

## Implementation of the Kontak Bupati Program in Digital Public Services

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### ABSTRACT

The transformation of public services based on digital technology has become an important strategy for local governments in improving efficiency, transparency, and service quality. This study aims to analyze the implementation of the *Kontak Bupati* program as a form of digital transformation of public services and its impact on community participation and the creation of public value. This study uses a qualitative approach with a literature study and document analysis method sourced from government policies, performance reports, official publications, and related academic literature. Data analysis was conducted through thematic analysis to identify service management mechanisms, levels of community participation, and the program's impact on the quality of public services. The results show that the *Kontak Bupati* program has been implemented in line with the Electronic-Based Government System (SPBE) policy and functions as a digital-based public communication channel that improves government responsiveness, transparency, and accountability in public services. From a public value perspective, this program has the potential to facilitate access to services and increase public trust. However, its implementation still faces challenges in the form of public digital literacy, bureaucratic readiness, and equitable technology infrastructure.

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## 1. INTRODUCTION

The development of information technology has driven fundamental changes in the delivery of public services in various countries, including Indonesia. The transformation of digital-based public services has become an important strategy for the government in improving efficiency, transparency, and institutional capacity in meeting the needs of the community. According to Limna in Yumame (2024), digital transformation in the public service sector aims to accelerate

administrative processes, reduce operational costs, and expand public access to public services in response to increasing public expectations for fast, accessible, and accountable services. In line with this view, Natika (2024) states that the digital era has brought fundamental changes in governance, marked by the digitization of services, the use of information and communication technology (ICT), and increased public participation. The conventional model of public services, which is bureaucratic and lacks transparency, is no longer considered relevant, making the transformation of public services a strategic necessity to achieve efficient, effective, transparent, and accountable services.

In Indonesia, the digital transformation of the public sector is normatively driven by the Electronic-Based Government System (SPBE) policy as stipulated in Presidential Regulation No. 95 of 2018, which aims to integrate technology-based government work processes to improve the quality of public services and realize the principles of good governance, particularly transparency, accountability, effectiveness, and public participation (Natika, 2024). However, the success of digital transformation is not only determined by the availability of technology but also by the readiness of human resources, organizational culture, and the level of community involvement.

At the regional level, Badung Regency in Bali Province is one of the regions that is relatively progressive in developing digital-based public service innovations through the *Kontak Bupati* program, which is a public communication platform that allows the community to submit complaints, aspirations, and input directly to the local government through digital media. This program reflects the local government's efforts to integrate community participation into the digital transformation of public services, where the use of digital channels as a two-way communication medium is considered capable of increasing transparency, strengthening accountability mechanisms, and building public trust in the government (Weerakkody et al., 2020). A number of studies show that public participation is a key factor in the success of the digital transformation of public services, where active community involvement through digital platforms (e-participation) contributes to increased service satisfaction and strengthened public oversight of government performance (Adeyemi et al., 2022).

The literature review in this study focuses on previous research relevant to the digital transformation of public services, the implementation of e-government, and public participation in digital-based public services. The digital transformation of public services has become an important issue in public administration studies as public demand for fast, accessible, and transparent services increases. Natika (2024) asserts that the transformation of public services in the digital era is characterized by the digitization of services, the use of information and communication technology, and increased public participation, which contribute to greater efficiency, effectiveness, transparency, and accountability in government administration. Other studies show that the implementation of e-government can improve service quality and strengthen the relationship between the government and the public through increased public trust and government transparency (Weerakkody et al., 2020). However, most previous studies have focused on normative policy analysis or quantitative measurement of technology adoption rates and have not yet examined in depth how the implementation of digital transformation of public services is carried out at the local government level through document-based analysis and how public participation is reflected in digital service governance. In the Indonesian context, the implementation of digital transformation in public services also faces challenges in the form of digital infrastructure gaps, low digital literacy among the public, and limited capacity of government officials (Sutrisno & Nugroho, 2023; Natika, 2024). Therefore, this research is relevant to fill this gap by analyzing the implementation of the *Kontak Bupati* program as a digital-based public service innovation at the regional level.

