

Transformation of Public Services through Digital Services in the Covid-19 Era: Efforts Towards Good Governance in Indonesia

M. Rafi^{1,*} Suswanta Suswanta¹, Tito Handoko²,
Ghina Nabilah Effendi¹

¹ Master of Government Affairs and Administration, Universitas Muhammadiyah Yogyakarta, Indonesia

² Department of Government Science, Universitas Riau, Indonesia

*Corresponding author. Email: rafy060611@gmail.com

ABSTRACT

As a result of the Covid-19 pandemic, public services have become more adaptive and interactive, where adequate digital technology is considered to support the improvement of public services during the pandemic. However, a significant obstacle is that there are still people who are not technologically literate and the ineffectiveness of digital services in various local government agencies. This study aims to explain how public services can be transformed through digital services towards good governance in Indonesia. Then, this research method uses a qualitative research approach where data sources are taken from various online media and research journals related to changes in public services through digital services and analyzed using the NVivo12 Plus application. This study found that in an effort towards good governance in Indonesia, the transformation of public services through digital services has been carried out by the Provincial Governments of West Java, Central Java, and DKI Jakarta. In an aspect of transparency, each government agency has carried out transparent procedures in digital services to the public. Then, in the aspect of accountability, each stakeholder in each agency has a good orientation in digital services and has various obstacles that need to be fixed to make it more optimal. Furthermore, effectiveness and efficiency, each government agency has won awards for public service innovations such as the Jogo Tonggo application in Central Java Province, the JAKI application in DKI Jakarta Province, and the PIKOBAR application in West Java. Therefore, public services through digital services will help the government towards good governance in Indonesia.

Keywords: Covid-19; Digital services; Good governance; Public service.

1. INTRODUCTION

In 2019, countries in the world were shocked by the global pandemic, Covid-19 [1]. Covid-19 ini adalah jenis penyakit baru yang belum pernah dialami sebelumnya pada manusia [2]. This virus has a fast transmission rate and affects a high mortality rate for patients who are confirmed positive for Covid-19 [3] [4]. In addition, the

Covid-19 virus, which humans so fear, finally entered Indonesia in March 2020 [5]. If seen from the map of the distribution of provinces in Indonesia exposed to Covid-19 on May 31, 2021, three provinces experienced the highest increase in the number of Covid-19 cases, namely West Java Province with 1,316 cases, Central Java 881 cases, and DKI Jakarta Province with 726 cases [6]. Thus, the rise of the COVID-19 pandemic has had a severe impact on all areas of human life, not only

threatening the health sector [7] but also various crippling aspects of social [8], political [9], economic [10], cultural [11], education [12], as well as religious aspects as a whole [13].

The presence of Covid-19 has created new problems in the direction of good governance [1] [14]. Even so, the government still has duties and obligations in realizing good governance through effective and efficient public services [15]. Nowadays, information disclosure and transparency are very crucial. This can be seen from the increasingly critical community responding to various incoming information and efforts to obtain transparent information [16]. So to balance this public awareness, the government then began to develop various ways so that the accessibility of information can be more easily enjoyed by all circles of society to show that governance is getting better [17]. In addition, the government is required to take real action in realizing good governance through public services in the Covid-19 era, a time when people need fast-paced services through the help of information technology called e-government [18].

Then, in the context of governance in Indonesia, we will review the implementation of public services in the principles of good governance in three provinces with the highest number of Covid-19 cases added on May 31, 2021. Then, this study will also focus on three indicators of the principle of good governance. Namely, transparency, accountability, and effectiveness, and efficiency carried out by the provincial governments of West Java, Central Java, and DKI Jakarta in providing public services in the Covid-19 era. Thus, this paper becomes an exciting matter to analyze how the government can realize good governance in public services in the Covid-19 era? Therefore, this research is here to analyze the transformation of public services through digital services towards good governance in Indonesia.

