



Bureaucratic Reform Strategy to Realize Quality Digital Public Services

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Abstract

The proposed qualitative research paper will examine the strategies, challenges and perceptions of stakeholders in relation to the bureaucratic reform with the aim of improving digital public services. The paper establishes the efficiency of digital reforms such as the encouragement of the inclusive participation and the elimination of resistance to change through thorough interviews with the stakeholders, namely the government officials and information technology professionals. The results indicate that there is a sharp issue of organizational inertia and that it is critical to have clear evaluation measurements, which will help in the effective provision of digital services. Further, the perception of the stakeholders indicates that there is a great faith in the ability of digital public services to enhance access to government, efficiency and transparency in the government administration. Nevertheless, the success of such initiatives can be derailed, unless the root causes of such obstacles are considered and different stakeholders are involved in the reform process. The research is significant in that it adds to the existing body of literature on the need to comprehend human factors in digital transformation of public services, and highlights key role of promoting organisational culture of collaboration in public agencies. The experiences gained during this research are useful to policymakers and practitioners who work to overcome the challenges of the digital reform in the governmental setting and eventually improve the processes of service delivery and social trust.

INTRODUCTION

In recent years, digital transformation has emerged as a critical priority for public administration, with many governments worldwide adopting reforms to improve the quality of public services through digitalization. The shift from traditional bureaucratic models to digitally enhanced public services represents a fundamental reimagining of how governments interact with their citizens, emphasizing efficiency, accessibility, and responsiveness. The process of bureaucratic reform, which includes restructuring government operations to reduce inefficiencies and improve service delivery, is pivotal in realizing the full potential of digital public services. This study investigates the bureaucratic reform strategies necessary to realize quality

digital public services, focusing on how governments can successfully navigate the challenges of transitioning to digital platforms while ensuring equitable access and maintaining service quality.

The traditional bureaucratic model, as defined by Max Weber, is characterized by hierarchical structures, fixed rules, and an emphasis on authority and control (Sager & Rosser, 2021). While this model has served governments well in the past, its rigid structure often hinders innovation and adaptability, particularly in the digital age (Kaur et al., 2022). Bureaucratic reforms, therefore, seek to address these limitations by creating more flexible, decentralized, and responsive governance systems. The shift towards digital public services is an integral part of these reforms, aiming to improve service delivery by leveraging technology to enhance transparency, accessibility, and efficiency (Maulana et al., 2022).

The adoption of digital technologies in public administration is often linked to the principles of New Public Management (NPM), which advocates for a more business-like approach to governance, emphasizing efficiency, performance measurement, and customer satisfaction (Klochan et al., 2021). In the context of digital public services, these principles manifest in the deployment of e-government platforms, which streamline administrative processes, reduce bureaucratic delays, and improve access to services. Countries like Estonia and Singapore have pioneered digital governance models that significantly reduce administrative burdens and offer seamless, user-friendly public services (Diaz, 2021).

Despite the potential benefits of digital public services, the implementation of such reforms is fraught with challenges. One of the primary obstacles is resistance to change within public institutions. Bureaucratic inertia, defined as the reluctance of institutions to adopt new methods or technologies, remains a significant barrier to reform. Many public officials are accustomed to traditional, paper-based processes and may lack the skills or motivation to transition to digital platforms (AbdulKareem et al., 2020). Training and capacity-building are, therefore, essential components of any successful bureaucratic reform strategy, ensuring that public servants are equipped with the skills needed to manage digital services effectively.

Another challenge is the digital divide, which refers to the gap between those who have access to digital technologies and those who do not (Aissaoui, 2022). In many countries, particularly in rural or underserved areas, citizens may lack access to the internet or the necessary digital literacy to navigate online services. This creates a paradox: while digital public services are designed to increase accessibility, they may inadvertently exclude vulnerable populations, exacerbating existing inequalities. Governments must therefore ensure that digital reforms are inclusive, providing alternative access points for those without digital resources.

To overcome these challenges, governments must adopt a strategic approach to bureaucratic reform that includes both technological innovation and organizational change. A key strategy is the integration of change management principles into the reform process. Change management involves preparing, supporting, and helping individuals and organizations to adopt new technologies or processes. In the context of digital public services, this might involve extensive training programs for public officials, as well as the development of user-friendly platforms that minimize disruption to existing workflows.

