

**A REVIEW OF DIGITALIZATION IN GOVERNMENT GOVERNANCE RELATED
TO PUBLIC SERVICES IN PEKANBARU**

Khaysa Nerry Andani¹, Rifki Amanda², Denny Amansyah³

^{1,2,3}Government Science, Faculty of Social and Political Sciences, University of Riau

Email Correspondence: khaysanerry@gmail.com

ABSTRACT

In supporting good governance, various regions in Indonesia are attempting to implement the concept of digitalization in public services. This study aims to review the digitalization of governance related to public services focused on Pekanbaru City. This research method is SLR (Systematic Literature Review). The results of the study indicate that the Pekanbaru City Government is striving to support digital transformation in governance, demonstrated by the digitalization of public services. Pekanbaru City has become a city that demonstrates various innovations in adopting digitalization, demonstrated by a number of integrated applications in providing public services such as Pekanbaru in Your Hands, SIAP MPP Pekanbaru, and SIPENDUDUK. These applications demonstrate the government's real contribution in implementing the concept of digitalization, which aims to facilitate the public in obtaining public services online. Through these innovations, the government has succeeded in realizing digitalization in public services in Pekanbaru. However, application use among the public is still optimal due to several obstacles such as the still small number of users, low public satisfaction, and queue problems. It is hoped that there will be socialization to the public and efforts to optimize digitalization in public services in Pekanbaru so that the public and government can obtain profitability from the system to support the realization of good government governance. These findings can serve as a reference for future researchers who wish to focus on examining the implementation of the concept of digitalizing public services in Pekanbaru.

Keywords: Digitalization, Public services, Governance, Digital transformation.

ABSTRAK

Dalam mendukung tata kelola pemerintahan yang baik, berbagai wilayah di Indonesia berusaha menerapkan konsep digitalisasi dalam pelayanan publik. Penelitian ini bertujuan meninjau digitalisasi tata kelola pemerintahan terkait pelayanan publik yang difokuskan di Kota Pekanbaru. Metode penelitian ini berupa SLR (Sistematik Literatur Review). Hasil penelitian menunjukkan bahwa Pemerintah Kota Pekanbaru berupaya dalam mendukung transformasi digital pada tata kelola pemerintahan yang ditunjukkan dari digitalisasi pelayanan publik. Kota Pekanbaru menjadi kota yang menunjukkan beragam inovasi untuk mengadopsi digitalisasi dimana ditunjukkan dari sejumlah aplikasi terintegrasi dalam memberikan pelayanan publik seperti Pekanbaru Dalam Genggaman, SIAP MPP Pekanbaru, dan SIPENDUDUK. Aplikasi tersebut menunjukkan kontribusi nyata pemerintah dalam menerapkan konsep digitalisasi yang bertujuan mempermudah masyarakat mendapatkan pelayanan publik secara online. Dari inovasi-inovasi ini, pemerintah berhasil mewujudkan digitalisasi dalam pelayanan publik di Pekanbaru. Namun, penggunaan aplikasi di kalangan masyarakat masih optimal akibat beberapa kendala seperti jumlah pengguna yang masih sedikit, capaian kepuasan masyarakat yang masih rendah, dan permasalahan antrian. Diharapkan adanya sosialisasi kepada masyarakat dan upaya optimalisasi digitalisasi dalam pelayanan publik di Pekanbaru sehingga masyarakat dan pemerintah dapat memperoleh profitabilitas dari sistem tersebut untuk mendukung terwujudnya good government governance. Hasil temuan ini dapat dijadikan referensi bagi peneliti selanjutnya yang hendak berfokus mengkaji implementasi konsep digitalisasi pelayanan publik di Pekanbaru.

Kata kunci: Digitalisasi, Pelayanan publik, Tata kelola pemerintahan, Transformasi digital.

INTRODUCTION

Currently, information and communication technology (ICT) is advancing rapidly on a global scale, ushering in the era of a digital society in Indonesia. This digital era is evident in the widespread shift from landline phones to cell phones and smartphones. According to data from the Central Statistics Agency (BPS) based on the 2021 Susenas survey, 62.10% of Indonesia's population had internet access in 2021. This indicates that Indonesia has also entered the era of digital transformation. (Panggabean & Meilani, 2023).

In this era of digital transformation, it is evident that various sectors of society are beginning to embrace digitalization. The acceleration of digital transformation during this era of bureaucratic reform has made digitalization in the government sector a priority. The government is required to implement changes in the administration of government; in Indonesia, these changes have already begun with the implementation of government administration and public services that incorporate technology. The adoption of technology to provide public services aimed at achieving effective government administration is known as good governance (Panggabean & Meilani, 2023:722). Arif et al. (2022:139) note that the advent of information technology can support improvements in good governance. Many systems are known to have adopted digitalization, such as smart cities, open data, and e-government.