2. RESEARCH METHODOLOGY

This study uses a qualitative approach to collect data about a problem under study and analyze it systematically [19]. The data in this study comes from secondary data obtained from various government websites, books, journals, proceedings, and several national online news media contents such as detik.com, kompas.com, and liputan6.com. Then, the data collection technique in this study uses documentation techniques that focus on gathering news related to

public services in the Covid-19 era in Indonesia by using the Ncapture feature in Chrome which is then inputted into the Nvivo 12 Plus application. Furthermore, the data analysis technique of this study uses the Nvivo 12 Plus application, which is an alternative in data processing so that it can be analyzed comprehensively [20] [21]. Thus, this article seeks to explain how public services through digital services in the Covid-19 era can be carried out towards good governance in Indonesia.

3. BASIC THEORY

3.1 Good Governance in Public Services

In general, good governance has led to sustainable development [22]. However, the decline in the principle of accountability and the weakness of transparency caused by the low application of the principle of decentralization and the lack of analysis in government departments indicate the need to improve the process of good governance [23]. The policies taken by the government must be based on the principles of good governance so that this becomes an essential factor in the policymaking process [24]. Good governance in public services aims to provide satisfaction to the community and the welfare of the community in a government area [25]. The purpose of using the principles of good governance is to form a society that knows the concepts, principles, processes, and techniques of good governance management [26] and a continuous effort of all communities to achieve development and prosperity [27].

In various literature, it is stated that good governance is an activity of government institutions to realize the ideals of the state based on the orientation of the interests of the community [28]. Internal control that is carried out appropriately for employees is one of the keys to successful good governance [29]. In general, good governance refers to accountability, participation, consensus, transparency, efficiency and effectiveness, responsiveness, equality and inclusiveness, and compliance with the rule of law [30]. In addition, good governance is also a key indicator to assess the performance of public institutions in the efficiency and effectiveness of resource management and public service administration [22] [31]. To promote good governance, civil society must comply with constitutional policies or orders and be supported by the government's role as a leader while its citizens follow [32]. Then, the trend shows that good governance is the best solution to accelerate development in the country's economic, political and social sectors [32].

3.2 Public Service Transformation Towards Digital Services in the Covid-19 Era

The paradigm shift from non-digital to digital services in the government sector has gained increasing public preference in the past few years. This adds to the complexity of the problem and the increasingly difficult task of government authorities in providing electronic services [33]. Thus, electronic services are now the government's responsibility in carrying out its role to provide public services [34]. In short, the government must understand how electronic services affect the interaction between public authorities and the community in providing public services [33].

Moreover, the government must produce an electronic innovation strategy in improving the services offered so that the level of recipient satisfaction is better [35]. Therefore, most governments in several countries have started looking for ways to utilize electronic technology and innovation to provide services and solve public problems [36]. Thus, electronic services can conceptualize digital-oriented services which are considered effective and efficient and can affect the quality of decisions and community satisfaction taken through the design of electronic service development [37]. However, various studies in the domain of e-services have been carried out even though they are still in the early stages of development, making it challenging to identify the dimensions, models, and quality of e-services [38]. Therefore, it requires further studies on electronic services, where the various institutional challenges faced in electronic services are becoming increasingly complex during the Covid-19 pandemic.

4. FINDINGS AND DISCUSSION

Good governance is an issue that is often seen in the public sphere. This is due to the intensity of public demands for adaptive and responsive state administration in the government, legislative and judicial sectors [39]. During the COVID-19 pandemic, Indonesia experienced considerable social changes, which required a change in the perspective of public services towards digital services, given that public access to government agency offices would be limited [40]. Then, if conventional services are not transferred to integrated electronic-based services, this will impact

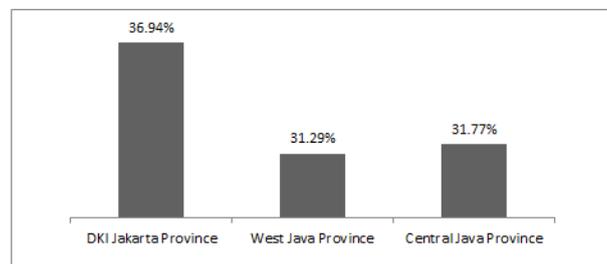
new clusters of Covid-19 cases. Thus, stakeholders must reform and optimize the vertical integration and horizontal integration models to help the community access public services in the New Normal without visiting government agencies [41].