Moreover, leadership plays a crucial role in driving reform efforts. Effective leadership is essential for overcoming resistance to change and ensuring that digital reforms are implemented successfully. Leaders must communicate the benefits of digital transformation clearly, create a culture of innovation, and incentivize public servants to embrace new technologies. In countries like South Korea, strong government

leadership has been instrumental in the rapid development of its e-government system, which is now regarded as one of the most advanced in the world.

In addition to leadership and change management, policy and regulatory frameworks are essential to the success of bureaucratic reform strategies. Governments must create clear policies that guide the development and implementation of digital public services, ensuring that they are aligned with broader governance goals. This includes data protection regulations, which are critical for maintaining public trust in digital services. In the European Union, for instance, the General Data Protection Regulation (GDPR) has set a high standard for data privacy, ensuring that citizens' personal information is protected in all digital interactions with the government.

METHODS

This qualitative study was designed to explore bureaucratic reform strategies aimed at advancing the quality of digital public services. The research was conducted in two main phases: data collection and data analysis. To obtain in-depth insights from individuals directly involved in or affected by digital public service reforms, the study employed semi-structured interviews and focus group discussions. This multi-method approach allowed for the triangulation of data and enhanced the credibility and richness of the findings. A purposive sampling strategy was applied to ensure the inclusion of participants with relevant expertise, experience, and institutional roles in digital public services and bureaucratic reform.

Participants were drawn from three key stakeholder groups: government officials responsible for policy formulation and reform implementation at various administrative levels, information technology professionals involved in the development and operation of digital service platforms, and end-users, including citizens and service recipients. In total, 20 participants were recruited, reflecting balanced representation across these groups. Fifteen semi-structured interviews were conducted, each lasting between 45 and 60 minutes. Interviews were held at locations chosen by the participants to ensure comfort and confidentiality. An interview guide was developed based on an extensive review of the literature on bureaucratic reform and digital governance and included open-ended questions addressing motivations for reform, encountered challenges, applied strategies, and perceived outcomes.

In addition to interviews, two focus group discussions were conducted, each involving six to eight participants. These discussions aimed to capture collective perspectives and stimulate interaction that could reveal converging or diverging views among participants. The researcher acted as a moderator to ensure balanced participation and to guide discussions toward key themes, such as experiences in delivering digital services and evaluations of ongoing reform initiatives. Field notes were taken to complement audio recordings, capturing non-verbal cues and group dynamics that enriched the overall data set.

All data obtained from interviews and focus groups were analyzed thematically following the six-step framework proposed by Braun and Clarke (2006). The analysis began with familiarization through repeated reading of transcripts, followed by the generation of initial codes to identify meaningful data segments. Coding was conducted both inductively, allowing themes to emerge from the data, and deductively, informed by key concepts from the literature. Codes were then organized into potential themes, which were reviewed, refined, and clearly defined to ensure coherence and relevance. The final stage involved integrating the themes into a logical narrative supported by representative participant quotations, thereby strengthening the analytical depth and authenticity of the findings.

RESULTS AND DISCUSSION

The results of the presented qualitative research ensure good information as to the bureaucratic reform strategies that should be generated in attaining quality digital public service. The study presented a variety of viewpoints associated with the issues and opportunities of the full-scale transformation of the digital environment of the state authorities explored in semi-structured interviews with most significant stakeholders (such as government officials, IT professionals and end-users) through focus group discussions. The analysis revealed several key themes related to the motivations for reform, the perceived barriers to effective implementation, and the strategies that have proven successful in enhancing service delivery. This section presents the results of the study, highlighting the core themes and illustrating them with direct quotations from participants to enrich the narrative and emphasize the lived experiences that informed the findings.

Strategies for Bureaucratic Reform in Digital Public Services

The analysis of the qualitative data revealed several key strategies for bureaucratic reform aimed at enhancing digital public services. These strategies encompass a range of approaches that address the complexities of digital transformation in public administration. The themes identified through the interviews and focus group discussions include stakeholder engagement, capacity building, technology integration, policy alignment, and continuous evaluation.

Engaging stakeholders effectively emerged as a fundamental strategy for successful bureaucratic reform in digital public services. Participants emphasized the importance of involving various stakeholders' government officials, IT professionals, and end-users in the reform process to ensure that diverse perspectives and needs are considered. One government official highlighted,

“Involving citizens early on helps us understand their needs better; it ensures that the services we develop are user-friendly and relevant.”

