



INTEGRATION OF DIGITAL GOVERNANCE VALUES FROM INDIA'S E-SEVA KENDRAS INTO INDONESIA'S PUBLIC SERVICE DELIVERY SYSTEM

Aberly wijaya¹, Nabila Salsabila², Marsa Novelya³, Rahmat Rafinzar⁴

Department of Public Administration, Faculty of Social and Political Sciences, Sriwijaya University^{1 2 3 4}

Article history:

Article Send: 01 November 2025

Revision Received: 12 November 2025

Article Received: 19 Desember 2025

Article Publish: 22 Desember 2025

digital literacy, the integration of the e-Seva system into Indonesia's MPP has great potential to improve the quality of public services, reduce bureaucracy, and increase public satisfaction.

Keyword : Digital Governance, Public Services, Public Administration

Abstract

This study examines the potential for integrating India's e-Seva Kendras into Public Service Malls (MPPs) in Indonesia to improve efficiency and transparency in public services. The digital technology used in the e-Seva system allows for reduced bureaucracy, reduced manual administration, and ease of access for the public. By implementing digital governance principles such as data integration and transparency, the system is expected to improve service quality and facilitate public access to various government and private services. In addition, this study highlights that implementing this system requires readiness from human resources (HR) and the community, including training in digital system management and increasing digital literacy so that technology can be utilized optimally. However, challenges remain in implementing this system, especially related to the readiness of HR and the community in adapting to technological changes. Although digitalization can improve efficiency and transparency, its successful implementation depends on ongoing training for employees and public understanding of information technology. By strengthening infrastructure and increasing

1. Introduction

In today's era, technological development is one of the main characteristics of the progress of human civilization. Technology has become a means to speed up and simplify many human tasks. Over time, technology has undergone significant transformations, starting from simple tools in prehistoric times to the emergence of technology. In the modern era, digital technology has developed into a very sophisticated system. Its role is no longer limited to a supporting tool, but has become integrated into various aspects of human life, such as in the fields of communication, education, health services, economic activities, and governance. Technology does not completely shape society, because basically technology itself is part of social structure. The way people use technology is greatly influenced by the social order and cultural values they adhere to (Castells, 2000). In context of community life, the use of technology has increased very rapidly, especially after the occurrence of global digitalization. Today's society is not only a passive user of technology, but also actively creates, modifies, and utilizes technology for various needs. Smartphones, the internet, social media, and digital applications have become part of daily routines that influence the way people work, learn, interact, and even think. Recent data shows that technology use in society is increasing. The Digital 2024 Report from We Are Social and Hootsuite notes that more than 70% of the world's population uses the internet, and more than 5 billion people actively use mobile devices. In Indonesia, digital technology use has also increased significantly across almost all levels of society and sectors. Technology use in both cities and villages is increasingly familiar with application-based services, for personal, social, and administrative needs. However, behind this progress, challenges remain in the form of a digital divide related to infrastructure access, economic capacity, and digital literacy. Therefore, it is important to understand that technology is not just a tool, but a

social medium that influences lifestyles, ways of thinking, and the structure of public services. According to Manuel Castells (2000), technology is not just a tool, but a social medium that shapes how people think, interact, and organize their lives. In an increasingly digitalized society, public services, education, and the economy are inseparable from digital technology. Therefore, it is crucial to continuously assess its impact and distribution to ensure that technology provides equitable benefits and does not deepen social disparities.

Technological advancements have had a significant impact on public services in Indonesia. Presidential Regulation Number 95 of 2018 concerning the Electronic-Based Government System (SPBE) aims to realize clean, effective, transparent, and accountable governance, as well as high-quality and reliable public services (Lampung Province Research and Development Agency, 2018). The effectiveness and quality of public services are directly influenced by digitalization and use of information technology. Of course, there are obstacles to its implementation, such as data security, the digital divide, and requirement for government employees to receive digitalization training. Digitalization of technology in service systems provides a shortcut to improving the service process provided by service providers (employees) to the public. The implementation of digital technology systems is now a crucial part of public service reform efforts in various countries, including Indonesia. By utilizing information and communication technology, the government strives to encourage the creation of more efficient, open, and accountable services. Through digitalization, various services can be accessed more quickly, practically, and without the need for direct contact, such as through online applications, e-government platforms, and digital-based population administration systems.