The Covid-19 pandemic is also momentum for the government to accelerate the government's digital transformation. The way of life of all levels of society is now required to adapt by utilizing information technology based on digital transformation [42]. In an effort towards good governance in Indonesia, the transformation of public services through digital services is believed to be an actual effort to be made in each province, such as West Java, Central Java, and DKI Jakarta, with a high number of Covid-19 cases. In this case, the variable from the principle of good governance has three leading indicators that need to be explored: transparency, accountability, effectiveness, and efficiency.

4.1 Transparency of Public Services in DKI Jakarta, Central Java, and West Java

Transparency is one of the principles in the realization of good governance. Therefore, a review of the transparency of public services is essential because the implementation of transparency will improve the performance of public services to the community [24]. In addition, transparency is also built on the free flow of information and must be directly accessible to the public with an interest in public services [32]. Based on data from several online media that have been coded through the Nvivo 12 Plus software, the following results were found:

Figure 1. Transparency of Public Services During the Covid-19 Pandemic



Source: Analysis Results Using Nvivo 12 Plus, 2021

From Figure 1 above, it can be seen that the principle of public service transparency during the Covid-19 pandemic was dominated by DKI Jakarta Province (36.94%), followed by Central Java

(31.77%) and West Java (31.29%). Then, if explored in more detail regarding transparency of public services in each province, it is related to the disclosure of information that local people can access directly on the platform provided. For example, in the DKI Jakarta Province, a complete database was built on the website jaki.jakarta.go.id can be accessed through the JAKI (Jakarta Kini) application containing DKI Jakarta Provincial Government services such as Jakarta Responding to Covid, Jakwifi, Jaklapor, JakPangan, and JakSurvei. The Smart City framework that was built to respond to this pandemic offers a significant opportunity to provide access to information and advance public understanding in building a smart city ecosystem with technology, innovation, and collaboration, as well as being the basis for formulating policies for handling pandemics both on the health and social side in the form of distributing social assistance to support for small businesses.

Then, Central Java Province has developed digital services that can be accessed through jogotonggo.jatengprov.go.id which the Central Java Provincial Government encouraged to mobilize the strength of the community and every community to rise during the Covid-19 Pandemic. Jogo Tonggo also prioritizes the active participation of citizens to protect each other from the transmission of Covid-19 where if anyone is infected with the Coronavirus, it is hoped that residents can take care of each other by paying attention not giving negative stigma to those who are infected. The development of Jogo Tonggo has also been applied in various fields such as Jogo Santri, Jogo Pasar, Jogo Kantor, and Jogo Plesiran. So, this change is a step by the government to create people who are increasingly concerned about the community in their environment and continue to be disciplined in implementing health protocols to prevent Covid-19 transmission. In addition, this concept also invites the public not to depend solely on the government.

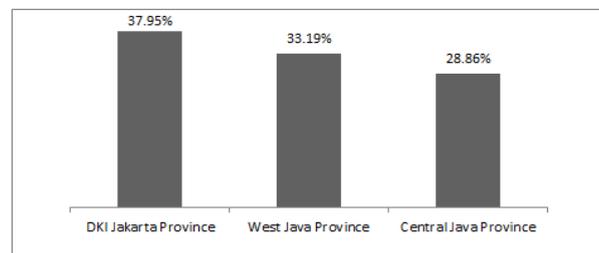
Furthermore, West Java Province has developed digital services that can be accessed through digitalservice.jabarprov.go.id which is aspired to be able to narrow the digital divide, assist efficiency and accuracy in data and technology-based policymaking, and revolutionize the use of technology in people's lives and government in West Java and features the Sapawarga application, West Java Open Data, Digital Village, West Java Covid Information and Coordination Center (Pikobar), and West Java Command Center, which were developed as a commitment to provide access to information and convenience to the public with

digital technology. In terms of the transparency of public services implemented by the Provincial Governments of DKI Jakarta, Central Java, and West Java, it can be seen that the transparency aspect can be seen from the procedures and management procedures that can be carried out online and digitally based and continue to assist the community in public services regularly.

