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Public Service Transformation in the Digital Era: Accessibility, Responsiveness, and Governance in Minahasa Regency

Ismiati Essing[1*], Rahmat Hidayat[2], Al Putri Abral[3], Susvia Delta Kusdiane[4], Amalia Arifah[5], Hardiyanti[6]

[1,3,4,5,6]Public Administration, Faculty of Social Sciences and Law, Universitas Negeri Manado
[2]Public Administration, Faculty of Social Sciences and Economics, Universitas Sembilanbelas November Kolaka

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ABSTRACT

The quality of public services in Minahasa Regency depends not only on the capacity of relevant agencies to serve the community but also on service accessibility, institutional responsiveness, and governance. This study examines these three dimensions through a structured qualitative literature review using narrative synthesis. Direct evidence from two empirical studies indicates that population administration services at the Population and Civil Registration Office of Minahasa Regency are generally reliable. However, challenges remain, including long queues, data-entry errors, limited digital service channels, and insufficient support for vulnerable groups. The Minahasa Land Office study describes a web-based complaint system designed to expand access, streamline complaint handling, and improve response traceability. However, the effectiveness of digital services still depends on infrastructure, digital literacy, institutional capacity, and organizational readiness. Governance grounded in standard operating procedures, coordination, supervision, transparency, accountability, and community participation provides the foundation for sustainable service quality. Drawing on these two service contexts and comparative evidence from other regions, this review proposes an inclusive, responsive, multichannel service framework supported by clear governance mechanisms. The framework requires empirical validation in the local context.

INTRODUCTION

Public services are among the most direct ways citizens experience government's capacity. Service quality is assessed not only by whether an administrative procedure is completed, but also by how easily citizens can access the service, how predictable the process is, how quickly officials respond, how transparently information is provided, and how effectively institutions accommodate diverse user needs. Recent studies indicate that digitalization can shorten service processes and increase transparency, but these benefits depend on an organization's ability to align technology, human resources, and user-oriented governance (Abdussamad et al., 2025). For local governments, digital transformation creates both opportunities and new risks. The Village Internet Service Program in North Barito Regency, for example, has expanded access to information and improved public service efficiency. However, its implementation still faces constraints related to digital literacy, network quality, operating costs, and geography. Studies of e-government likewise show that introducing an application does not automatically make

Corresponding author: Ismiati Essing
E-mail addresses: ismiatiessing@unima.ac.id

services accessible, particularly for citizens who lack internet access or digital skills or who must still visit an office to complete part of the process (Kapitan et al., 2024).

Two empirical studies from Minahasa are particularly informative. Rengkuan et al. (2025) found that population-administration services at the Population and Civil Registration Office of Minahasa Regency were generally reliable and supported by competent staff. However, delays during peak periods, data-entry errors, long queues, limited use of digital technology, and insufficient support for vulnerable groups remained important concerns. At the Minahasa Land Office, Perangin-angin and Tinambunan (2025) found that the manual, paper-based complaint submission process was time-consuming, difficult to access, and insufficiently responsive to grievances. Introducing a web-based system improved the process by accelerating complaint handling, enabling real-time status tracking, and expanding access to information (Perangin-angin & Tinambunan, 2025; Rengkuan et al., 2025). Taken together, these studies indicate that the two service contexts examined in Minahasa cannot be classified simply as either 'good' or 'poor.' Instead, the evidence suggests a more complex situation in which positive interpersonal service can coexist with weaknesses in systems, service channels, data management, and institutional mechanisms. This finding is consistent with research showing that services may appear humane and responsive while remaining institutionally fragile when they depend too heavily on individual staff members. Similarly, digital transformation remains constrained when organizational capacity is limited, work culture is weak, and policy support is inconsistent (Noviani, 2025).

The quality of public services results from the interaction of staff capability, procedural design, available facilities, information provision, adopted technology, and organizational governance. At the Population and Civil Registration Office in Minahasa, service performance is relatively good. However, challenges remain, including long queues, delays in data entry, limited digital service channels, and the need for more inclusive support for vulnerable users. These findings indicate that service quality should not be assessed using a single indicator; rather, it should be understood by considering both users' experiences and the system's capacity to deliver services consistently and reliably (Marbun et al., 2022). As public services shift from face-to-face delivery toward digital and hybrid modes, their quality increasingly depends on how technology interacts with the organization that operates it. The example of SI-MOLOSIPAT.W shows that digital services can improve efficiency, transparency, accuracy, consistency, and responsiveness while still supporting people with limited digital literacy. Research on government chatbots reaches a similar conclusion: faster responses and round-the-clock availability do not necessarily ensure service quality when problems related to response accuracy, public trust, organizational readiness, ethics, and data governance remain unresolved (Abdussamad et al., 2025).

