efforts are needed to ensure that the digitalization process can be inclusive and sustainable.

Digitalization serves not only as a tool to increase the efficiency and quality of public services, but also as a strategic effort to strengthen good governance. With a transparent and accountable digital system, the government can increase public confidence in state institutions and strengthen Timor-Leste's position at the international level through the implementation of globally recognized public service standards. Moreover, digitalization also opens up opportunities for the government to develop new innovations in public services, allowing it to constantly adapt to technological developments and the increasingly dynamic needs of the community.

In the context of DNSRN-MJ, these problems are also acute. Many people complain about the slow service process, from registration and document processing to receiving service results. Data recording errors, missing documents, and a lack of clear information about service procedures and requirements are also common. As a result, people have to travel back and forth to service offices, waste a lot of time and money, and experience uncertainty in getting the services they need.

e) Benefits of using digital systems for the Public Service Process

Digitization of public services, also known as e-government, is the use of information and communication technologies, such as the internet, computers, and digital applications, to provide government services to the public and businesses more efficiently, effectively, and transparently. With digitalization, public service processes can be carried out online, eliminating the need for citizens to visit service offices; they can only access services through their digital devices. Furthermore, digitalization also enables the integration of data and information, making service processes faster, more accurate, and more accessible to the public.

According to Nureny et al. (2021), digitalization can address several issues that have long been major public concerns, such as slow service processes, lack of transparency, and the high cost and time required to obtain services. Digitalization can also increase the efficiency and effectiveness of public services, allowing citizens to receive better, faster, and more accessible services. This aligns with the theory proposed by Benagiano et al. (2016), who stated that e-government is a crucial solution for improving the quality and accessibility of public services.

f) The current Service Model has been digitized to the Online System

The implementation of digital systems in public services, particularly in DNSRN-MJ, is expected to provide various benefits, including accelerating service processes, reducing operational costs, increasing transparency and accountability, facilitating public access. With digital systems, the public can register, complete paperwork, and monitor the status of

applications online, without having to visit the service office in person. In addition, digital systems also enable data integration between agencies, making the service process more coordinated and efficient.

The implementation of digitalization in public services is not without various challenges and obstacles. One of the main challenges often faced is the limited technological infrastructure, such as uneven internet access, limited computer hardware, and lack of other support facilities. Moreover, many people still Those without adequate digital literacy struggle to access and utilize digital services provided by the government. Other challenges include resistance from some government employees who are still used to manual systems, as well as limited human resources competent in information technology.

g) Challenges that still exist when digitizing some services for the Online System

In practice, cases are still common where people who have registered or scheduled services online fail to show up or confirm their attendance on a working day. This results in lost workplaces, while other people who need the services are unable to utilize them. In addition, limited internet networks, human resources, devices, and support facilities also hinder the optimization of digital services. As noted by Locality et al. (2015), these challenges must be overcome to ensure optimal digitization of public services and maximize public benefits.

Nevertheless, investment in the development of digital systems for public services continues to show positive results. With digital systems, public services can be more efficient, faster, and responsive to public needs. Furthermore, digitalization can increase transparency and accountability in the service process, thus minimizing practices that are inconsistent with good governance principles. This aligns with the theory put forward by Leong et al. (2005), who stated that despite facing various challenges, investment in digital systems shows that public services can be more efficient in meeting public needs.

h) Citizens' participation and feelings in the process of service through the online system

Based on the above description, it can be concluded that the digitalization of public services through the implementation of e-Government system is a very relevant and important solution to improve the quality of public services in DNSRN-MJ. Although there will be various challenges and obstacles, with continuous commitment and efforts from all parties, it is hoped that digitalization can run smoothly and provide maximum benefits to the public. Therefore, this research is very important to conduct in order to examine in more detail the implementation of digitalization in improving the quality of public services in the National Directorate of Notary Services and Registries-Ministry of Justice, as well as provide constructive recommendations for the improvement and development of the public service system in the future.

i) Finding

The digitalization of public services is a necessary strategic step for DNSRN-MJ to improve service quality. Digital tools boost efficiency and accessibility, and support modern, transparent, and

citizen-centered services. Success depends on strong commitment and collaboration among stakeholders, plus adequate regulations and infrastructure. Potential risks include exclusion of digitally marginalized groups and unmet user expectations, so inclusive design and monitoring are essential. Empirical research on DNSRN-MJ's digitalization and its effects on service quality will provide evidence-based guidance for implementation, help mitigate risks, and support continuous improvement in public service delivery.

j) The Impact Research Result

The implications of this thesis consist of theoretical implications and practical implications.

1) Theoretical Impact

Through digital implementation in DNRSN during this time managed to run and resolve some challenges, although not maximum because there are still complex challenges. From challenges such as limited internet line, lack of facilities, insufficient space has prevented the process of service and it is not easy to provide service with efficiency and quality because of the conditions that have many limitations.

2) Practices Impact

Through the research results of the digitalization function to raise the quality of public services in the governance administration system, these results become a constructive suggestion that can be evaluated to resolve and improve the challenges and failures that always occur in the process of public services that during this time DNSRN wants to provide quality services online. maximum satisfaction to the public.

CONCLUSION

Based on the data analysis and provide within discussion, it can be concluded that the digitalization of public services is a strategic step that must be taken by the government, especially DNSRN-MJ, in order to improve the quality of public services. Digitization not only provides benefits in terms of efficiency and accessibility, but also plays a vital role in creating modern, transparent, and public satisfaction-oriented services. Achieving these goals requires commitment and cooperation from all relevant parties, as well as adequate regulatory and infrastructure support. Therefore, research on the digitalization of public services and its impact on the quality of service in DNSRN-MJ is very important to conduct, in order to make a real contribution to efforts to improve the quality of public services in the digital era.

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