4.2 Public Service Accountability in DKI Jakarta, West Java, and Central Java

In the Covid-19 era, public services realized through digital services can promise better delivery of information and public service activities to the community [43]. However, of course, the principle of accountability in public services is fundamental because accountability is an indicator that can show related public services carried out by the government whether they are following the norms and values adopted by the community and whether the public service can accommodate the public needs that are needed actually [33]. Based on data from several online media that have been coded through the Nvivo 12 Plus software, the following results were found:

Figure 2. Public Service Accountability During the Covid-19 Pandemic



Source: Analysis Results Using Nvivo 12 Plus, 2021.

Figure 2 above has reflected that the principle of public service accountability during the Covid-19 pandemic was dominated by DKI Jakarta Province (37.95%), followed by West Java (33.19%), and Central Java (28.86%). If we explore further, the issue of public service accountability in each province includes the orientation aspect of public service providers in digital services to the community and various obstacles experienced by the government in accommodating the community's needs during the Covid-19 pandemic. In the DKI Jakarta Province area, each stakeholder has a good orientation in understanding the importance of digital services in the Covid-19 era, were to facilitate services to the community, a JAKI application

(Jakarta Kini) continues to be developed to be able to provide more optimal services in one application integrated. In addition, by taking into account the dominant active internet users aged 18-64 years, the main goal in creating the JAKI application is essentially the community at that age and encountering several obstacles related to the existence of people who are not technology literate and not all of them can access the internet, so that services directly is still ongoing until now while still paying attention to health protocols.

Then, in the West Java Province, each stakeholder also has a good orientation in their understanding of adaptation to digital services, where to optimize services to the community in the Covid-19 era, the West Java Provincial Government continues to develop Jabar Digital Service with a PIKOBAR Application (Central Information and Coordination of West Java COVID-19) which has provided significant benefits to the community. In addition, West Java residents who have used this application can also provide input regarding the performance and actions of the local government regarding whether it is right on target in providing public services and what needs to be improved. However, some of the obstacles faced are related to the fact that there are still some people in West Java who do not know about the PSIKOBAR application, as well as various community complaints related to several village names in West Java that are not listed in the system and become a risky thing in the validity of the available data given the information provided—published in this application as a reference for the surrounding community.

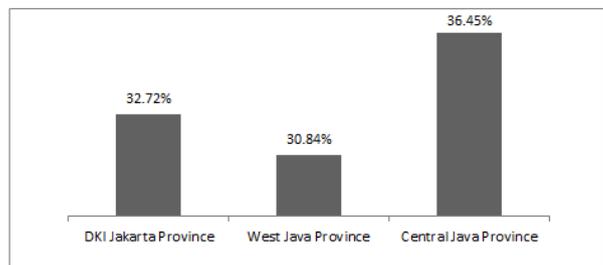
Furthermore, in the Central Java Province, every stakeholder in its realization also has a good orientation in terms of digital service transformation, where to optimize services to the community in the Covid-19 era, the Central Java Provincial Government continues to develop the "Jogo Tonggo" Program which has been intensified since in 2020, and the name was revised to "New Jogo Tongo" in 2021 to handle the impact of the Covid-19 pandemic more optimally. In this digital transformation, the Central Java Provincial Government has involved community participation in collaborating from the bureaucratic apparatus and local communities. Then, by knowing the level of development of handling Covid-19 starting from the village, information circulating has the validity of accountable data. However, various obstacles are faced, namely the limited availability of reliable human resources and the presence of internet

network access problems in several villages, and various public assessments that still consider the implementation of the program not optimal and unable to accommodate community needs significantly.

4.3 Effectiveness and Efficiency of Public Services in DKI Jakarta, West Java, and Central Java

Effectiveness and efficiency is a process of each institutional activity in achieving outputs that meet needs with reliable resources [44]. Ideally, public services can be effective and efficient if the bureaucratic apparatus that provides services can guarantee the best service to the community as service recipients [45]. Then, the transformation of public services into digital services will support faster and more responsive public services in the Covid-19 era [43]. Based on data from several online media that have been coded through the Nvivo 12 Plus software, the following results were found:

Figure 3. Effectiveness and Efficiency of Public Services During the Covid-19 Pandemic



Source: Analysis Results Using Nvivo 12 Plus, 2021.