Accessible public services require more than geographic proximity. Citizens must be able to reach service points, obtain information, understand procedures, use online resources, and receive assistance suited to their circumstances. These requirements are particularly important for vulnerable groups, as reflected in the Minahasa evidence. Older adults and persons with disabilities are already being served, but opportunities remain to improve inclusive service delivery. From this perspective, accessibility is a matter of social equity and inclusion rather than merely facility availability (Rengkuan et al., 2025). Digitalization can reduce time- and distance-related barriers, but it can also create new forms of exclusion. The Minahasa Land Office's complaint system enables citizens to submit

complaints with less face-to-face contact and to monitor case progress in real time. However, the LINDA program and other e-governance cases demonstrate that access to digital public services in practice depends heavily on internet connectivity, device availability, digital literacy, and users' digital skills (Athaya & Arbain, 2025; Ichsan et al., 2025). Because citizens face different types of barriers, a multichannel approach is preferable to one that relies solely on digital tools. The LASAMBA project shows that low-income and digitally disadvantaged citizens facing barriers to social services can still be reached through direct visits. Its use of mobile phones and WhatsApp further illustrates how service delivery can adapt when face-to-face contact is not feasible. Inclusive public service delivery should therefore combine in-person, digital, and proactive communication channels that reflect users' circumstances (Walinegoro et al., 2023).

Responsiveness refers to an institution's ability to identify community needs, process requests appropriately, and resolve complaints in a timely, accurate, and accountable manner. In practice, staff at the Population and Civil Registration Office in Minahasa generally perform their duties effectively. However, delays during busy periods and data-entry errors indicate that individual willingness to help is not always matched by consistent system capacity. This distinction is important because personal responsiveness and institutional responsiveness are not the same (Rengkuan et al., 2025). A similar pattern is evident in subdistrict-level services, where staff may be perceived as courteous and responsive even though service delivery still depends on particular individuals and digital and feedback systems remain underdeveloped. Research on organizational culture in the public sector indicates that institutional responsiveness is shaped by staff professionalism, adaptive leadership, innovation, digitalization, human-resource development, and regulatory support. Responsiveness should therefore be embedded in organizational capacity rather than depend primarily on the personal qualities of frontline staff (Gunawan et al., 2026).

Complaint systems can institutionalize responsiveness within organizational operations. At the Minahasa Land Office, a web-based system makes it easier to track complaint status and the stages involved in handling each case. D'Trust in Pinrang extends this approach by integrating the entire complaint-handling chain, from receipt and registration through identification and analysis to resolution. Together, these examples show that responsiveness should be assessed not only by the speed of an initial reply but also by case resolution, traceability, and follow-up (Lukman et al., 2025). Automation also has important limitations. E-government chatbots, for example, may improve efficiency and accessibility, but response quality still depends on accuracy, public trust, organizational readiness, ethical safeguards, and sound data governance. Similarly, quality management studies emphasize the importance of staff capacity, compliance with standards, user orientation, and continuous monitoring. Effective digital responsiveness therefore requires integrating technological capability and human judgment (Firmandany et al., 2026).

Transparency, participation, accountability, responsiveness, effectiveness, efficiency, and appropriate regulation are widely recognized as principles of sound governance. Research on governance and policymaking also emphasizes interagency coordination, oversight and monitoring, decision-making processes, and the capacity to respond continuously to public needs (Sholihin, 2024). The effectiveness of digital service innovation depends heavily on internal organizational governance. Findings from SIERA indicate the need for adequate equipment, disciplined operators, regular database updates, sufficient

training and supervision, and at least minimally stable network connectivity. SIMPEG similarly demonstrates the benefits of integrated data while also highlighting constraints related to infrastructure, staff competence, user accessibility, and budget limitations. In this sense, the quality citizens experience at the front desk directly reflects the capacity of the back-office systems that support it (Rahman & Rukmadi, 2026).