Government governance is a key objective in digitalization efforts. It is noted that the implementation of government governance based on the principles of good governance serves as a benchmark for supporting the realization of good governance (Arif et al., 2022:139). The government has been known to support effective, participatory, efficient, and transparent governance through digital transformation. This is evident in several policies established by the government, such as the Electronic-Based Government System (SPBE) as outlined in Presidential Regulation No. 95 of 2018. These policies regarding government governance are intended to support the quality of public services through the digitization of both service delivery and bureaucratic processes. Furthermore, the government views digital services as a necessity that can serve as the primary approach to serving the public; consequently, it is intensifying its "Digital Melayani" initiative in public service delivery (Walo et al., 2022:3).

The essence of digital transformation is not merely about making routine changes to services such as moving them online or launching new applications. Rather, it can broadly involve the integration of all service areas to drive changes in business processes, thereby generating valuable outcomes and ensuring user satisfaction. According to the United Nations' 2020 E-Government Survey, which examined the adoption of e-government systems across various countries, Indonesia ranked 88th out of 193 countries in terms of the implementation of the Electronic-Based Government System (SPBE). This indicates that the digitization of public services in Indonesia needs to be improved (Walo et al., 2022:11).

Over time, digitization in the government sector has been implemented in various cities across Indonesia through the adoption of digital public service systems. The implementation of digitization in government administration is referred to as digital governance. As explained in Panggabean & Meilani. (2023), digital governance from a public sector perspective refers to government governance that supports digitization, which is based on technology and the internet. The public sector is enhancing its innovation in providing services to the public without the need for face-to-face interaction. Digital governance in a country generally involves the public sector as the government administrator, as well as the non-governmental sector namely the private sector which serves as the operational end-user. The implementation of this system has shown varying degrees of success due to a range of influencing factors, such as human resources, the social context of the community, political commitment, and infrastructure support. Pekanbaru is one of the cities that has begun to implement digitalization in its governance. The capital of Riau Province, which is currently experiencing rapid development, has embraced these digital innovations. Walo et al (2022: 11) note that the city of Pekanbaru is the most frequently reported cluster of innovative cities in terms of digital innovations in government governance, with 29 innovations or 21.80% of all digital innovations in government governance.

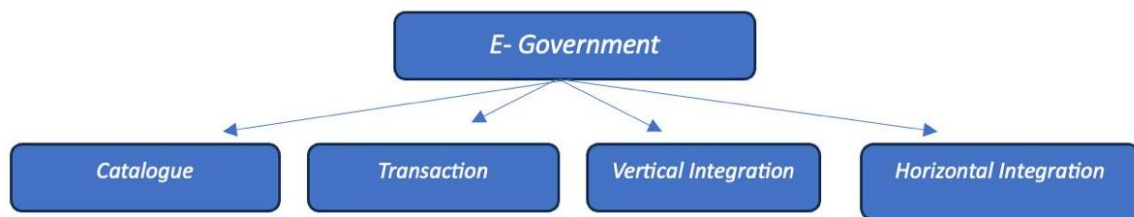
Examples of digital innovations in public services—which form part of Pekanbaru's digital governance include access to online licensing services, an online public complaint platform, and a

population information system. A key example of digital governance in Pekanbaru is the “Pekanbaru Dalam Genggaman” app, an information system that consolidates all public service and information applications managed by the Pekanbaru City Government (Panggabean & Meilani, 2023:722). These various forms of public service digitization will offer new and different perspectives; therefore, it is important to conduct a comprehensive and in-depth study on digitization in government administration, particularly as it relates to public services in Pekanbaru.

Previous studies indicate that research on government digitization in Indonesia has primarily focused on major cities such as Bandung, Jakarta, and Surabaya. For example, the study by Kusuma et al. (2021:145) describes the implementation of e-Government in one-stop integrated services in the city of Bandung. Furthermore, Aidi et al. (2023:58) discuss the digitization of public services in the context of Jakarta’s Smart City initiative. Similar research is also discussed by Zuraida et al (2023:163) to investigate the digitization of public services in the city of Surabaya. The fact that research has focused on these major cities indicates that there are only a few studies that specifically examine the digitization of governance and public services in medium-sized cities, particularly the city of Pekanbaru. This situation presents an important research opportunity because the institutional characteristics, governance capacity, and public service needs of medium-sized cities may result in digitization dynamics that differ from those of metropolitan cities.

In this study, which examines the stages of the digitalization of government administration in Pekanbaru, the researchers used the Layne and Lee E-Government model (in Cahyanti et al., 2025) as an analytical framework that examines the government’s digital transformation based on the dimensions of cataloging, transactions, vertical integration, and horizontal integration. Cataloging is used to analyze the government’s capacity to provide information, requirements, procedures, and service documents. Transactions are used to assess the extent to which technology has enabled the public to conduct service processes electronically, from submission and document delivery to monitoring and receiving service outcomes. Furthermore, vertical integration is used to identify the level of interconnectivity of systems, data, and service processes across different levels of government, while horizontal integration is used to analyze the integration of systems, data, and service functions among government agencies (OPDs) at the same level of government. Thus, these four dimensions serve as an analytical framework to describe the level of development, patterns of interconnectivity, and degree of integration in the digitization of public services in the City of Pekanbaru. The operationalization of these four dimensions then serves as the basis for identifying and interpreting the research findings, as shown in the following figure regarding the analysis of indicators in the Layne and Lee E-Government model.