## 2. THE COMPREHENSIVE THEORITICAL BASIS

This study uses public value theory as an analytical framework to assess the extent to which the digital transformation of public services can create value for society based on an analysis of available data and documents. The concept of public value not only emphasizes service efficiency but also public benefits reflected in government policies, performance reports, and official publications, such as ease of access to services, increased transparency, public trust, and better service quality.

Through the public value perspective, this study analyzes the impact of the implementation of the *Kontak Bupati* program on the creation of public value by examining documented indicators such as service responsiveness, complaint follow-up mechanisms, and efforts to improve service quality as stated in program planning and evaluation documents. Thus, public value theory is used to assess the extent to which the *Kontak Bupati* program contributes to improving the quality of public services and community satisfaction conceptually and empirically through document analysis, as stated by Moore (1995) in *Creating Public Value: Strategic Management in Government*.

### 3. METHOD

This study uses a qualitative method, combining a literature review and case study, to look at how the *Kontak Bupati* program was implemented as part of a digital public service transformation. The focus is on how policies and documents show this change (Merriam & Tisdell, 2019; Ridder, 2020). The data comes from secondary sources like policy documents, official reports, institutional publications, and academic papers about digital transformation, e-government, public involvement, and public value (Creswell & Poth, 2018; Flick, 2019). The data was collected through document analysis (Bowen, 2020) and looked at using thematic analysis to find patterns in service management, public participation, and how service quality was affected (Braun & Clarke, 2021). The study looks at the *Kontak Bupati* program, which is run by the Badung Regency Government through the Department of Communication and Informatics, and the research was done between September until December of the study period.

## 4. RESULTS AND DISCUSSION

### 4.1. Overview

The *Kontak Bupati* Program is a public service innovation that uses digital tools. It was created by the Badung Regency Government to help the community and local authorities communicate with each other. According to official information from the Badung Regency Government and the Badung Regency Communication and Information Agency, this program serves as a way for people to report problems, share their opinions, and voice concerns about public services. These reports can be submitted through digital platforms like instant messaging services and integrated complaint centers.

In the 2021-2026 Strategic Plan of the Badung Regency Communication and Information Agency, this program is part of the plan to improve public information services and carry out the Electronic-Based Government System (SPBE) at the regional level (Diskominfo Badung, 2021). The purpose of having the *Kontak Bupati* program is to make the government more responsive, speed up the process of handling public complaints, and increase the transparency and accountability of public services.

The 2023 Performance Report (LKjIP) of the Badung Regency Government shows that digital complaint channels, including the *Kontak Bupati*, play a key role in helping to improve the quality of public services and manage community concerns effectively (Badung Regency Government, 2024).

### 4.2. Implementation of the Badung Regent Contact Program as a Digital-Based Public Service Transformation

The change in how public services are provided through digital means is a key part of efforts to reform government and improve how it works. At the regional level, making services digital is not just about making government work faster but also about giving people more ways to get involved and create value for the public. The *Kontak Bupati* Program is one example of a digital service that the Badung Regency Government has created to reach these goals.

According to policy documents and official reports, the *Kontak Bupati* Program follows the national policy on the Electronic-Based Government System (SPBE), as set out in Presidential Regulation No. 95 of 2018. This policy says that using information technology in government is

meant to improve public services, make government work more effectively, and increase transparency and accountability in government actions (Presidential Regulation No. 95 of 2018).

At the local level, the Badung Regency Government has shown its commitment to digital transformation through its 2021-2026 Strategic Plan for the Communication and Information Agency. This plan highlights the importance of strengthening public information services and using digital technology as a key priority. In this plan, the *Kontak Bupati* program is described as a way for the local government to communicate directly and openly with the community (Badung Regency Communication and Information Agency Strategic Plan, 2021-2026). The *Kontak Bupati* program is a platform where the Badung Regent can directly talk with the community. Through this program, the Regent can get real-time feedback, suggestions, and complaints from people. It also helps spread information and updates about government policies and projects. The program can be accessed through several channels, including social media, the Badung Regency website, and the Communication and Information Agency's website. Additionally, there is a special phone number that the community can use to contact the regent directly.