Good governance also requires active citizen participation. In Musrenbang, participation increases transparency, strengthens accountability, improves resource use, and produces policies that better reflect community needs. In public services, citizens may participate through complaint mechanisms, satisfaction surveys, consultation forums, and evaluation systems that treat them not merely as service users but also as sources of institutional learning (Yudha & Abror, 2026). A key gap in the existing literature is the limited number of studies that integrate sector-specific evidence from Minahasa within a single analytical framework. Research on the Population and Civil Registration Office has focused on administrative service quality. In contrast, research on the Land Office has examined the design of a digital complaint system. Although the broader literature addresses proactive services, integrated complaint handling, digital transformation, good governance, policy governance, organizational culture, and citizen participation, these areas have not yet been brought together to explain how accessibility, responsiveness, and governance interact in the Minahasa context (Hadijaya & Satiya, 2023).

Integrating accessibility, responsiveness, and governance provides an analytical basis for examining how staff competence can coexist with queues, data-entry errors, and barriers for vulnerable users in the two service contexts reviewed. This synthesis suggests that organizational capacity may help explain these patterns. However, it does not establish a causal relationship or demonstrate that the same conditions exist across all public-service agencies in Minahasa Regency.

To address this gap, this article provides a structured qualitative review of public service quality in Minahasa Regency across three dimensions: accessibility, responsiveness, and service governance. Evidence from Minahasa serves as the primary empirical basis, while studies from other regions are used comparatively to identify explanatory patterns, enabling mechanisms, and policy implications without treating conditions elsewhere as direct evidence of what occurs in Minahasa (Perangin-angin & Tinambunan, 2025).

METHOD

The study employs a structured qualitative literature review combined with narrative synthesis. This approach was selected because the available evidence varies in terms of service targets, locations, research methods, and indicators. The objective is not to calculate a pooled effect size but to identify recurring meanings, mechanisms, similarities, differences, and implications related to accessibility, responsiveness, and public-service governance. Narrative and thematic synthesis are also appropriate for recent literature on public-service transformation, much of which uses qualitative methods or literature-review designs (Safitri et al., 2026).

The final corpus comprised 18 articles published between 2022 and 2026. Two studies were conducted in Minahasa Regency: Rengkuan et al. (2025) focused on the Population and Civil Registration Office, while Perangin-angin and Tinambunan (2025) examined the Minahasa Land Office. The remaining 16 articles were used as comparative evidence to understand digital access, proactive services, organizational responsiveness, innovation, digital transformation, good governance, internal management, and citizen participation

(Perangin-angin & Tinambunan, 2025; Rengkuan et al., 2025). Five additional sources were used to support the discussion of bureaucratic reform, public-sector performance, e-government, data governance, and quality management; these sources were not included in the main coded corpus (Amelia et al., 2026).

The inclusion criteria covered journal articles that addressed at least one of the three analytical dimensions in substantive detail: accessibility, responsiveness, or service governance. Studies of digital services, complaint handling, staff capacity, standard operating procedures, organizational arrangements, participation, asset management, organizational culture, and good-governance mechanisms were included when their empirical or conceptual findings contributed to an understanding of service quality. Studies conducted outside Minahasa were treated as comparative evidence rather than as direct empirical evidence about Minahasa (Ganisia & Fintayana, 2026).

For each study, the extraction process recorded the author(s), year, research location or topic, methodology, main findings, and relevance to the review. Coding began deductively with the three primary dimensions and was subsequently refined inductively into subthemes. Accessibility included physical, digital, informational, social, and inclusive access; responsiveness included individual- and institutional-level responses, complaint handling, tracking, and response quality; and governance included standard operating procedures, coordination, back-office arrangements, supervision, staff competence, transparency, accountability, and participation (Abdussamad et al., 2025).

The analysis first focused on direct evidence from Minahasa and then compared it with findings from other regions to assess the consistency of emerging patterns and identify mechanisms that might explain service strengths and weaknesses. This approach enables the review to draw implications for Minahasa without treating evidence from other regions as unsupported claims about local conditions (Yudha & Abror, 2026).