Figure 1: Layne and Lee’s E-Government Model



Source: Author’s adaptation, 2026

By utilizing these four indicators, this study aims not only to examine various practices of public service digitization in the City of Pekanbaru but also to map the level of digitization development based on access to information, service transactions, integration across levels of government, and integration across government agencies. This approach distinguishes the study by integrating various digitization practices into a single analytical framework that makes it possible to determine the current state of e-government development in the City of Pekanbaru. Therefore, the study focuses on compiling existing literature on public service digitization practices in Pekanbaru and mapping this development using the Layne and Lee model. The findings are expected to make an academic contribution by expanding research

on digital governance in the context of medium-sized cities in Indonesia, as well as provide practical benefits by serving as an evidence-based foundation for policies to help local governments accelerate digital transformation.

METHOD

This study is a descriptive qualitative study. It falls under the category of descriptive qualitative research. According to descriptive qualitative research is a research method grounded in postpositivist philosophy that is used to study the conditions of natural objects, with the researcher serving as the key instrument. This study employs the Systematic Literature Review (SLR) method to examine, analyze, and synthesize the findings of previous studies on digitalization in government administration related to public services in Pekanbaru. The SLR was chosen because it provides a systematic, structured, and transparent approach to identifying and evaluating relevant literature, thereby ensuring that the study's findings are scientifically accountable. Bancong & Fadhlil (2025:199) state that the selection of a systematic literature review (SLR) is a systematic step to ensure that the study possesses an adequate level of accuracy and credibility. This process begins with clearly formulating the research questions to provide direction in searching for and selecting relevant literature. Literature selection was conducted by screening abstracts. Data were collected from various academic sources such as Google Scholar, Scopus, national and international journals, conference proceedings, and academic books published within the last five years.

Inclusion Criteria

1. Journals and scientific articles published between 2020 and 2025
2. Journals and scientific articles with full-text access
3. Relevant to the research topic, which addresses digitalization in government administration
4. The discussion covers public services in Pekanbaru

The data obtained from the literature sources were analyzed descriptively to identify aspects related to the research topic. The stages of data analysis included 1) content identification, 2) categorization of findings, 3) synthesis of findings, and 4) drawing conclusions. This is an adaptation of the descriptive qualitative method, which involves the following stages of data analysis: identification, classification, analysis, and description (Zuchdi & Afifah, 2021:261).

DISCUSSION

The digitization of government administration in public services is a process of transforming how the government manages information, communication, administrative processes, and services through the use of technology and digital data. Digitization is essentially the process of converting information, knowledge, and communication from analog to digital form by adopting technologies that enable automation (Indra et al., 2020:190). David L. Rogers views digitization as the use of digital technology to transform how organizations operate, interact with users, and create new value. Meanwhile, McKinsey defines digitization as the integration of digital technology into various aspects of an organization, which in turn transforms how the organization operates and creates value. Digitization can also refer to the process of converting print, audio, or video media into digital formats supported by computers, scanners, and software (Hidayatullah, 2023:126). Thus, digitization is not merely about the use of technological devices, but reflects changes in organizational processes through the introduction of new working models. These technological advancements have made digitization increasingly important across various sectors, including the delivery of public services (Ferreira et al., 2022).

In the context of government, these changes are closely related to governance that is, the mechanisms that regulate how power, authority, resources, and decision-making processes are exercised by the government and other actors. Governance is not only related to formal institutions but also to the processes, traditions, and mechanisms that determine how power is exercised, decisions are made, and the public's voice is heard. Governance also incorporates democratic elements because, ideally, the administration of government provides space for the public to participate in the governance process (Dema et al., 2021:65). Sejalan dengan itu, Putra (2020:149) menjelaskan bahwa *governance* merupakan mekanisme dan sistem

dalam mengelola urusan negara yang melibatkan pemerintah maupun aktor non-pemerintah yang memiliki kekuasaan dan kewenangan serta saling berinteraksi dalam pengambilan keputusan dan implementasi kebijakan.

Meanwhile, public service refers to service activities carried out to meet the needs of the community and is one of the primary duties of the state administration. Service is the process of fulfilling needs through activities performed directly by another party. Kotler explains that a service is an activity or outcome provided by an institution to another party, which is generally intangible and does not result in ownership (Bazarah et al., 2021). Public service essentially serves as a government instrument to fulfill the needs and rights of the public. Regulations regarding public service are also set forth in Regulation of the Minister of State Apparatus Empowerment No. 63 of 2003 (Lumi et al., 2019). Technological advancements have subsequently driven the transformation of public service from conventional models toward digital-based services.

The digitization of public services is the process of designing and improving business processes through the use of technology and digital data (Talok et al., 2025). Technology and digital data serve not only as a medium for conveying information but also as tools that enable changes in government work processes to make services more productive and efficient. Public services themselves are the government's obligation to meet the public's needs in various matters. Therefore, the digitization of public services can be understood as a series of government activities aimed at meeting public needs through the use of technology and digital data to facilitate access to services (Amansyah et al., 2026). Within this framework, the digitization of public services is not only assessed based on the existence of applications but also on the extent to which technology can transform service processes, strengthen the relationship between the government and the public, and integrate various government functions.

