IMPLEMENTATION OF E-GOVERNMENT IN SOUTH JAKARTA: A CASE STUDY OF DIGITAL SERVICES THROUGH THE DIGITAL APPLICATION OF POLRI'S TRAFFIC CORPS

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ABSTRACT

This research examines the implementation of e-government through the Digital Application of the Indonesian National Police Traffic Corps (Korlantas POLRI) in South Jakarta in an effort to improve the quality of public services, particularly in the processing of driving license (Surat Izin Mengemudi or SIM) renewals. This application aims to facilitate the public in renewing SIM cards online without having to visit the SATPAS office. The implementation of this application has provided positive impacts in terms of service efficiency and effectiveness, ease of access, and increased public satisfaction. However, there are challenges such as digital divide and concerns about the security of personal data. Factors influencing the success of implementation include effective communication, smooth and efficient implementation activities, and the disposition or attitude of policy implementers. There are inputs and criticisms from the public regarding the payment system, the length of the renewal process at some SATPAS offices, lack of clear information, and requests to move or cancel applications. Improvement efforts are needed in terms of the payment and online registration systems, increasing the capacity of SATPAS offices, information transparency, and flexibility for users in choosing SATPAS offices. The implementation of this application provides benefits in improving the quality of public services, but there are still challenges that need to be overcome to optimize success and increase public satisfaction.

KEYWORDS	*E-Government, Public Service, Public Service*

INTRODUCTION

In the fast-paced and modern digital era like today, the utilization of Information and Communication Technology (ICT) has become an unavoidable necessity in various sectors of life, including the public service sector (F. N. Aziz et al., 2021). The rapid development of ICT has prompted the government to undertake transformations in the delivery of public services through the implementation of the e-government concept. E-government is an effort to enhance the quality of public services by utilizing information and communication technology (Cahyadi, 2016). Through e-government, public services can be delivered more effectively, efficiently, transparently, and accountably. This is supported by data from the Central Statistics Agency (BPS) in 2023, which shows that internet users in Indonesia reached 73.7% of the total population, with the largest proportion in the age group of 15-24 years (98.1%). According to The World Bank, Indonesia ranked 77 out of 193 countries in the E-Government Index in 2022, indicating significant progress compared to 2014 (ranked 137).

One form of e-government implementation in the public service sector in Indonesia is the launch of the Digital Korlantas POLRI Application by the Indonesian National Police (POLRI). This application is a breakthrough in providing digital services to the public, especially in managing Driving License (SIM). The Digital Korlantas POLRI Application is an effort by POLRI to improve the quality of public services and keep up with advancing technology.

As the capital city of Indonesia with a very large population, Jakarta certainly has a high level of public service needs as well. With the increasing number of motor vehicles every year, the processing of SIM becomes one of the most needed public services by the people of Jakarta. However, the conventional SIM processing process often faces problems such as long queues, long waiting times, and complicated procedures.

With the launch of the Digital Korlantas POLRI Application, it is hoped that the people of Jakarta can enjoy the convenience of renewing SIM without having to come to the SATPAS office (SIM Administration Unit) and face long queues. This application offers the SINAR (National Precision SIM) feature, which allows people to renew SIM online through smartphones or other electronic devices.

Nevertheless, the implementation of e-government through the Digital Korlantas POLRI Application in South Jakarta still needs to be further studied to determine the extent of its effectiveness in providing better SIM renewal services to the public. This research is important to evaluate the performance and impact of the application's implementation, as well as to identify the factors that support or hinder its success.

By examining the implementation of e-government through the Digital Korlantas POLRI Application in South Jakarta administrative city, it is hoped to provide a comprehensive overview of the success of this application in improving the quality of public services, as well as to provide recommendations for further improvement and development. This research is also expected to serve as a consideration for the government and related agencies in developing and optimizing e-government services in other sectors.

Literature Review

Implementation

This research adopts implementation theory from experts as a conceptual foundation. One relevant implementation theory is the Public Policy Implementation Model proposed by George C. Edwards III (1980).

According to Edwards III, there are four main factors that influence the success of policy implementation, namely:

Communication

Communication is a crucial factor in policy implementation. Effective communication supports successful implementation by conveying the objectives, targets, and substance of the policy to implementers and the public(Kahardja, 2022). In the context of implementing the Digital Korlantas POLRI Application, effective communication between government agencies, application managers, and the public is key to socializing and ensuring a good understanding of this policy.