RESULT

The narrative synthesis was conducted in three analytical stages. First, the included studies' characteristics were recorded, and direct evidence from Minahasa was distinguished from comparative evidence. This section draws direct evidence on Minahasa exclusively from the population-administration study by Rengkuan et al. (2025) and the Land Office complaint-system study by Perangin-angin and Tinambunan (2025). Studies from other regions provide comparative insights into possible mechanisms; their findings are not treated as observations of local conditions in Minahasa. Second, the findings were organized into three categories—accessibility, responsiveness, and governance—and subthemes and relationships across studies were identified. Third, the evidence was integrated to examine how accessibility and responsiveness are influenced by the quality of service governance (Perangin-angin & Tinambunan, 2025).

The studies were compared according to whether their findings supported, extended, or contradicted one another. Evidence from Minahasa on queues, limited technology use, and the needs of vulnerable groups was compared with findings on digital access and proactive service delivery. Findings on digital complaint handling were examined alongside research on D'Trust and chatbots. At the same time, service sustainability was considered in relation to studies of standard operating procedures, innovation governance,

organizational culture, asset management, digital transformation, and citizen participation (Athaya & Arbain, 2025).

The analysis identified a sequential conceptual relationship among the three dimensions. Accessibility concerns whether citizens can enter and use a service system. Responsiveness concerns how effectively the organization addresses their needs once they enter the system. Governance provides the institutional conditions required to ensure that access and response are consistent, transparent, secure, and sustainable. From this perspective, digitalization is an enabling instrument that can strengthen all three dimensions when supported by adequate organizational capability and capacity (Abdussamad et al., 2025).

Table 1. Framework for narrative synthesis and the direction of interpretation

Dimension	**Synthesis Question**	**Patterns Examined**	**Implications for Minahasa**
Accessibility	Who can use the service, and through which channels?	Physical, digital, informational, social, and inclusive access; network and literacy barriers.	Multichannel services, inclusive facilities, user assistance, and outreach.
Responsiveness	How are citizens' needs processed once they gain access?	Individual initiative versus system capacity; complaints, tracking, and follow-up.	Service-time standards, complaint dashboards, notifications, escalation procedures, and training.
Governance	What makes access and response consistent and sustainable?	Standard operating procedures, coordination, back-office capacity, oversight, transparency, accountability, and participation.	Process integration, quality monitoring, clear responsibilities, participation, and evaluation.

The final corpus consisted of 18 distinct articles published between 2022 and 2026 and included qualitative studies, literature reviews, systematic literature reviews, participatory action research, and system-development research. Although the corpus covered multiple regions and sectors, only two studies provided direct evidence from Minahasa Regency. This review therefore synthesizes mechanisms and explanatory patterns rather than claiming to represent every public-service agency in Minahasa (Rengkuan et al., 2025).

The two Minahasa studies offer complementary perspectives. Rengkuan et al. (2025) found that population-administration procedures were generally well implemented and supported by qualified staff. However, long queues, delays, data-entry errors, limited use of technology, and the need for more accessible services remained concerns. By contrast, Perangin-angin and Tinambunan (2025) examined a manual complaint-handling system in the land-service sector. They showed that a web-based system could improve accessibility, substantially reduce complaint-handling time, and enable real-time status tracking. Taken together, the studies suggest that effective frontline service interactions must be supported

by systems that can manage service volume, data, access, and complaint handling (Perangin-angin & Tinambunan, 2025; Rengkuan et al., 2025).

Accessibility: From Physical Proximity to Multiple Service Channels

The review identifies five interrelated dimensions of accessibility: physical, digital, informational, social, and inclusive access. Evidence from Minahasa indicates that the presence and geographic accessibility of an office alone are insufficient to ensure meaningful access. While the Population and Civil Registration Office needs more effective arrangements for vulnerable users, the Minahasa Land Office shows how a web-based channel can reduce distance- and time-related barriers by allowing complaints to be submitted remotely and monitored in real time (Rengkuan et al., 2025).

Expanding digital access does not necessarily produce equitable access. The LINDA program demonstrates that village internet connectivity can broaden access to information and support public services. However, its benefits depend on network stability, operating costs, geographic conditions, and digital literacy. E-government research supports this finding: unstable connections, server outages, limited user understanding, and the continuing need to visit an office can all reduce the practical value of digital services (Athaya & Arbain, 2025).

Studies of LINDA, SI-MOLOSIPAT.W, and LASAMBA outside Minahasa provide comparative insights into digital access, user assistance, and proactive outreach. Their relevance to the two Minahasa service contexts depends on local needs and institutional capacity and requires further assessment.