A study on the development of public service digitization in the city of Pekanbaru shows that this transformation has been realized through various applications, including "Pekanbaru Dalam Genggaman," the Public Service Mall Information System (SIAP-MPP), SIPENDUDUK, the Digital Resident Identity (IKD), the Waiting Service (LAGU), and PEKA. These applications provide information, licensing and non-licensing services, civil registration services, service queues, and digital channels for public complaints. However, this development has not been straightforward, as each platform still faces challenges related to system quality, infrastructure, human resources, digital literacy, coordination among government agencies, and public acceptance. Furthermore, to examine these developments more systematically, the digitization of public services in Pekanbaru can be analyzed using the four E-Government indicators proposed by Layne and Lee: cataloging, transactions, vertical integration, and horizontal integration. These four indicators reflect the progression of digitization from the provision of information and electronic transaction services to vertical integration within government and horizontal integration across various functions and agencies.

Cataloguing

Fundamentally, cataloging marks the initial stage of digitization, when the government begins to make government information available in digital form so that it can be more easily accessed by the public. In the context of Pekanbaru, this stage is evident through the "Pekanbaru dalam Genggaman" app, which provides information on licensing and non-licensing matters, civil registration, the economy, investment, taxation, trade, education, fees, tourism, health, CCTV, civil service, and other public information (Panggabean & Meilani, 2023:722). The app represents one of the first steps in the shift from conventional to digital mechanisms for disseminating government information.

Findings Panggabean & Meilani (2023:727) indicate that the "Pekanbaru dalam Genggaman" initiative has been successfully implemented and is currently in the pre-digitalization phase. Kasmedi (2022:2) It was also found that the app marked the first step taken by the Pekanbaru City government to support the digitization of public services. Before the app was available, citizens had to visit government offices in person to obtain information or services. After digitization was implemented, citizens were able

to obtain information and access various services online, making the service process more efficient and saving time.

Thus, from a cataloging perspective, digitization in Pekanbaru has successfully transformed the function of technology into a medium for disseminating government information. This aligns with the definition of digitization as the process of converting information from analog to digital form (Indra et al., 2020:190). However, the success of providing information digitally does not yet fully reflect its successful adoption by the public. Data from 2023 shows that, following an outreach campaign, the number of users who downloaded the “Pekanbaru in Your Hands” app was only about 1,000, while the target was the entire population of Pekanbaru, which numbers about one million people (Panggabean & Meilani, 2023:727). This situation reveals a gap between the availability of digital information and the public’s level of adoption. This finding is supported by Muliawan & Harirah (2024:77) which found that many people are still unaware of the app’s existence. In addition, there are network issues, and five of the app’s sixteen features are not yet functional three of which are features that the public needs. Thus, while the cataloging phase in Pekanbaru has been established administratively, its effectiveness still depends on the quality of the technology, network availability, public outreach, and the public’s digital literacy.

Transaction

The “transaction” stage marks a development where digitization is no longer limited to providing information but enables the public to conduct service processes electronically. At this stage, technology is used for registration, submissions, queue management, administrative tasks, and other service processes. This stage reflects a more substantive change, as technology begins to transform public service business processes. In the city of Pekanbaru, this “transaction” stage is evident through the applications “Pekanbaru dalam Genggaman,” “SIAP-MPP,” “SIPENDUDUK,” and “LAGU.” “Pekanbaru dalam Genggaman” allows citizens to access various licensing and non-licensing services online. Kasmedi found that services provided through this application are quite effective in making it easier for citizens to obtain information and services without having to visit government offices. This situation demonstrates a shift from face-to-face services toward electronic transaction-based services.

In terms of its features and development, SIAP-MPP also shows progress at the transaction stage. The app was developed as an integrated service system that connects various tax, banking, state-owned enterprise (BUMN), and local government-owned enterprise (BUMD) services, as well as licensing and non-licensing services (Khairinnisa et al., 2023). From an agile governance perspective, SIAP-MPP reflects the government’s efforts to provide more adaptive services, although it still faces challenges related to digital literacy, infrastructure, and community engagement (Shabrina & Rafi, 2023). In addition, SIPENDUDUK also highlights the characteristics of transactions conducted through population administration services. The application is used to facilitate the process of obtaining marriage certificates and is also part of Pekanbaru City’s public service transformation strategy. The use of big data in SIPENDUDUK indicates that service transactions are increasingly supported by the use of digital data. However, Dytihana et al. (2025) found that there are still technical shortcomings in terms of accessibility, search engines, and browser compatibility. Furthermore, LAGU also highlights the growth of digital transactions, as it is used to simplify and expedite the processing of electronic ID cards (KTP-El). However, Yuza et al. (2025) found that the app still experiences frequent server outages and a lack of public awareness. These findings indicate that the ability to conduct digital transactions does not automatically result in high-quality service. This situation is consistent with Crawford et al. (2020:3) which defines digitalization as the process of designing and improving business processes through the use of technology and digital data. This means that the government needs to transform its service delivery processes as a whole, rather than simply moving forms or queues to an app. As long as the system continues to experience disruptions, features remain incomplete, or the public still has difficulty using it, the transformation of service delivery processes has not yet been fully achieved.