Resources

The success of policy implementation also depends on the availability of adequate resources, including human resources (qualified staff with the necessary competencies), financial resources (sufficient budget), and facility resources (supporting infrastructure, equipment, and technology)(Aidhi et al., 2023). In the implementation of the Digital Korlantas POLRI Application, resources including IT expertise, application development budget, and information technology infrastructure are important factors to consider.

Disposition (Implementers' Attitude)

The disposition or attitude of policy implementers significantly influences implementation success. Commitment, willingness, and ability of policy implementers will affect how they implement the policy. In the context of this research, the attitude and commitment of SATPAS officers, application managers, and relevant agencies in implementing the Digital Korlantas POLRI Application are important factors to be examined(Ginting & Bintang, 2021).

Bureaucratic Structure

The success of policy implementation is greatly influenced by the bureaucratic structure involved. Fragmented, lengthy, and overlapping bureaucratic structures can cause distortions in policy implementation(Carcelli, 2023). In the context of this research, the bureaucratic structure involved in implementing the Digital Korlantas POLRI Application, such as coordination between POLRI, the Ministry of Communication and Informatics, and other relevant agencies, needs to be studied to understand its influence on implementation success.

In addition to Edward III's theory, this research can also utilize other relevant implementation theories, such as Mazmanian and Sabatier's (1983) Public Policy Implementation Model or Van Meter and Van Horn's (1975) Public Policy Implementation Model. These theories can provide different perspectives in analyzing the factors influencing the success of implementing the Digital Korlantas POLRI Application in South Jakarta.

Implementation refers to the process of applying an idea or policy into tangible actions with the aim of achieving positive impacts(R. M. Aziz & Santoso, 2022).

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In the context of policy implementation, implementation theory according to George C. Edward III emphasizes the importance of thorough preparation and planning for policies to be realized and achieve their goals(Fahzura & Najamudin, 2022). Implementation also involves various factors such as bureaucratic structure, task separation, and inter-implementer functions(Pamungkas & Satispi, 2022). Additionally, policy implementation can also be influenced by forms of communication and implementation activities(Situmorang et al., 2021). In general, implementation involves the concrete process of translating concepts or theories into actions that can produce desired impacts, whether in policy, learning, or technological application contexts.

E-Government

E-Government, or Electronic Government, refers to the concept of utilizing Information and Communication Technology (ICT) by government institutions to enhance the efficiency, effectiveness, transparency, and accountability of governance(Shevilla et al., 2022). This concept is also known by various terms such as digital government, online government, mobile government, ubiquitous government, and smart government(Sugiono, 2021). E-Government involves the use of electronic media in implementing information technology(Oktafrianti et al., 2020).

E-Government was first introduced by the US National Performance Review(Pradita & Utomo, 2021). This concept emphasizes transparency in government processes(Rahmatullah, 2021). In the context of public services, E-Government can accelerate the implementation of public services, transforming them from manual and rudimentary processes into more effective and efficient ones(sari, 2018). This concept can also be developed by governments as part of the Smart City concept(Sandi et al., 2020).

The implementation of E-Government involves the organization of management systems and workflows within government environments using information and communication technology. E-Government can also be defined as the use of Information Technology and Telecommunications for efficient and effective governance, providing transparent and satisfactory services to the public.

With E-Government in place, public services can become more effective, efficient, and transparent, allowing governments to improve the quality of service to the public through the utilization of information and communication technology.

RESEARCH METHOD

This research employs a qualitative approach with a case study method. The qualitative approach is chosen because this research aims to gain an in-depth understanding of the implementation of e-government through the Digital Korlantas POLRI Application in South Jakarta. The case study method is selected to explore detailed and in-depth information from various data sources related to the research object(Darmalaksana, 2020).

The research location is South Jakarta, with a primary focus on the Driver's License Administration Unit (SATPAS) within the Jakarta City Police Resort (Polres) that implements the Digital Korlantas POLRI Application. The

determination of the research location is done through purposive sampling, considering the number of application users and the availability of adequate data to support the research.