Figure 3 above has illustrated that, in principle, the effectiveness and efficiency of public services during the Covid-19 pandemic was dominated by Central Java Province (36.45%), followed by DKI Jakarta (32.72%), and West Java (30.84%). Then, if explored in more detail regarding the effectiveness and efficiency of public services in each province, it is related to the various awards for public service innovations produced by each province. In Central Java Province, the Jogo Tonggo program application has received an award from the Ministry of Administrative Reform and Bureaucratic Reform as the TOP 21 Public Service Innovation for COVID-19 Handling [46]. Then, in the DKI Jakarta Province, through the JAKI application (Jakarta Kini), which is projected to become a city super-app that provides one-stop service to every citizen who lives and has activities in Jakarta. The role of the JAKI application

in facilitating services and the lives of the people of DKI Jakarta has been awarded as the first winner in the public service category in the Information and Communication Technology (ICT) competition held by the Ministry of Communication and Information Technology (Kemenkominfo) in the Indonesia Entrepreneur ICT (IdenTIK) event in 2020 [47].

Furthermore, in the West Java Province during the COVID-19 pandemic, the PIKOBAR Application (West Java COVID-19 Information and Coordination Center) has been awarded the Special Award for Resiliency IDC Digital Transformation Awards (DTA) Indonesia 2020. The PIKOBAR application is a source of information on handling COVID-19 in West Java, It has several features that can make it easier for the public to get information and communicate with the COVID-19 Policy Committee and Regional Economic Recovery of West Java Province [46]. The superior features that residents widely use include data features of case information in West Java, nationally, globally, checking the distribution of cases, and self-checking. In addition, the PIKOBAR application also has an anti-hoax feature (fake news). Fundamentally, although awards are not the most important thing in dealing with COVID-19 and public services, various awards will be able to illustrate that the transformation of public services into digital services that continue to be developed sustainably in the process will be able to touch the root of the problem and the benefits will be felt directly by the society. Thus, it can be seen that the transformation of public services through digital services during the Covid-19 pandemic is an effort that the government can make to achieve good governance in Indonesia.

5. CONCLUSION

In an effort towards good governance in Indonesia, the transformation of public services through digital services is a crucial effort that the Provincial Governments have made of West Java, Central Java, and DKI Jakarta during the increasing number of Covid-19 cases being faced. In aspect transparency, the three provincial government agencies have carried out transparent procedures by providing online and digital-based public services and continuing to assist the community in adapting to changes in services while still complying with health protocols. In the aspect of accountability, every stakeholder in each agency has a good orientation in implementing digital services in the Covid-19 era, were able to facilitate services to the community, a digital

application continues to be developed, has various obstacles that must be used as the basis for being able to provide services be more optimal. In terms of effectiveness and efficiency, various public service innovation awards have been won through the Jogo Tonggo program in Central Java province, the JAKI application in the DKI Jakarta province, and the PSIKOBAR application in West Java.

REFERENCES

- [1] M. Mazzucato and R. Kattel, "Covid-19 and public-sector capacity," *Oxford Rev. Econ. Policy*, vol. 822781, no. 822781, pp. 1–14, 2020, doi: 10.1093/oxrep/graa031.
- [2] L. Brunese, F. Mercaldo, A. Reginelli, and A. Santone, "Explainable Deep Learning for Pulmonary Disease and Coronavirus COVID-19 Detection from X-rays," *Comput. Methods Programs Biomed.*, vol. 196, p. 105608, 2020, doi: 10.1016/j.cmpb.2020.105608.
- [3] P. P. Liu, A. Blet, D. Smyth, and H. Li, "The Science Underlying COVID-19: Implications for the Cardiovascular System," *Circulation*, pp. 68–78, 2020, doi: 10.1161/circulationaha.120.047549.
- [4] H. A. Rothan and S. N. Byrareddy, "The epidemiology and pathogenesis of coronavirus disease (COVID-19) outbreak," *J. Autoimmun.*, vol. 109, no. February, p. 102433, 2020, doi: 10.1016/j.jaut.2020.102433.
- [5] I. G. A. D. Yuniti, N. Sasmita, L. L. Komara, J. H. Purba, and N. P. Pandawani, "The impact of covid-19 on community life in the province of Bali, Indonesia," *Int. J. Psychosoc. Rehabil.*, vol. 24, no. 10, 2020, doi: 10.37200/IJPR/V24I10/PR300214.
- [6] Detik.com, "Jabar 1.316 Kasus! Ini Sebaran 5.662 Kasus Baru COVID-19 RI 31 Mei 2021," *detik.com*, 2021. <https://health.detik.com/berita-detikhealth/d-5588606/jabar-1316-kasus-ini-sebaran-5662-kasus-baru-covid-19-ri-31-mei-2021> (accessed May 31, 2021).
- [7] P. H. Efrat Shadmi, Yingyao Chen, Inês Dourado, Inbal Faran-Perach, John Furler and S. W. Piya Hanvoravongchai, Claudia Obando, Varduhi Petrosyan, Krishna D. Rao, Ana Lorena Ruano, Leiyu Shi, Luis Eugenio de Souza, Sivan Spitzer-Shohat, Elizabeth Sturgiss, Rapeepong