Vertical Integration

Essentially, vertical integration reflects the progression of digitization from individual services toward the interconnectedness of government systems across hierarchical levels. At this stage, data and service processes begin to be linked so that information used at one level or unit of government can support governance processes at other levels. This stage demands more complex changes because it requires not only technology but also data standards, coordination, organizational capacity, regulations, and human resources.

In the city of Pekanbaru, the move toward vertical integration is evident through the development of the SPBE and the use of big data in SIPENDUDUK. The utilization of digital data in civil registration services demonstrates that data is no longer used solely to complete a single transaction but is beginning to serve a broader function in supporting government operations and policy development. Dytihana et al. (2025) This indicates that SIPENDUDUK is part of Pekanbaru City's public service transformation strategy, although the system's technical aspects still need improvement. However, the progress of this integration has not yet been fully optimized. Qaimah & Handrian. (2025) found that the implementation of SIPENDUDUK at the Pekanbaru City Population and Civil Registration Office still requires improvement in terms of organizational readiness, human resources, and supporting infrastructure. Mahayani (2024) It also shows that although the level of e-government maturity in Pekanbaru City has improved, the digital maturity of public services remains in a transitional phase due to limitations in human resource capacity, coordination among government agencies, and system fragmentation.

These findings indicate that vertical integration cannot be achieved simply by building digital systems. Putra (2020:149) emphasizes that governance involves interactions among various actors who hold power and authority. Therefore, digital integration must be accompanied by institutional integration. Disconnected systems, differing data standards, and weak coordination will keep technology operating within a fragmented government structure. These issues are also evident in the implementation of e-government through SITANJAK. Amansyah. (2026) found that its implementation requires strong political will to establish regulations, strengthen governance, and promote interagency coordination. In addition, financial support is needed to provide technological infrastructure, build human resource capacity, and ensure the system's sustainability. Thus, vertical integration in Pekanbaru has begun to take shape, but it is still in the consolidation phase bringing together technology, organization, regulations, and resources.

Horizontal Integration

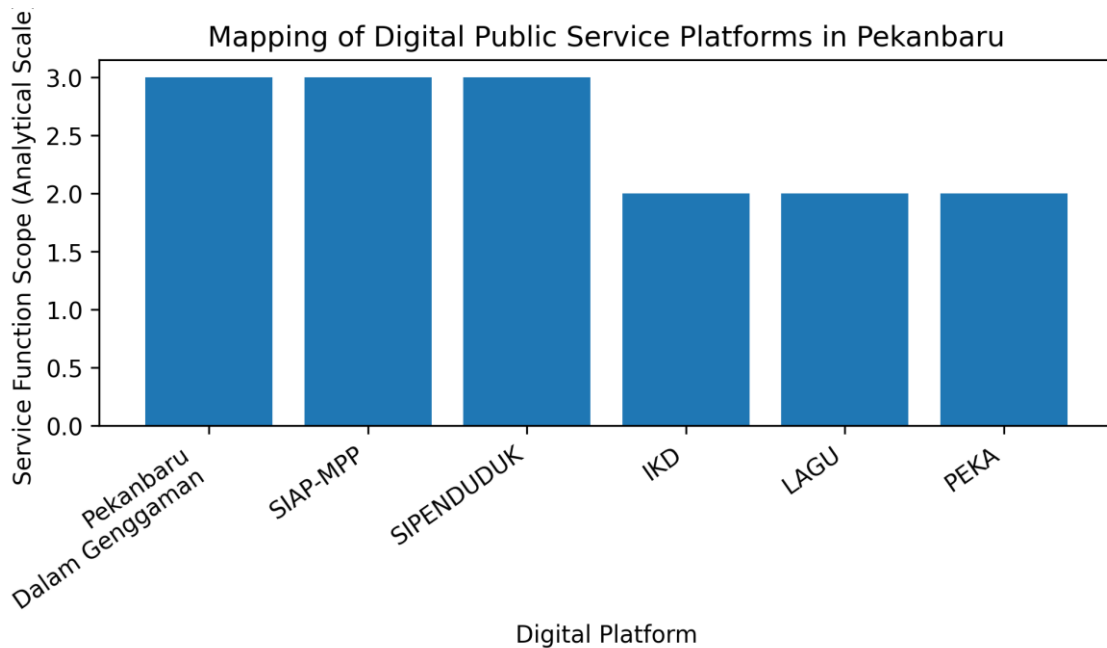
The horizontal integration stage represents a more advanced phase of digitalization, as it emphasizes the integration of various functions and services within the same level of government. At this stage, citizens no longer need to understand the boundaries of government organizations to access services. Ideally, various services can be accessed through interconnected systems, thereby simplifying the user experience. In the city of Pekanbaru, the trend toward horizontal integration is evident through "Pekanbaru dalam Genggaman" and "SIAP-MPP." "Pekanbaru dalam Genggaman" provides various types of information and services on a single platform, while "SIAP-MPP" integrates various types of services from multiple agencies. The existence of these platforms signals a shift in focus from fragmented services organized by OPDs toward services that are more oriented toward the needs of the public. This integration is crucial from a governance perspective because the government no longer operates solely as a standalone organization but must foster interaction and coordination with various stakeholders and government units. Dema et al. (2021:65). It views governance as a mechanism related to institutions, processes, decision-making, and how the public's voice is heard. Therefore, horizontal integration is not merely a technical matter of connecting applications, but also involves institutional coordination and the government's ability to respond to the public's needs. However, previous research indicates that horizontal integration in Pekanbaru still faces various obstacles. Handrian et al. (2025) found that the sustainability of PEKA's digital innovations is still affected by weak coordination across government agencies, institutional capacity and infrastructure, as well as the community's suboptimal role in digital governance. Arrijal et al. (2024)