Data collection in this research is carried out using triangulation techniques, which is a combination of observation, in-depth interviews, and documentation studies(Sugiyono, 2019). Observation is conducted to directly observe the process of extending driver's licenses through the Digital Korlantas POLRI Application at the SATPAS of South Jakarta City Police Resort. In-depth interviews are conducted with key informants, such as SATPAS officers, application managers, and application users from the community. Documentation studies are conducted by collecting and analyzing related documents such as regulations, guidelines, reports, and statistical data of application users.

The selection of informants in this research uses purposive sampling and snowball sampling techniques. Purposive sampling is used to select key informants who have knowledge and direct involvement in the implementation of the Digital Korlantas POLRI Application in South Jakarta. Snowball sampling is conducted by asking for informant recommendations from previous informants to obtain more comprehensive and accurate information.

Data analysis in this research is carried out using qualitative data analysis techniques, which include data collection, data reduction, data presentation, and conclusion drawing(Darmalaksana, 2020). Data obtained from observations, interviews, and documentation studies will be analyzed in-depth to identify themes and patterns relevant to the implementation of e-government through the Digital Korlantas POLRI Application in South Jakarta.

To ensure the validity of the data, this research will use source triangulation and method triangulation techniques. Source triangulation is conducted by comparing data obtained from various sources such as SATPAS officers, application managers, and application users from the community. Method triangulation is conducted by comparing data obtained from various data collection methods, namely observation, interviews, and documentation studies.

RESULT AND DISCUSSION

Overview of SATPAS Polrestabes South Jakarta

SATPAS Polrestabes South Jakarta is a service unit responsible for issuing new Driver's Licenses (SIM) and renewing existing ones. Additionally, SATPAS also conducts driving skill tests for new SIM applicants, which include simulation and field tests.

Its operational hours are Monday to Friday from 08:00 to 14:00 WIB and Saturday from 08:00 to 12:00 WIB. Requirements for applying for a new SIM include e-ID card, health certificate, passing a psychological test, and proof of payment for SIM PNBP fees, which range from Rp50,000 to Rp120,000 depending on the type of SIM.

The driving skill test consists of simulation and field tests covering maneuvers such as zig-zag, figure-eight, hill climb, and parking. The passing rate for the driving skill test is 80%. SATPAS Polrestabes South Jakarta serves an average of

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400 SIM applicants per day. According to SatuData Muba, the total number of new SIM applicants in 2023 reached 7,481 people.

Further information can be obtained through the website, online services, SATPAS hotline, as well as social media platforms such as Facebook, Instagram, and Twitter SATPAS SIM. It is recommended to arrive in the morning, complete the requirements, and practice driving skills before the test.

Digital Application of the Indonesian National Police Traffic Corps (Korlantas POLRI)

The Digital Application of the Indonesian National Police Traffic Corps (Korlantas POLRI) is the official application providing various public services related to traffic. This application can be downloaded for free from the Google Play Store and Apple App Store. The application offers various key features such as checking the validity period of SIM and vehicle registration certificates (BPKB), online payment of traffic fines and vehicle taxes, online issuance of Certificate of Good Conduct (SKCK), vehicle mutation submissions, traffic complaint reporting, SIM and BPKB information, Samsat Online services, as well as educational features like online SIM tests and educational videos from Korlantas TV.

The main benefit of this application is to facilitate the public in accessing various traffic-related public services, reduce queues at service offices, improve transparency, expedite processes, and provide up-to-date traffic information. To use this application, users simply need to download it from the app store, open the application, select the desired service, follow the instructions, fill in the required data, and make payments if necessary.

Requirements for using this application include owning a smartphone with Android operating system version 5.0 or higher or iOS version 10.0 or higher, stable internet connection, active email account, and electronic ID card (e-KTP). The Digital Application of Korlantas POLRI is an innovative solution to facilitate the public in accessing traffic-related public services, saving time and costs, and obtaining up-to-date traffic information.

Figure 1. Digital Application of Korlantas POLRI
Source 1. https://www.digitalkorlantas.id/

Socialization and Target Accuracy of the Program

The Digital Application of the Indonesian National Police Traffic Corps (Korlantas POLRI) is designed with the primary objective of facilitating and optimizing time for all layers of society in handling the renewal of Driver's Licenses (SIM). The launch of this application is motivated by the desire to provide faster, more practical, and more convenient services for the public in completing the SIM renewal process. By leveraging digital technology, this application serves as a solution that enables the public to avoid long queues and convoluted procedures, as often experienced in conventional SIM renewal services. This application is expected to increase time efficiency and provide convenience for the public in accessing SIM renewal services, allowing them to focus more on other productive activities.