- Suphanchaimat, Manuela Villar Uribe, "Health equity and COVID-19: global perspectives," *Int. J. Equity Health*, vol. 19, no. 104, pp. 1–16, 2020.
- [8] K. Poudel and P. Subedi, "Impact of COVID-19 pandemic on socioeconomic and mental health aspects in Nepal," *Int. J. Soc. Psychiatry*, vol. 66, no. 8, pp. 748–755, 2020, doi: 10.1177/0020764020942247.
- [9] C. Kuzemko et al., "Covid-19 and the politics of sustainable energy transitions," *Energy Res. Soc. Sci.*, vol. 68, p. 101685, 2020, doi: 10.1016/j.erss.2020.101685.
- [10] S. Gautam and L. Hens, "COVID-19: impact by and on the environment, health and economy," *Environ. Dev. Sustain.*, vol. 22, no. 6, pp. 4953–4954, 2020, doi: 10.1007/s10668-020-00818-7.
- [11] C. O. Airhihenbuwa et al., "Culture matters in communicating the global response to COVID-19," *Prev. Chronic Dis.*, vol. 17, no. 17, pp. 1–8, 2020, doi: 10.5888/PCD17.200245.
- [12] Y. K. Dwivedi et al., "Impact of COVID-19 pandemic on information management research and practice: Transforming education, work and life," *Int. J. Inf. Manage.*, vol. 55, no. July, pp. 1–20, 2020, doi: 10.1016/j.ijinfomgt.2020.102211.
- [13] D. DeFranza, M. Lindow, K. Harrison, A. Mishra, and H. Mishra, "Religion and Reactance to COVID-19 Mitigation Guidelines," *Am. Psychol.*, 2020, doi: 10.1037/amp0000717.
- [14] A. Tirachini and O. Cats, "COVID-19 and public transportation: Current assessment, prospects, and research needs," *J. Public Transp.*, vol. 22, no. 1, pp. 1–34, 2020, doi: 10.5038/2375-0901.22.1.1.
- [15] M. Nasir Mahmud and Z. Hamson, "Factors that Determine Apparatus Performance Improvement in Realizing Good Governance," *Int. J. Multicult. Multireligious Underst.*, vol. 2, no. 7, pp. 456–465, 2020, doi: 10.18415/ijmmu.v7i2.1495.
- [16] P. B. Paolo, S. Silvana, and B. Valerio, "The innovation of local public-sector companies: Processing big data for transparency and accountability," *African J. Bus. Manag.*, vol. 12, no. 15, pp. 486–500, 2018, doi: 10.5897/ajbm2018.8596.
- [17] H. Saksono and W. M. Manoby, "Good Public Governance Towards Society 5.0 in Indonesia: A Review," *Psychol. Educ.*, vol. 58, no. 2, pp. 4499–4511, 2021.
- [18] Z. I. Olusoyi Richard Ashaye, "The role of stakeholders in the effective use of e-government resources in public services," *Int. J. Inf. Manage.*, vol. 49, no. April, pp. 253–270, 2019, doi: 10.1016/j.ijinfomgt.2019.05.016.
- [19] H. K. Mohajan, "Qualitative Research Methodology in Social Sciences and Related Subjects," *UTC J. Econ. Dev. Environ. People*, vol. 7, no. 1, pp. 23–48, 2018, [Online]. Available: https://mpira.ub.uni-muenchen.de/85654/1/MPRA_paper_85654.pdf.
- [20] S. Hai-Jew, "NVivo 12 Plus's New Qualitative Cross-Tab Analysis Function." Kansas State University, 2020.
- [21] M. O'neill, S. Booth, and J. Lamb, "Using nvivo™ for literature reviews: The eight step pedagogy (N7+1)," *Qual. Rep.*, vol. 23, no. 13, pp. 24–39, 2018.
- [22] M. Kamal and S. Batool, "Institutional Failure : A Challenge to Good Governance in Pakistan," *A Res. J. South Asian Stud.*, vol. 35, no. 1, pp. 101–118, 2020.
- [23] M. A. H. Al-sharafi, N. C. Dhande, and A. Muley, "Good Governance Principles as a Requirement to Achieve Sustainable Development : A Comparative Study Between Yemen and India," *Asia-Pacific J. Manag.*, vol. 15, no. 4, 2019, doi: 10.1177/2319510X19889722.
- [24] Solechan, "Rules and Policies Related with Good Governance When Corona Virus 2019 (COVID19) Pandemic," *Adm. Law Gov. J.*, vol. 3, no. 2, pp. 206–219, 2020.
- [25] R. M. Moonti, "Regional Autonomy in Realizing Good Governance," *Subst. Justice Int. J. Law*, vol. 2, no. 1, pp. 43–53, 2019.
- [26] A. Upasod, "Using The principles of Good Governance in the Administration of the Golden