It also found that the use of PEKA as a digital complaint channel still faces network disruptions, suboptimal app functionality, and a lack of user engagement. In addition to coordination, the quality of the public's experience is also a crucial aspect of horizontal integration. Luthfi et al. (2024) using a human-centered governance approach, found that the user experience with the Layanan Tunggu app warrants attention because an app that is not yet user-friendly can cause confusion and hinder the public's administrative processes. This indicates that the integration of digital services must be user-oriented, not merely focused on the interests of government organizations.

Thus, horizontal integration in Pekanbaru has already shown signs of progress through various integrated service platforms, but has not yet fully resulted in a single, integrated digital service ecosystem. System fragmentation, weak coordination among government agencies, infrastructure limitations, and variations in institutional capacity remain the main obstacles. (Mahayani, 2024) specifically indicates that system fragmentation and coordination among government agencies remain factors affecting the digital maturity of public services in Pekanbaru.

Based on the four indicators, the digitization of government governance in public services in the City of Pekanbaru shows progress from information provision toward service integration, although it is not yet fully integrated. The cataloging stage is demonstrated through the provision of information and access to digital services; the transaction stage through online services; the vertical integration stage through tiered data and system integration; and the horizontal integration stage through the interconnectivity of services across government agencies. The most widely used platforms for digital services in Pekanbaru are as follows.

Figure 2: Level Platforms in Pekanbaru



Source: Author's adaptation, 2026

Dalam Genggaman holds a strategic position in Pekanbaru City's digital public service ecosystem because it is capable of providing a broader range of service functions, whereas other platforms tend to focus on specific service needs. This situation indicates that the digitization of public services in Pekanbaru City is developing through a variety of platforms with different functions; thus, the existence of many applications does not automatically signify comprehensive service integration. These findings suggest that the challenge of public service digitization in Pekanbaru no longer lies solely in the availability of applications, but in the government's ability to integrate technology, data, service processes, and

institutional frameworks into a cohesive system. Although “Pekanbaru Dalam Genggaman” has a relatively broad scope of functions and is one of the platforms most widely used by the public, the existence of various apps with different functions indicates that digitization is still proceeding in a fragmented manner. This situation is influenced by various constraints, such as public digital literacy, limited outreach, network and server disruptions, limited features, human resource capacity, coordination among government agencies, and system fragmentation. Findings Monalisa et al. (2025) The importance of service innovation for people with disabilities further underscores the need for digital transformation to reach communities with diverse needs. Therefore, the digitization of public services is ultimately not merely a technological transformation, but a transformation of government governance and the relationship between government services and the public.

CONCLUSION

The city of Pekanbaru has become renowned as the most innovative city for adopting a variety of innovations in the digitization of public services as part of its efforts to achieve good governance. Some examples of digital implementation in public services in Pekanbaru include the “Pekanbaru Dalam Genggaman” app, the SIAP MPP (Digital Service Mall) app, the SIPENDUDUK app, and other applications that embody the concept of digitalization in public services and government administration. The availability of a wide range of digital public services demonstrates that Pekanbaru is highly receptive to digitalization, and the city government strongly supports good governance in line with the digital transformation. The success of this adaptation and adoption is evident in the various integrated systems that make public services easily accessible to the public. However, findings indicate that the implementation of these digitalization concepts has not yet been fully optimized, as evidenced by the fact that few members of the public are currently using the features of these apps and online websites to access digital services. The public also feels that they have not yet achieved satisfaction with the online-based services offered.