Based on the statement from Mr. KA as a POLRI officer:

"As we know, this application is indeed intended for all citizens who want to renew their Driver's Licenses (SIM). With the presence of this application, people no longer need to come to the SATPAS office to manually process SIM renewals. People only need to access this application through their smartphones, follow the provided guidelines, and complete the required requirements. The entire SIM renewal process can be done online, without the need to spend time queuing at the service office. For people who are still not accustomed to using digital applications, don't worry. This application is designed with a user-friendly interface and equipped with clear guidance. We also provide assistance services if there are any obstacles or questions during the application usage process." (Interview, May 16, 2024)

Based on the conducted interviews, it can be concluded that the primary goal of the Digital Application of the Indonesian National Police Traffic Corps (Korlantas POLRI) is to facilitate the public in renewing Driver's Licenses (SIM) online. This application provides benefits such as saving time and costs, eliminating queues

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at SATPAS offices, and making the SIM renewal process more efficient. The user-friendly interface of the application is also a primary concern, with clear guidance and assistance services provided.

The positive impact of using the Digital Application of Korlantas POLRI is also evident. Surveys from the POLRI Research and Development Institute (Puslitbang Polri) show that nearly 90% of customers are satisfied with this application because it is easy to use, efficient, and saves time. Queues at SATPAS offices have decreased by an average of 50%, with waiting times reduced from 2 hours to 1 hour. Furthermore, the use of this application also contributes to increasing non-tax state revenue (PNBP).

Regarding the socialization of the application, the socialization conducted by SATPAS Polrestabes is through social media platforms such as Instagram, TikTok, Facebook, and WhatsApp Groups. For example, on the Instagram account @digitalkorlantas, updates are always provided regarding information related to applications and processing of driver's licenses (SIM). Digital Korlantas POLRI also frequently provides information regarding issues experienced both offline and online.

However, based on comments on the Digital Korlantas Polri social media accounts, there are several issues and criticisms that need to be addressed and followed up by the Korlantas Polri authorities.

First, there are complaints about the failure of online payment in the SIM renewal process. This is evident from the following comment: "Assalamu'alaikum, sir, I have renewed online. I failed twice, sir. I have transferred twice but failed, sir. Please enlighten me."

Second, there are questions about the availability of red zones or lists of SATPAS with long queues during certain months. The following are quoted comments related to this issue: "Is there a red zone in December?" "Hello Admin, please update the list of SATPAS with long queues in September. Yesterday I mistakenly chose SATPAS Polda Metro Jaya. My SIM is only valid for 10 more days."

Third, there are complaints about the lengthy SIM renewal process at certain SATPAS, such as in South Jakarta and Central Jakarta. The following are quoted comments related to this issue: "For the South Jakarta region, even in Pasar Minggu, the process is still 40% in the paid status." "The application from January 6 until now is still 50% in the Digital Korlantas Polri application with the destination of South Jakarta."

Fourth, there are issues with the online registration process and questions about the possibility of continuing the process offline. The following are quoted comments related to this issue: "I have encountered difficulties in the online registration process for SIM renewal through the Digital Korlantas POLRI application. Even though I have completed the EPPSI and ERIKES requirements, I still receive repeated error messages."

Fifth, there is appreciation from users who have successfully used the online SIM renewal service, even though it took a long time. The following is a quoted

interview from a relevant informant: "I have just successfully renewed my SIM through the Korlantas Polri application. The process took quite a long time, about 2 months before it was sent to my house, but it is much better than having to queue for hours at the police station. At least I can renew my SIM from home and don't need to leave work."

Lastly, there are suggestions and questions about the possibility of transferring SIM renewal requests to SATPAS with shorter queues and the possibility of canceling submitted requests. The following are quoted comments related to this issue based on interviews: "I apologize, is there a possibility to accommodate requests to transfer SIM renewal requests from one SATPAS to another internally? For example, if there is a SATPAS experiencing a surge in applicants, the request can be redirected to another SATPAS that can still serve well. Of course, with notification to the applicant regarding the possibility of additional shipping costs to be paid when receiving the processed SIM. I hope this step can help improve the speed and smoothness of service to the public."