- Triangle,” *J. Humanit. Soc. Sci. Surin Rajabhat Univ.*, vol. 2, no. 1, pp. 181–192, 2019.
- [27] [27] S. Azelmad, A. Nfissi, and S. Mohamed, “eGovernment Whole-of-Government Approach for Good Governance: Initiatives from Morocco,” *African J. Gov. Dev.*, vol. 7, no. 2, pp. 24–34, 2018.
- [28] A. P. R. Taqwaty Firdausijah, “Mewujudkan Good Governance Melalui Pelayanan Publik,” *J. Ilmu Adm.*, vol. 11, no. 1, pp. 58–63, 2020, doi: <http://dx.doi.org/10.23969>.
- [29] T. H. Agus Sunarmo, Rini Widianingsih, Umi Pratiwi, “Implementation Of The Principles Good Government Governance , The Government ’S Internal Control Systems , And The Competence Of Human Resources To The Performance Of Local Government Apparatus,” *J. Anal. Bisnis Ekon.*, Vol. 16, No. 1, Pp. 9–18, 2018.
- [30] K. Herasymiuk, O. V Martselyak, Y. N. Kirichenko, N. V Zhmur, And I. I. Shmalenko, “Principles Of Integrity And Good Governance In Public Administration,” Vol. 11, No. 4, Pp. 545–555, 2020.
- [31] E. F. Pomeranz and R. C. Stedman, “Measuring good governance: piloting an instrument for evaluating good governance principles,” *J. Environ. Policy Plan.*, vol. 0, no. 0, pp. 1–13, 2020, doi: [10.1080/1523908X.2020.1753181](https://doi.org/10.1080/1523908X.2020.1753181).
- [32] C. Chimezie, “The Role Of Good Governance And Development Administration In National Development,” *Int. J. Dev. Manag. Rev.*, Vol. 11, Pp. 176–186, 2016.
- [33] I. Lindgren, C. Ø. Madsen, S. Hofmann, and U. Melin, “Close encounters of the digital kind: A research agenda for the digitalization of public services,” *Gov. Inf. Q.*, vol. 36, no. 3, pp. 427–436, 2019, doi: [10.1016/j.giq.2019.03.002](https://doi.org/10.1016/j.giq.2019.03.002).
- [34] L. E. Pleger, A. Mertes, A. Rey, and C. Brüesch, “Allowing users to pick and choose: A conjoint analysis of end-user preferences of public e-services,” *Gov. Inf. Q.*, no. March, p. 101473, 2020, doi: [10.1016/j.giq.2020.101473](https://doi.org/10.1016/j.giq.2020.101473).
- [35] F. Sá, Á. Rocha, and M. Pérez Cota, “From the quality of traditional services to the quality of local e-Government online services: A literature review,” *Gov. Inf. Q.*, vol. 33, no. 1, pp. 149–160, 2016, doi: [10.1016/j.giq.2015.07.004](https://doi.org/10.1016/j.giq.2015.07.004).
- [36] D. Linders, C. Z. P. Liao, and C. M. Wang, “Proactive e-Governance: Flipping the service delivery model from pull to push in Taiwan,” *Gov. Inf. Q.*, vol. 35, no. 4, pp. S68–S76, 2015, doi: [10.1016/j.giq.2015.08.004](https://doi.org/10.1016/j.giq.2015.08.004).