The literature also shows that citizens who cannot use digital channels need reliable alternatives. Assistance provided through SI-MOLOSIPAT.W offers human support for users with limited digital literacy, while LASAMBA demonstrates the value of direct outreach to low-income groups facing social or administrative barriers. LASAMBA's adaptation through WhatsApp further illustrates how proactive, digital service delivery can be tailored to users' circumstances (Walinegoro et al., 2023).

Comparative evidence suggests a multichannel approach as a potential option for improving the two service contexts examined in Minahasa; this review does not establish its implementation or effectiveness across local agencies. Digital services should continue to expand, but face-to-face options, inclusive facilities, staff assistance, and outreach procedures should remain available. Without these complementary channels, improvements in digital access may disproportionately benefit citizens who already have adequate devices, reliable internet connectivity, and sufficient digital skills (Safitri et al., 2026).

Responsiveness: From Individual Initiative to Organizational Ability

A critical aspect of responsiveness is the gap between individual staff members' proactive efforts and the system's overall capacity. Although officers at the Population and Civil Registration Office in Minahasa generally support public needs, congestion and long waiting times during peak periods suggest that individual responsiveness is constrained by limited system capacity and insufficient use of technology. This pattern is consistent with evidence from Tilatang Kamang, where services may be perceived as humane and

responsive even though they depend heavily on particular individuals and have underdeveloped digital and feedback systems (Noviani, 2025).

Heavy reliance on individual initiative is therefore insufficient for sustainable responsiveness. Gunawan et al. (2026) show that staff professionalism, adaptive leadership, institutional flexibility, innovation, digitalization, human-resource development, and regulatory support all influence an organization's capacity to respond to public needs. For Minahasa, the practical implication is to move beyond dependence on personal initiative and embed responsiveness in organizational standards and capabilities (Gunawan et al., 2026).

The comparative synthesis suggests that embedding responsiveness in operational standards and organizational routines could strengthen the two service contexts examined in Minahasa. This is a proposed direction for improvement, and its local suitability and effectiveness require empirical assessment.

One way to institutionalize responsiveness is through a structured complaint-handling system. At the Minahasa Land Office, the web-based system enables complaints to be tracked through a more structured handling process. D'Trust in Pinrang provides a more detailed model in which complaints are received through offline and online channels, recorded, classified, analyzed, and resolved according to the type of service involved. These examples suggest that responsive organizations require traceable processes, not merely rapid initial replies (Lukman et al., 2025).

Automation should also be approached with caution. A systematic review of e-government chatbots shows that technology can improve efficiency and accessibility. However, response quality still depends on accuracy, public trust, organizational readiness, ethical safeguards, and data governance. Quality-management studies likewise emphasize staffing capacity, compliance with standards, user orientation, and monitoring. For Minahasa, effective digital responsiveness therefore requires both fast, traceable systems and staff capable of handling complex cases with appropriate judgment and care (Firmandany et al., 2026).

Governance: The Basis of Consistent Service

Governance helps explain why access and responsiveness succeed in some settings and fail in others. Regulations, standard operating procedures, clear roles, coordination, supervision, and accountability reduce dependence on individual improvisation. LASAMBA illustrates the value of a clear legal basis and operating procedures, while the LINDA program shows that lacking formal reference documents can make evaluation difficult. Innovation governance also requires openness and collaboration; Walinegoro et al. (2023) note that LASAMBA is built on openness, shared responsibility, the use of field data, and regular coordination. Research on health-service governance similarly emphasizes interagency coordination, supervision, regulation, accountability, and responsiveness to community needs. For the two service contexts examined in Minahasa, this comparative evidence suggests embedding service innovation in institutional arrangements rather than treating it as a stand-alone technology project (Walinegoro et al., 2023).

In digital services, governance is closely connected to back-office capacity. Experience with SIERA shows that electronic systems work best when operators are disciplined, data are updated regularly, networks are reliable, training is provided, and supervision is active. SIMPEG demonstrates the benefits of data integration, efficiency, accuracy, and transparency while also revealing risks related to infrastructure, staff competence, user

accessibility, and budget constraints. The quality citizens experience at the front office therefore depends substantially on the back-office systems that support it. Openness and participation are also essential to good governance. Core principles include transparency, participation, accountability, responsiveness, effectiveness, and efficiency. Citizen participation in Musrenbang, in turn, contributes to transparency, accountability, budget efficiency, and more responsive policy. As a proposed improvement requiring local assessment in Minahasa, complaints, satisfaction surveys, consultation forums, and service evaluations can serve as mechanisms for organizational learning rather than procedural formalities (Sholihin, 2024).