In terms of using technology and managing services, the *Kontak Bupati* program is supported by the Badung Regency SPBE Architecture framework. This framework sets rules for how systems connect, how complaints are handled, and how different government agencies work together. The document shows that digital complaint services are not separate from the government's internal processes. Instead, they are linked to how the local government works, which helps create a clear and organized way to follow up on complaints (Badung Regency SPBE Architecture, 2022). This aligns with the idea of e-government, which highlights the need for system integration and good coordination when offering digital public services (Weerakkody et al., 2020).

Community involvement in the *Kontak Bupati* program is shown through the complaint management report made by the Badung Regency Communication and Information Agency. This report includes information on how many complaints were received, what the complaints were about, and how they were handled and followed up on by the relevant government offices. The presence of this data means that the *Kontak Bupati* platform serves as a way for the community to participate digitally (e-participation). It allows people to share their concerns and ideas without going through complicated traditional bureaucratic steps (Badung Regency Communication and Information Agency Complaint Management Report, 2023). This matches what Adeyemi et al. (2022) said, that digital participation channels can boost community involvement and improve how accountable public services are.

Looking at the impact of the program, an analysis of the 2023 Badung Regency Government Agency Performance Report (LKjIP) shows that digital public service innovations, including complaint services, have helped improve public service performance. Key performance measures related to how quickly services respond and how effectively complaints are resolved are important signs of the success of the digital transformation in Badung Regency (LKjIP Badung Regency, 2023). In addition, the progress of the Badung Regency SPBE Index, which has been rising in recent years, shows that the region is making steady improvements in the development of an electronic-based government system (Ministry of PANRB, 2023).

When looking at the program from a public value point of view, the *Kontak Bupati* program has not only made the government work more efficient but also created public value through easier access to services, more transparency, and better relationships between the local government and the community. This public value is shown in open communication channels, clear records of complaints and how they are followed up on, and more trust in digital service systems, as mentioned in official government publications (Moore, 1995; Official Publications of the Badung Regency Government, 2022–2024).

However, looking at the documents also shows some challenges in how the program was carried out. Some earlier reports and studies say that the effectiveness of digital public services still depends on factors like the community's digital skills, the preparedness of civil service staff, and the fair availability of technology infrastructure (Sutrisno & Nugroho, 2023; Natika, 2024). These challenges show that the success of digital transformation in public services is not just about new technology but also about the social and institutional support that goes along with it.

Overall, based on the analysis of policy documents, official reports, and local government publications, it can be concluded that the *Kontak Bupati* program has been part of the digital transformation of public services in Badung Regency. This program shows how the local government is trying to use digital technology with community involvement to make public services more responsive, transparent, and valuable to the public. Even though it still faces some challenges, the program shows a lot of potential as a model for digital public service innovation at the local level.

## 5. CONCLUSION

Based on the study of policy papers, official reports from the local government, and academic writings, it is clear that the *Kontak Bupati* program is part of the effort to improve public services through digital means in Badung Regency. This program aligns with the national policy on electronic government, as outlined in Presidential Regulation No. 95 of 2018. The program works as a digital platform for public communication that is connected with how the local government operates, including how complaints are handled, how different government agencies work together, and how follow-up actions are recorded. The program also helps the community get involved by allowing them to submit their concerns and ideas online. From the point of view of public value, this program has the potential to make services easier to access, improve transparency, make the government more responsive, and build more trust between the government and the people. However, the study also found that there are still challenges in moving towards digital public services, such as low levels of digital skills among the public, lack of preparedness among government workers, and unequal access to technology. These issues need to be addressed through ongoing improvements in technology, government systems, and society as a whole.

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