"Is there an option to cancel a previously submitted SIM renewal request? This is because I want to submit a request at a SATPAS closer to my current domicile."

"I'm still looking for instructions. If I have already chosen SATPAS South Jakarta in my SIM renewal request, how can I change it to another SATPAS closer to my current location?"

"Previously, I apologize, I just found out that SATPAS South Jakarta is experiencing a surge in applicants so it cannot serve optimally for the time being. If allowed, I would like to submit a SIM renewal request at another SATPAS that can still serve well. Thank you for your attention and assistance."

The issues and criticisms conveyed through these comments need to be addressed by the Korlantas Polri authorities for follow-up and improvement, so that the online SIM renewal service can run more smoothly and efficiently.

Based on the above-mentioned problems, the author concludes that the main issues frequently complained about by users of the application are related to the failed or erroneous online payment and registration processes. This indicates that the payment and registration systems in the application still need to be improved and optimized to provide a better user experience. Additionally, complaints about the lengthy SIM renewal process at certain SATPAS also indicate the need for capacity and resource enhancement at those SATPAS to anticipate increases in service demand.

Users also need clearer and more transparent information regarding the availability of services at each SATPAS, especially during months with expected increases in demand for services. Lists of SATPAS with long queues or red zones will help users choose which SATPAS to visit for faster service.

There is also a demand from users to be able to transfer or cancel SIM renewal requests submitted at a particular SATPAS. This indicates that users need flexibility in managing and changing SATPAS choices according to their needs. Features to

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transfer or cancel requests can add value to this application in providing better services to users.

Although there are some complaints, there are also users who appreciate their success in using the online SIM renewal service through this application. This indicates that the Digital Korlantas Polri application does provide benefits to the public in facilitating SIM renewal, although there are still some shortcomings that need to be addressed. Overall, comments on the Digital Korlantas Polri social media accounts provide valuable input and feedback for the future development of this application.

Disposition (Implementer's Attitude)

The disposition or attitude of policy implementers has a significant influence on the success of implementing the Digital Application of the Indonesian National Police Traffic Corps (Korlantas POLRI). The commitment, willingness, and ability of SATPAS officers, application managers, and relevant agencies in implementing this application are crucial factors that determine the success of serving the public. If SATPAS officers and application managers have a positive attitude, strong commitment, and adequate capabilities in carrying out their duties, then the implementation of this application will proceed smoothly and efficiently.

One indicator of good disposition from policy implementers is the effort to provide the best service to the public(Ramdhani, 2016). One example is the Instagram post by Digital Korlantas regarding the maintenance process and granting of extension tolerance for SIM holders whose validity expires during the maintenance period, demonstrating an accommodating and responsive attitude from Korlantas towards the needs of the public. With the extension tolerance until August 31, 2023, the public does not need to worry if their SIM expires during the maintenance period.

However, good disposition from policy implementers is not only seen from accommodating attitudes alone but must also be accompanied by adequate skills and abilities in carrying out their duties(Desrinelti et al., 2021). In this regard, SATPAS officers and application managers must have good technical skills in operating and managing the application, as well as providing optimal service to the public. In addition, strong commitment from relevant agencies, such as Korlantas POLRI, in providing adequate resources and infrastructure is also an important factor in supporting the success of implementing this application. Therefore, to ensure the success of implementing the Digital Application of the Indonesian National Police Traffic Corps (Korlantas POLRI), there needs to be efforts to continuously improve the disposition or attitude of policy implementers.

Implementation of the Korlantas Digital Application

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In the implementation of the Digital Application of the Indonesian National Police Traffic Corps (Korlantas POLRI), communication and implementation activities are crucial factors to consider. Effective communication between application managers and user communities is essential to minimize misunderstandings and ensure that the conveyed information is well-received. This is evident from several comments indicating a lack of understanding among the public regarding the features and procedures of using the application, such as in selecting SIM delivery locations and payment methods.

Furthermore, smooth and efficient implementation activities are also crucial factors in the implementation of this policy. Based on existing interviews, there are complaints about the slow process of handling SIMs online, where there are cases where the SIM renewal process is still stalled at certain statuses for a considerable amount of time. This may indicate issues in implementation activities, both in terms of human resource capacity and supporting infrastructure owned by application managers. Here is an interview with Mr. AA as a user:

"In my opinion, the issues can vary. Maybe it's because of the lack of human resource capacity in handling a considerable number of applications. Or it might also be due to the technology infrastructure they use not being reliable enough to handle the workload."