Digital transformation connects accessibility, responsiveness, and governance. SI-MOLOSIPAT.W shows that speed, certainty, transparency, and empathy can improve simultaneously when infrastructure, staff capability, and organizational commitment reinforce one another. Conversely, e-government research shows that digital benefits weaken when human-resource readiness, infrastructure, literacy, response quality, or policy support is inadequate. Digitalization should therefore be treated as a governance instrument rather than as the ultimate goal. The three dimensions form a continuous sequence: accessibility determines whether citizens can enter the service system; responsiveness determines whether their needs are addressed quickly and accurately once they enter; and governance ensures that both access and response can be maintained consistently, transparently, securely, and sustainably. Evidence from Minahasa indicates that even capable staff can be constrained by queues, data errors, and inadequate digital channels. In contrast, digital complaint systems can improve both access and responsiveness when the underlying process is well structured (Rengkuan et al., 2025).

It is therefore more accurate to view digitalization as a governance tool rather than an end in itself. Although digital services can improve efficiency, transparency, accuracy, and speed, these benefits depend on infrastructure, digital literacy, organizational capacity, response quality, information protection, and the system's long-term sustainability. High-quality public services ultimately require inclusive access, institutional responsiveness, and governance structures that remain reliable over time (Abdussamad et al., 2025).

DISCUSSION

From Interaction Quality to System Quality

Findings from the two Minahasa studies suggest that constraints in population administration and land-related complaint handling may involve both system capacity and individual staff performance. These findings are specific to the service contexts examined and do not establish the prevalence or causes of such constraints across all public-service agencies in Minahasa Regency.

The review indicates that public service quality in Minahasa is better understood as a systemic issue than as a matter of individual behavior alone. At the Population and Civil Registration Office, competent staff and generally reliable procedures represent important strengths; however, long queues, process delays, data-entry errors, and limited digital channels continue to affect citizens' service experiences. As comparative evidence from outside Minahasa, Noviani's (2025) study in Tilatang Kamang District indicates that service quality may similarly depend on a small number of highly responsive individuals, which is difficult to sustain. Attention should therefore shift from personal responsiveness alone toward institutional responsiveness. The Minahasa Land Office complaint system and D'Trust illustrate how technology can support structured processes for logging, classifying,

monitoring, and resolving complaints. Technology, however, remains an enabler rather than a substitute for organizational capacity. Responsive services also depend on organizational culture, staff knowledge and skills, and rules that support consistent service quality (Perangin-angin & Tinambunan, 2025).

The Digitalization-Inclusion Paradox

Digital services can expand access while simultaneously widening the digital divide. They may benefit citizens who cannot visit an office because of distance or time constraints. Nevertheless, new barriers arise for those without suitable devices, reliable internet access, adequate digital literacy, or the ability to navigate digital systems because of age or other circumstances. Evidence from LINDA and other e-government initiatives shows that internet availability and users' capacity to use digital services are essential for meaningful digital engagement. Conversely, the evidence from Minahasa highlights the importance of ensuring that services remain accessible not only to digitally capable users but also to vulnerable and disadvantaged groups (Athaya & Arbain, 2025).

This implies that digitalization should not be pursued for its own sake. A multichannel model allows citizens to select the service channel that best fits their circumstances, while human assistance remains essential for those who need it. Support mechanisms within SI-MOLOSIPAT.W, LASAMBA's outreach activities, and WhatsApp use show that digital transformation can be combined with a human-centered approach and proactive service delivery (Hadijaya & Satiya, 2023).

Governance as an Enabling Condition

The review suggests that governance should be understood as an enabling condition rather than as a separate layer comparable to accessibility and responsiveness. Standardized procedures provide operational certainty; coordination helps teams resolve cross-cutting problems; back-office capacity ensures that necessary resources are available; routine monitoring supports quality control; and participation enables citizens to provide input that can guide improvement. Reliable access and service delivery are therefore achieved only when governance mechanisms function effectively in practice (Kartini et al., 2026).