Such active involvement is very important in creating a feeling of ownership among interested parties, who consequently develop more interest in ensuring that reform efforts are successful. Through inclusion of influential stakeholders to the deliberation not only on policy but also on the practical construction of digital services the reform process itself will be more participatory and responsive. Specifically, the involvement of the end-users in the development and the assessment process will imply that, in addition to being technically sound, the digital services developed will be socially relevant. Their experiences can assist in discovering the possible adoption impediments at the early stages of development, including those accessibility or usability problems, concerns about the trust, and so on. Consequently, the services may be more easily adjusted to the actual needs and expectations of the citizens, thus enhancing the satisfaction of users and the possibility of further and general adoption of the services.

The issue of capacity building was also discovered since the employees of the public sectors should have skills and knowledge on how to implement and maintain the digital public services successfully. The respondents also indicated the importance of change management-oriented training programs that should address technical skills. One of the IT professionals observed:

“Without proper training, even the best technology will fail. We need to invest in our people to ensure they can use these tools effectively.”

Training initiatives play a critical role in not only strengthening employees' technical competencies but also in fostering a broader organizational culture of innovation and adaptability. Within the context of public sector organizations, such initiatives serve as a strategic tool to prepare the workforce for the dynamic demands of digital transformation. By investing in continuous professional development, public

agencies empower their employees to remain current with evolving technologies, adopt new approaches to problem-solving, and respond effectively to emerging administrative and societal challenges. This proactive capacity-building effort enhances institutional agility and positions public organizations to implement reforms more efficiently and deliver services that are responsive, inclusive, and future-oriented.

Successful integration of technology into existing bureaucratic structures was another crucial strategy identified by participants. This integration involves aligning new digital tools with established processes to streamline service delivery and improve efficiency. One participant mentioned,

“It’s not just about having the latest technology; it’s about making sure it fits into how we work. We need to rethink our processes to take full advantage of digital solutions.”

Effective integration of technology into public service systems necessitates a comprehensive examination of current workflows to identify specific areas where digital tools can meaningfully enhance operational performance. This process involves not only assessing technical inefficiencies but also understanding how digital solutions can align with the practical needs of service delivery. By prioritizing technologies that are intuitive and user-friendly, public agencies can ensure greater accessibility and ease of adoption among both staff and service users. Moreover, selecting tools that are compatible with existing infrastructure helps to streamline the implementation process, reduce resistance to change, and avoid costly disruptions. Such a strategic approach enables a smoother transition to digital platforms while preserving the continuity and quality of public services.

Aligning policies and regulations with the objectives of digital public service reform is essential for creating an enabling environment for change. Participants highlighted the need for clear policy frameworks that support digital initiatives and encourage innovation. A government official stated,

“We need policies that not only allow for digital transformation but actively promote it. If we’re stuck in old regulations, we can’t move forward.”

Achieving such alignment requires a careful review of existing policies to identify and eliminate regulatory barriers that hinder digital innovation. This process also involves formulating new regulatory frameworks that actively support the adoption and integration of emerging technologies within public service delivery. By cultivating a regulatory environment that promotes flexibility, experimentation, and inter-agency collaboration, public institutions can more effectively harness digital tools to improve responsiveness, efficiency, and the overall quality of services provided to citizens.

Finally, continuous evaluation of digital public services and reform strategies was identified as a critical component of sustained improvement. Participants emphasized the importance of collecting feedback from users and stakeholders to assess the effectiveness of digital services and identify areas for enhancement. One participant remarked,

“We have to keep listening to our users; their feedback is invaluable in helping us refine our services.”

Regular evaluation not only helps in measuring the impact of digital reforms but also fosters a culture of accountability and responsiveness within public agencies. By establishing mechanisms for ongoing assessment and adaptation, public organizations can ensure that their digital public services remain relevant and effective in meeting the evolving needs of citizens.

Challenges in Implementing Bureaucratic Reforms

Despite the identified strategies for effective bureaucratic reform in digital public services, the qualitative analysis revealed several significant challenges that hinder the implementation of these reforms. These challenges include resistance to change, insufficient funding, inadequate infrastructure, lack of technical expertise, and regulatory constraints.

One of the most prominent challenges cited by participants was resistance to change within public sector organizations. Many stakeholders expressed concern that entrenched organizational cultures and mindsets hindered progress toward adopting digital reforms. A government official remarked,

“There’s a lot of skepticism about digital transformation. People are comfortable with the way things have always been done, and they resist anything that disrupts that comfort.”