REFERENCE

- Aidi, A., Budiwaluyo, A., Agoestyowati, R., & Junaidi, A. (2023). Implementasi Tata Kelola Kolaborasi Dan Implikasinya Terhadap Digitalisasi Pelayanan Publik Pada Smart City Jakarta. *Prosiding Seminar STIAMI*, 10(3), 58–67.
- Amansyah, D. (2026). Political Will Sebagai Kunci Sukses Implementasi SITANJAK Analisis Studi E-Government Di Kota Pekanbaru. *Socio-Political Communication and Policy Review*, 3(1), 1–9. <https://doi.org/10.61292/shkr.298>
- Amansyah, D., Febrina, R., Wicaksono, B., & Mento, M. E. (2026). Agile Governance in Urban Village Level Digital Public Service : A Study of the SIKECE Website for the Pangkalan Kerinci Timur. *Journal of Government Science (GovSci)*, 7(1), 82–96. <https://doi.org/10.54144/govsci.v7i1.147>
- Arif, Z. K., Putri, N. A. P., Salim, R. A., Pitaloka, S. D., & Putri, D. M. (2022). Digitalisasi Akuntansi Berbasis Techtrend Sebagai Upaya Meningkatkan Tata Kelola Pemerintahan. *Prosiding National Seminar on Accounting , Finance , and Economics (NSAFE)*, 2(6), 139–153.
- Arrijal, A., Heriyanto, M., & Mayarni, M. (2024). Pengaduan Masyarakat di Kota Pekanbaru Dalam Perspektif Digital Governance. *Jurnal Administrasi Politik Dan Sosial*, 5(1), 49–58. <https://doi.org/10.46730/japs.v5i1.127>
- Bancong, H., & Fadhli, R. (2025). *Strategi Reviu Riset dan Konstruksi Teori : Metode, Analisis, dan Studi Kasus*. Indonesia Emas Group.
- Bazarah, J., Jubaidi, A., & Hubaib, F. (2021). Konsep Pelayanan Publik di Indonesia (Analisis Literasi Penyelenggaraan Pelayanan Publik di Indonesia). *Jurnal Ilmiah Sosial, Hukum, Dan Budaya*, 22(2), 105–122.
- Cahyanti, S. D., Zahrani, T. P., Amalya, B. R., Cahyono, A. S., & Hariyanto, S. (2025). Penerapan Sistem Informasi Manajemen Puskesmas (Simpus) Dalam Meningkatkan Pelayanan Kesehatan Di Upt Puskesmas Beji Tulungagung. *Journal of Governance and Public Administration*, 2(3), 323–330.

<https://doi.org/10.70248/jogapa.v2i2.1668>

- Crawford, J., Butler-Henderson, K., & Rudolph, J. (2020). COVID-19: 20 Countries' Higher Education Intra-Period Digital Pedagogy Responses. *Journal of Applied Teaching and Learning*, 3(1), 1–21. <https://doi.org/https://doi.org/10.37074/jalt.2020.3.1.7>
- Dema, H., Alamsah D, N., Mulyaman, R., & Rahmatunnisa, M. (2021). Inovasi Tata Kelola Pemerintahan Daerah Di Kabupaten Bantaeng. *PRAJA: Jurnal Ilmiah Pemerintahan*, 9(2), 64–75. <https://doi.org/10.55678/prj.v9i2.542>
- Dytihana, Z. A., Ramadhan, A. B., Abdul, A., Sakhi, R., Fahlevvi, M. R., Apriyansa, A., Jalan, A., Soekarno, I., Sumedang, K., & Barat, J. (2025). *Strategi Transformasi Pelayanan Publik Berbasis Big Data : Studi Kasus Pemerintah Kota Pekanbaru Institut Pemerintahan Dalam Negeri , Indonesia pemerintah , tetapi sebagian besar masih berpusat pada teknologi atau bagaimana orang Organization Environment (TOE). Berdasarkan uraian di atas , rumusan masalah dalam artikel ini adalah : Bagaimana Pekanbaru jika ditinjau dari perspektif TOE ? Tujuan dari menyusun karya ini adalah untuk menyelidiki metode yang digunakan oleh digerakkan oleh Big data , bersama dengan memeriksa teknologi , organisasi , dan ekologis. 4.*
- Ferreira, J., Veiga, P., Kailer, N., Kraus, S., Durst, S., & Weinmann, A. (2022). International Journal of Information Management Digital transformation in business and management research : An overview of the current status quo. *International Journal of Information Management* 63, 63. <https://doi.org/10.1016/j.ijinfomgt.2021.102466>
- Handrian, E., Putera, R. E., Asrinaldi, A., & Zetra, A. (2025). Stakeholder dynamics in local digital governance: evaluating public complaint system in Pekanbaru, Indonesia. *Otoritas : Jurnal Ilmu Pemerintahan*, 15(2), 282–303. <https://doi.org/10.26618/ojip.v15i2.14280>
- Hidayatullah, H. (2023). Strategi Pembelajaran Pendidikan Agama Islam Era Digitalisasi Di Smp Sultan Agung Seyegan Sleman Yogyakarta. *ADDABANA: Jurnal Pendidikan Agama Islam*, 6(2), 119–133. <https://doi.org/10.47732/adb.v6i2.249>
- Indra, R., Fadhi, R., Nurdin, D., & Komariah, A. (2020). *Model Manajemen Mutu 'Merdeka' di Era Merdeka Belajar*. Indonesia Emas Group.
- Kasmedi, L. V. (2022). *Pelayanan Publik Secara Online Di Dinas Komunikasi Dan Informatika Kota Pekanbaru Melalui Aplikasi Pekanbaru Dalam Genggaman*. Institut Pemerintahan Dalam Negeri.
- Khairinnisa, A., Yusmanita, F., & Ainaini, N. (2023). Optimalisasi Penerapan Digitalisasi terhadap Mall Pelayanan Publik Pekanbaru. *Yudabbiru*, 5(1), 18–27.
- Kusuma, A. A., Wasistiono, S., & Pitono, A. (2021). Penerapan E-Government Dalam Meningkatkan Kualitas Pelayanan Publik Di Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu Kota Bandung Provinsi Jawa Barat. *VISIONER : Jurnal Pemerintahan Daerah Di Indonesia*, 13(2), 145–158. <https://doi.org/10.54783/jv.v13i2.422>
- Lumi, R. V., Pioh, N. R., & Waworundeng, W. (2019). Kualitas Pelayanan Publik Aparatur Sipil Negara dalam Penerapan E- Government di Dinas Kependudukan dan Pencatatan Sipil Kota Manado. *Jurnal Jurusan Ilmu Pemerintahan*, 2(2), 1–10.
- Luthfi, A., Rusli, Z., Tua, H., & Yazid, T. (2024). Human-Centered Governance Approach in the Application of Layanan Tunggu Disdukcapil Pekanbaru As an Online Public Service. *Jurnal EL-RIYASAH*, 15(1), 22. <https://doi.org/10.24014/jel.v15i1.31450>
- Mahayani, N. M. H. (2024). GOVERNANCE: Jurnal Ilmiah Kajian Politik Lokal dan Pembangunan. *GOVERNANCE: Jurnal Ilmiah Kajian Politik Lokal Dan Pembangunan*, 10(3), 67–68. <https://doi.org/https://doi.org/10.56015/gjikplp.v13i6.947>
- Monalisa et al. (2025). Inovasi Digital Pelayanan Publik bagi Penyandang Disabilitas di Kota Pekanbaru. *SOSIO KONSEPSIA: Jurnal Penelitian Dan Pengembangan Kesejahteraan Sosial*, 15(1), 93. <https://doi.org/10.33007/ska.v15i1.3379>
- Muliawan, M. A., & Harirah, Z. (2024). Analisis Aplikasi “Pekanbaru Dalam Genggaman” Kaitanya Pada Digitalisasi Pelayanan Menggunakan Pendekatan Harvard JFK School Of Government. *Journal of Government Science (GovSci) : Jurnal Ilmu Pemerintahan*, 5(2), 64–78.