The comparative synthesis suggests aligning front-office innovation with back-office reform as a potential direction for improving the two service contexts examined in Minahasa. Its suitability and effectiveness require empirical assessment in each setting.

Launching a new mobile application without redesigning underlying processes, integrating data, defining clear responsibilities, measuring service time, or conducting quality assurance may digitize existing administrative routines. As illustrated by SIMPEG and SI-MOLOSIPAT.W, successful digitalization requires skilled staff, adequate infrastructure, system integration, strong organizational commitment, and continuous evaluation and improvement (Kamal, 2025).

Contributions, Implications, and Limitations

The paper's primary theoretical contribution is an integrative framework that brings together three dimensions often discussed separately. First, accessibility concerns how far citizens can use a service. Second, responsiveness reflects how well an organization can address citizens' needs. Third, governance explains the institutional conditions that enable these two functions to operate effectively and consistently. This framework enables a more comprehensive assessment of service quality, from staff interactions and digital applications

to broader system capacity, while integrating user experience with institutional capability (Rengkuan et al., 2025).

At the policy level, the synthesis suggests five priorities for consideration in the two Minahasa service contexts, subject to local assessment rather than an evaluation of implementation across agencies: expanding multichannel services; establishing complaint-handling standards and procedures; strengthening back-office systems and processes; improving staff capabilities and internal oversight; and institutionalizing citizen engagement through complaint mechanisms, satisfaction surveys, and consultation forums. These directions are consistent with studies showing that service quality results from the combined contribution of technology, personnel, processes, coordination, and accountability (Kamal, 2025).

This study has several limitations. The reviewed articles were assembled manually for qualitative synthesis rather than through a comprehensive search of all available literature databases conducted according to PRISMA guidelines. A broader database-based search could identify a more comprehensive body of literature relevant to the topic. In addition, only two studies from Minahasa provided direct evidence, and they represented different sectors: population administration and land services. Consequently, comparative studies from other regions were used to explain possible mechanisms and patterns rather than to assume identical empirical conditions across every public-service office in Minahasa (Firmandany et al., 2026).

CONCLUSION

A close examination of the interactions among accessibility, responsiveness, and governance is essential to understanding the quality of public services in the two service contexts examined in Minahasa Regency: population administration and land-related complaint handling. Across these two contexts, the evidence points to generally reliable procedures and capable staff. At the same time, persistent challenges include queues, data-entry errors, limited digital channels, insufficient support for vulnerable users, and weaknesses in manual complaint handling as identified in the separate Minahasa Land Office study. In the land-service context examined, introducing a web-based complaint system shows that better-designed service systems can expand access, shorten response times, and improve the traceability of problem resolution (Rengkuan et al., 2025).

Future improvement should focus on strengthening systems rather than relying primarily on individual staff performance. Access should be available through both online and offline channels, supported by clear information, inclusive facilities, assistance tailored to different user groups, and proactive outreach. Institutional responsiveness should be reinforced through service-time standards, monitoring mechanisms, notification systems, integrated complaint handling, and systematic follow-up on user satisfaction. Governance should integrate standard operating procedures, interagency coordination, back-office capacity, supervision, human-resource development, transparency, accountability, and citizen participation within a coherent service system (Gunawan et al., 2026).

Ultimately, digitalization should support people-centered public services rather than become an end in itself. Drawing on two local studies and comparative evidence, an appropriate model for Minahasa provides multiple service channels, lets users choose based on their needs, embeds responsiveness in routine organizational processes, and positions governance as the foundation of consistent service delivery; its effectiveness remains to be evaluated empirically. This framework should be strengthened through additional direct

evidence from a wider range of regional offices and more robust measurement of user satisfaction to enable more rigorous empirical validation (Abdussamad et al., 2025).

This review's empirical scope is limited to the two service contexts examined in the Minahasa studies. Findings from other regions inform interpretation and potential improvements, but they do not establish local conditions or intervention effectiveness across public-service institutions in Minahasa Regency.

DECLARATION OF INTEREST

The corresponding author, on behalf of all authors, declares no conflict of interest related to the conduct, writing, or publication of this study.

ETHICAL CONSIDERATIONS

This study is a methodologically grounded structured qualitative literature review based entirely on publicly accessible materials and involved no direct data collection from human participants. Consequently, informed consent and ethical approval were not required.

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