- [37] I. Lindgren and A. F. van Veenstra, “Digital government transformation,” *Proc. of the 19th Annu. Int. Conf. Digit. Gov. Res.*, pp. 1–6, 2018, doi: [10.1145/3209281.3209302](https://doi.org/10.1145/3209281.3209302).
- [38] E. Batara, A. Nurmandi, T. Warsito, and U. Pribadi, “Are government employees adopting local e-government transformation?: The need for having the right attitude, facilitating conditions and performance expectations,” *Transform. Gov. People, Process Policy*, vol. 11, no. 4, pp. 612–638, 2017, doi: [10.1108/TG-09-2017-0056](https://doi.org/10.1108/TG-09-2017-0056).
- [39] M. A. & H. A. Azzahra, “Government Strategy in Implementing the Good Governance during COVID-19 Pandemic in Indonesia,” *Adm. Law Gov. J.*, vol. 3, no. 2, pp. 240–253, 2020.
- [40] Z. Qodir et al., “Covid-19 and Chaos in Indonesia Social-Political,” *Int. Res. Assoc. Talent Dev. Excell.*, vol. 12, no. 1, pp. 4629–4642, 2020.
- [41] S. O. Kossasy, F. Yasmeari, Y. Jufri, F. A. Monia, and S. Mutia, “Public Services In Covid-19 Pandemic,” in *The First International Conference on Government Education Management and Tourism (ICoGEMT)*, 2021, pp. 495–499.
- [42] R. Purbasari, “Digital Entrepreneurship in Pandemic Covid 19 Era: The Digital Entrepreneurial Ecosystem Framework,” *Rev. Integr. Bus. Econ. Res.*, vol. 10, no. 1, pp. 114–136, 2021.
- [43] D. Agostino, M. Arnaboldi, and M. D. Lema, “New development: Covid-19 as an accelerator of digital transformation in public service delivery,” *Public Money Manag.*, vol. 0, no. 0, pp. 1–4, 2020, doi: [10.1080/09540962.2020.1764206](https://doi.org/10.1080/09540962.2020.1764206).
- [44] R. Winarno and E. Retnowati, “Good

- governance based public services,” *J. Notariil*, vol. 4, no. 1, pp. 8–17, 2019, doi: <http://dx.doi.org/10.22225/jn.4.1.1155.8-17>.
- [45] S. Mulianingsih, “Public Service Management in the New Habit Adaptation Era in Indonesia,” *Degres Artic.*, pp. 105–115, 2020.
- [46] Kompas.com, “Ini Daftar Top 21 Inovasi Pelayanan Publik Penanganan Covid-19,” *kompas.com*, 2020. <https://www.kompas.com/tren/read/2020/11/27/173300865/ini-daftar-top-21-inovasi-pelayanan-publik-penanganan-covid-19?page=all> (accessed Nov. 27, 2020).
- [47] Liputan6.com, “Aplikasi JAKI Sabet Penghargaan Nasional,” *liputan6.com*, 2020. <https://www.liputan6.com/news/read/4406927/aplikasi-jaki-sabet-penghargaan-nasional> (accessed Nov. 12, 2020).