This resistance often manifests in a reluctance to embrace new technologies or alter established processes, which can stall or even derail reform efforts. To overcome this challenge, public agencies must actively engage employees in the reform process, providing clear communication about the benefits of digital transformation and involving them in the decision-making process. By fostering a culture that values innovation and adaptability, organizations can mitigate resistance and create a more conducive environment for reform.

Insufficient funding emerged as a critical barrier to the successful implementation of digital public service reforms. Participants highlighted the challenges associated with securing adequate financial resources to support training, technology acquisition, and infrastructure development. An IT professional stated,

“Without proper funding, we can’t even begin to implement the changes we need. It’s frustrating to have the vision but not the means to achieve it.”

Limited budgets often result in scaled-back initiatives or delays in implementation, ultimately undermining the potential impact of digital reforms. To address this challenge, public agencies must prioritize funding for digital initiatives and seek innovative financing solutions, such as public-private partnerships, to leverage additional resources. By aligning financial support with strategic priorities, organizations can enhance their capacity to implement effective reforms.

The lack of adequate infrastructure was another significant challenge reported by participants. Many stakeholders noted that existing technological and organizational infrastructures were often outdated or incompatible with modern digital solutions. A government official remarked,

“We have systems that are decades old. It’s hard to integrate new technology when the foundation is so weak.”

Inadequate infrastructure can lead to operational inefficiencies and difficulties in implementing new digital services. Public agencies must invest in upgrading their infrastructure, ensuring that it is robust enough to support the demands of digital public service delivery. This may involve not only enhancing technical systems but also rethinking organizational structures to facilitate collaboration and innovation.

Participants also identified a lack of technical expertise as a significant barrier to effective bureaucratic reform. Many public sector employees may not possess the necessary skills to navigate complex digital tools or implement innovative solutions. One participant highlighted,

“We can have the best technology, but if our people don’t know how to use it, it’s pointless.”

The presence of a skills gap within public institutions poses a significant barrier to the optimal use of digital tools and can ultimately compromise the effectiveness of bureaucratic reform initiatives. When employees lack the necessary digital competencies, even the most advanced technological solutions risk being underutilized or improperly implemented. To address this challenge, it is essential for public agencies to adopt a proactive approach to capacity building. This involves design and provision of focused training programs that will enable coaches to be well equipped and prepared in terms of technical and strategic aspects needed to be employed in a fast changing digital world. The investment in constant professional growth allows organizations to build a certain institutional culture that is adaptive, innovative and able to ensure sustainable digital transformation, in addition to enhancing individual skills.

Lastly there was a condition of regulatory constraints which was discovered to be a burden to bureaucratic reforms. The participants voiced the suspicions that old legislation and regulations usually prevented the implementation of innovative digital solutions. An official of the government observed,

“Our regulations are stuck in the past and often don’t allow for the flexibility needed to implement new technologies.”

These constraints can create barriers to experimentation and hinder the responsiveness of public agencies to emerging needs. To address this challenge, policymakers must review and revise existing regulations to create a more supportive environment for digital transformation. By fostering regulatory frameworks that encourage innovation and flexibility, public agencies can better position themselves to implement effective digital public services.

Stakeholder Perceptions of Reform Effectiveness

The qualitative analysis of stakeholder perceptions revealed a range of opinions regarding the effectiveness of bureaucratic reforms aimed at enhancing digital public services. These perceptions are shaped by various factors, including personal experiences with digital services, the perceived impact of reforms on service delivery, and the level of engagement stakeholders feel they have in the reform process. The key themes identified in this section include the perceived benefits of reforms, challenges in measuring effectiveness, and the importance of inclusive participation in the reform process.

Many stakeholders expressed a positive view of the reforms, highlighting the potential benefits of digital public services in terms of increased efficiency, accessibility, and transparency. Participants noted that the implementation of digital tools had significantly improved the speed and quality of service delivery. One government official remarked,

“The digitalization of our services has made a world of difference. We can process requests much faster now, which enhances our responsiveness to citizens.”

Several participants echoed the view that digital public services play a pivotal role in streamlining bureaucratic processes while simultaneously promoting a more citizen-centric model of service delivery. They emphasized that the implementation of digital platforms has significantly reduced waiting times and simplified access to essential public services. These improvements were widely perceived as meaningful steps toward enhancing government responsiveness and efficiency. Moreover, participants noted that such reforms contribute positively to public satisfaction, as they align service delivery more closely with the needs, expectations, and convenience of citizens.