<https://doi.org/10.54144/govsci.v5i2.60>

- Panggabean, C., & Meilani, N. L. (2023). Digitalisasi Pelayanan Publik di Kota Pekanbaru (Studi Kasus Aplikasi Pekanbaru dalam Genggaman dalam Tinjauan Digital Era Governance). *Sentri : Jurnal Riset Ilmiah*, 2(3), 721.
- Putra, D. T. F. (2020). Kapabilitas Dynamic Governance Dalam Pencapaian Pertumbuhan Ekonomi Provinsi Kepulauan Riau Tahun 2012 – 2017. *KEMUDI : Jurnal Ilmu Pemerintahan*, 4(2), 144–176. <https://doi.org/10.31629/kemudi.v4i2.1460>
- Qaimah, R. N., & Handrian, E. (2025). *E-Readiness Sistem Informasi Pelayanan Terpadu Kependudukan (SIPENDUDUK) Pada Dinas DISDUKCAPIL Kota Pekanbaru* Resni Nur Qaimah dan Eko Handrian. 2(1), 23–42.
- Shabrina, N., & Rafi, M. (2023). *IMPLEMENTASI PRINSIP AGILE GOVERNANCE DALAM PENYELENGGARAAN PELAYANAN PUBLIK MELALUI APLIKASI SIAP-MPP DI KOTA PEKANBARU TAHUN 2023*. 12, 1–8.
- Talok, Y. E., Tualeka, B. A., Fernandez, F., & Ali, F. (2025). Pergeseran Legitimasi Sosio-Kultural dalam Politik Identitas Lokal : Studi Politik Genealogis Dan Elektoral Di Pilkades Tohe Leten Kecamatan Raihat Kabupaten Belu Provinsi Nusa Tenggara Timur Tahun 2019. *Jurnal Governance and Politics*, 5(2), 1–11.
- Walo, J., Yanuarko, A., Apriani, T., Riva, A., Faruk, M. S. U. L. A., Palupi, S. P., Sari, N. R., & Kusumaningrum, D. A. (2022). *Inovasi Digitalisasi Pelayanan Publik, Tata Kelola Pemerintahan, dan Inovasi Bentuk Lainnya Pada Daerah Terinovatif*. Bina Praja Press.
- Yuza, A. F., Astuti, F. T. Y., & Prihatin, P. S. (2025). *PENERAPAN E-GOVERNMENT PADA PELAYANAN PUBLIK DI BIDANG KEPENDUDUKAN KOTA PEKANBARU PROVINSI RIAU*. 8(2), 664–681.
- Zuchdi, D., & Afifah, W. (2021). *Analisis Konten Etnografi & Grounded Theory, dan Hermeneutika Dalam Penelitian* Zuchdi, D., & Afifah, W. (2021). *Analisis Konten Etnografi & Grounded Theory, dan Hermeneutika Dalam Penelitian*. Bumi Aksara. https://books.google.co.id/books?id=YoM_EAAAQBAJ. Bumi Aksara.
- Zuraida, N. A., Hendrati, I. M., & Wardaya, W. (2023). Digitalisasi Pelayanan Publik Melalui Program Kalimasada Di Kelurahan Keputih, Kota Surabaya. *JAPI (Jurnal Akses Pengabdian Indonesia)*, 8(2), 163–170.