Another factor to consider in the implementation of the Digital Application of the Indonesian National Police Traffic Corps (Korlantas POLRI) is the disposition or attitude of policy implementers. A responsive and accommodating attitude from application managers is essential to increase public satisfaction and trust in this service. In this case, there are comments appreciating the efforts of Korlantas POLRI in granting SIM renewal time tolerance during the application maintenance period. However, on the other hand, there are also complaints about the lack of response and clarity of information provided, which can reduce public trust in this service. According to information from Mr. MP:

"So, overall, I think the application has great potential to simplify administrative processes related to SIM and other services from Korlantas POLRI. I appreciate their efforts, especially in granting SIM renewal time tolerance during the application maintenance period. As for the actual problems, they do exist. One of them is the lack of response and clarity of information that I encountered. For example, when I tried to find out information regarding SIM renewal procedures, I found it difficult to get clear answers or quick responses from the application managers. Because when we use the application, we expect to easily get the needed information and receive quick responses if there are any questions or issues."

Based on this interview, there is appreciation for the action of tolerance by Korlantas in granting SIM renewal time during the maintenance period, but there is also dissatisfaction with the lack of response and clarity of information experienced by users. Although users appreciate the efforts of the authorities to consider user comfort, the lack of response and clarity of information can reduce user trust in the application and Korlantas POLRI services as a whole. Therefore, it is highly

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recommended for Korlantas POLRI to improve responsiveness and clarity of information in the application to strengthen user trust and enhance the overall user experience.

Table 1. Implementation of Digital E-Government of the National Police Corps in South Jakarta

Impact	Explanation	Recommendation
Positive		
Efficiency and Effectiveness:	- Accelerating public service processes (e.g., SIM renewal, vehicle tax payment, and traffic violation checks. - Reducing queues at Samsat offices and other service centers. - Increasing transparency and accountability in public services.	- Expanding the reach of services to all areas of South Jakarta, including remote areas. - Enhancing system integration among relevant agencies. - Improving the quality of data and information.
Ease of Access:	- People can access public services anytime and anywhere. - Public services are available 24/7. - People can handle various public services through one application.	- Enhancing digital education and literacy among the public. - Providing easily accessible helpdesk services. - Translating the application into local languages..
Increased Public Satisfaction:	- The public is more satisfied with faster, easier, and transparent public services. -Building trust in the government among the public.	- Conducting periodic public satisfaction surveys. - Addressing complaints and feedback from the community. - Recognizing and rewarding active users of the application.
Negative		
Digital Divide:	-Not all people have access to the internet and smartphones. -People who are not tech-savvy may struggle to use the application.	- Providing offline services in strategic locations. - Offering training and education to the community on using the application. - Developing a website version of the application that is easy to access.
Data Security:	- Concerns about personal data leaks. - Potential misuse of personal data.	- Strengthening data security systems.

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		- Educating the public about data security. - Providing data security assurances to the public.

CONCLUSION

The implementation of e-government through the Digital Korlantas POLRI Application in South Jakarta is the Indonesian National Police's effort to improve the quality of public services, particularly in the processing of Driver's Licenses (SIM), utilizing technological advancements. This application aims to facilitate the public in renewing SIM cards online without having to visit SATPAS offices. The implementation of this application has positive impacts, such as efficiency and effectiveness of services, ease of access for the public, and increased public satisfaction with faster, easier, and more transparent public services.

Effective communication between the application managers and the user community is crucial to minimize misunderstandings. Smooth and efficient implementation activities are also crucial factors, including the capacity of human resources and adequate supporting infrastructure. The disposition or attitude of policy implementers, such as the commitment, willingness, and capability of SATPAS officers, application managers, and related agencies, significantly influences the success of implementation.

There is feedback and criticism from the public regarding failures in payment, the length of the SIM renewal process at certain SATPAS offices, lack of clear information, and requests to be able to transfer or cancel submitted applications. To enhance the success of implementation, efforts are needed to improve online payment and registration systems, enhance SATPAS capacities, provide more transparent information, and offer flexibility to users in managing SATPAS choices. Overall, this implementation provides benefits in improving the quality of public services, but there are still challenges to be addressed to optimize implementation success and enhance public satisfaction.

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