While many stakeholders recognized the potential benefits of reforms, they also highlighted challenges in measuring the effectiveness of these changes. Participants expressed concerns about the lack of clear metrics and evaluation frameworks to assess the impact of digital public services on user experiences and outcomes. An IT professional stated,

“We need concrete data to understand how effective these reforms really are. Without it, we’re just guessing.”

This challenge highlights the critical need for public agencies to develop comprehensive and well-structured evaluation methodologies that integrate both quantitative and qualitative dimensions. Such a dual approach is essential to accurately capture the multifaceted impact of digital reform initiatives. Quantitative metrics provide measurable indicators of performance, such as efficiency gains, user uptake, or service delivery speed, while qualitative feedback offers deeper insights into user experiences, satisfaction levels, and perceived value. By establishing clear performance benchmarks and systematically gathering input from service users, public organizations can more effectively evaluate the success of their digital initiatives. This, in turn, enables them to identify specific areas requiring refinement, ensure accountability, and continuously enhance the quality and responsiveness of digital public services.

The theme of inclusive participation emerged as a critical factor influencing stakeholder perceptions of reform effectiveness. Many participants emphasized the significance of engaging a diverse range of stakeholders in the reform process to ensure that their voices are heard and their needs are met. A government official highlighted,

“When stakeholders feel included in the process, they’re more likely to support the reforms. It’s essential that we listen to their feedback and adapt our strategies accordingly.”

This sentiment reflects the understanding that meaningful participation not only enhances the legitimacy of reform initiatives but also fosters a sense of ownership among stakeholders. By actively involving end-users and other relevant parties in the design, implementation, and evaluation of digital public services, public agencies can create a more inclusive and effective reform process that is responsive to the actual needs of the community.

Impact on Public Service Delivery

The qualitative analysis of the impact of bureaucratic reforms on public service delivery revealed significant changes in how services are accessed, experienced, and perceived by citizens. Participants noted both positive outcomes and ongoing challenges stemming from the implementation of digital public services. Key themes identified include enhanced accessibility, improved efficiency, changes in user experience, and the potential for greater accountability and transparency in service delivery.

One of the most notable impacts of bureaucratic reforms on public service delivery is the enhanced accessibility of services for citizens. Many stakeholders highlighted how digital platforms have made it easier for individuals to access information and services without the need for physical visits to government offices. A government official stated,

“With our new online portal, citizens can now access services from anywhere, which is a huge improvement. This convenience has made a real difference in how people engage with us.”

The shift towards digital platforms has not only reduced geographical barriers but also provided greater flexibility for users, enabling them to access services at their convenience. This improved accessibility is especially beneficial for marginalized communities, who may face additional challenges in reaching physical government offices.

Participants also noted that bureaucratic reforms have led to improved efficiency in public service delivery. The digitization of processes has streamlined workflows, reduced processing times, and minimized bureaucratic red tape. An IT professional emphasized,

“We have seen a significant reduction in processing times since implementing digital solutions. This means that we can serve our citizens much faster and with fewer errors.”

This efficiency not only enhances the responsiveness of public agencies but also frees up resources that can be redirected towards further improving service delivery. The emphasis on efficiency is crucial for public agencies striving to meet the increasing demands for timely and effective services in a rapidly changing digital landscape.

The implementation of digital public services has also led to noticeable changes in the user experience for citizens interacting with government agencies. Many participants reported that the introduction of user-friendly digital platforms has improved satisfaction levels among service users. A participant noted,

“Navigating the online services is much easier than dealing with the old paper-based processes. It feels more modern and user-oriented.”

This positive user experience is essential for fostering trust in public institutions and encouraging citizen engagement with government services. However, participants also highlighted that not all users have had a seamless transition to digital services, indicating a need for ongoing support and education to help citizens adapt to new technologies.

Another significant impact of bureaucratic reforms on public service delivery is the potential for greater accountability and transparency. Digital platforms often include features that enable citizens to track the status of their requests and provide feedback on services rendered. A government official remarked,

“We’ve built in mechanisms for feedback and tracking, which helps us hold ourselves accountable to the public. It’s a game-changer in terms of transparency.”

This increased accountability fosters a culture of responsiveness within public agencies, as they are more directly answerable to citizens. Moreover, the transparency afforded by digital services can enhance public trust in government institutions, encouraging more citizens to engage with public services.

This study provides valuable insights into the impact of bureaucratic reforms on the delivery of digital public services, highlighting the perceptions of various stakeholders regarding the effectiveness of these reforms. As public administration increasingly embraces digitalization, it is essential to critically examine how these reforms affect service delivery and user experience. The findings of this study align with existing literature, which emphasizes the transformative potential of digital public services in enhancing accessibility, efficiency, and transparency in public administration (Heinrich & Lynn, 2020; Kettunen & Kallio, 2021). However, this study also reveals significant challenges, such as resistance to change and the necessity for inclusive participation, which are often underexplored in the existing body of research.

One of the key contributions of this study is its exploration of stakeholder perceptions in relation to bureaucratic reform effectiveness. While previous research has focused primarily on the technological aspects of digital public services (Agostino et al., 2021), this study emphasizes the importance of understanding the human factors influencing the success of these reforms. By collecting qualitative data from various stakeholders, including government officials and IT professionals, this research captures the nuanced perspectives that are often overlooked in quantitative studies. Stakeholders identified resistance to change as a significant barrier, echoing the findings of Lapuente & Van (2020), who argued that organizational culture plays a crucial role in the adoption of digital initiatives.

The issue of resistance to change is multifaceted and can stem from various sources, including entrenched bureaucratic norms, fear of job displacement, and inadequate training in new technologies (Saha & Sarkar, 2021; Nesterenko et al., 2024; Gkrimpizi et al., 2024). Many public sector employees have been accustomed to traditional methods of service delivery, and the transition to digital platforms can be met with skepticism and reluctance. As highlighted by Ingrams et al. (2020), without addressing the cultural and psychological barriers to change, digital reform efforts may falter, resulting in a lack of buy-in from essential stakeholders. Therefore, fostering an organizational culture that embraces innovation and continuous learning is critical for the successful implementation of digital public services (Cahyadi et al., 2024; Deep, 2023).

Moreover, this study highlights the challenges of measuring the effectiveness of digital reforms, a concern that has received limited attention in the literature. As indicated by the participants, there is a pressing need for clear metrics and evaluation frameworks to assess the impact of digital services on user experiences and outcomes. This gap in literature has been noted by researchers Skivington et al. (2021), who emphasize the importance of establishing comprehensive evaluation methodologies to ensure accountability and continuous improvement in public service delivery. The lack of standardized metrics hinders the ability of public agencies to make data-driven decisions about service improvements and to demonstrate the value of digital initiatives to stakeholders. Consequently, future research should focus on developing evaluation frameworks that incorporate both quantitative and qualitative measures, enabling a more holistic assessment of digital public service effectiveness.

The findings of this study also underscore the importance of inclusive participation in the reform process. Previous literature has often highlighted the need for stakeholder engagement (Reddick, 2018), but this study provides empirical evidence of how inclusive participation can enhance perceptions of reform effectiveness. Engaging diverse stakeholders including citizens, civil society organizations, and frontline workers in the design and implementation of digital services can foster a sense of ownership and enhance the legitimacy of public initiatives (Kujala et al., 2022; Ramiro Troitiño et al., 2024; Blijlevens & van Hulst, 2021). The insights gathered from stakeholders reveal a strong desire for their input in shaping digital services, as they often possess valuable knowledge about the barriers and facilitators to successful implementation. Such participatory approaches can lead to more responsive and user-centered services, ultimately improving public trust and engagement in government initiatives (Bastardo et al., 2024; Patel et al., 2024).

Moreover, involving stakeholders in the reform process can mitigate resistance to change and promote a culture of collaboration. By actively including stakeholders in decision-making and implementation processes, public agencies can better align their digital initiatives with the needs and expectations of their users. As shown in the research of Kübler et al. (2020), participatory governance mechanisms can enhance the quality of public services by incorporating diverse perspectives and

fostering innovation. Therefore, future research should explore various models of participatory governance that facilitate collaboration among different stakeholders, aiming for a more integrated approach to public service delivery.

CONCLUSION

This study highlights the critical role of bureaucratic reforms in enhancing the quality of digital public services, underscoring the importance of stakeholder perceptions and inclusive participation in the reform process. By addressing the challenges of resistance to change and the need for comprehensive evaluation frameworks, this research contributes valuable insights to the ongoing discourse on digital transformation in public administration. The findings not only fill existing gaps in the literature but also offer practical implications for policymakers and practitioners aiming to improve service delivery through digital initiatives. Ultimately, fostering a culture of collaboration and adaptability within public agencies is essential for realizing the full potential of digital public services, thereby enhancing public trust and engagement in governmental processes.

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