The utilization of digitalization and information and communication technology (ICT) in

Indonesia has created opportunities and strengths for the government as an innovative tool for civil service development through the implementation of an Electronic-Based Government System (SPBE), or e-Government. This is the implementation of government by utilizing digitalization and ICT to provide services to government agencies, civil servants, businesses, the public, and other relevant parties (Presidential Regulation Number 95 of 2018). The use of technology in society, particularly in the public service sector, makes administrative processes easier, faster, and more conducive. Technological transformation helps public experience satisfaction in meeting public needs. Through the Online Single Submission (OSS) system, the Indonesian government continues to encourage improvements in the quality of public services by continuously improving priority indicators. This effort aims to provide an objective basis for market players in assessing the ease of doing business in a country.

Digitalization has become a key indicator of a country's development. Digitalization encompasses more than just the use of technology in everyday life, but also reflects how governments, private sector, and communities adopt and utilize technology to improve efficiency, inclusion, and national competitiveness.

Two developing countries often compared in this context are Indonesia and India. Both boast high levels of human productivity, complex geographic challenges, and vast digital market potential. The pace of digitalization between India and Indonesia shows a striking difference. India appears more aggressive and systematic in building digital infrastructure, expanding technology-based financial inclusion, and creating a dynamic startup ecosystem. Meanwhile, Indonesia has also made progress, but still faces various challenges that hinder the equitable distribution and perception of digitalization nationally. Comparing these two

countries is interesting to examine to understand effective strategies for facing digital transformation in the modern era. Therefore, in facing the challenges and opportunities of the digital era, Indonesia needs to take more targeted and sustainable strategic steps. Although Indonesia and India are both committed to digital transformation, their rates of development differ. India is moving more quickly and aggressively through programs such as Digital India and the UPI payment system, which strengthen financial inclusion and equitable distribution of technology infrastructure. Meanwhile, Indonesia still faces challenges, particularly in ensuring equitable digital access in remote areas. To catch up, the Indonesian government needs to accelerate digital infrastructure development and strengthen collaboration with the private sector and education to build an inclusive and innovative digital ecosystem. By learning from India's best practices, Indonesia has a significant opportunity to deepen digitalization and make it a key driver of economic growth, quality public services, and increased global competitiveness. A shared commitment from all elements of the nation is essential to realizing Indonesia's vision of becoming a superior and competitive digital nation.

2. Literature Review

In the realm of public services, Indonesia's Public Service Mall (MPP) is an integrated innovation that brings together various types of services from government and non-government agencies in one physical location to facilitate public access. The various services available include processing population documents, business permits, taxation, and services from state-owned enterprises (BUMN) and the private sector. These services generally still involve direct contact between citizens and officers, despite being increasingly supported by digital systems. On the other hand, e-Seva Kendras in India offer a more digitalized and decentralized service system through a single online platform, allowing citizens to access

various services quickly, efficiently, and transparently, including those in remote areas. e-Seva implements digital governance principles such as data integration, transparency, ease of access, and accountability, making it an ideal example for reforming public service systems in developing countries. Based on this, this study aims to examine the extent to which the implementation of digital service values from e-Seva Kendras can contribute to improving service quality in Indonesian Public Service Malls, both in terms of process efficiency, public satisfaction, and governance transparency.

3. Methodology

This study adopted a library research approach to explore and analyze relevant literature related to the integration of e-Seva Kendras into Public Service Malls (MPPs) in Indonesia, as well as its impact on the efficiency and transparency of public services. This method utilized secondary sources including books, scientific journals, research reports, articles, and official documents related to the digitalization of public services and the implementation of e-governance systems.

4. Results and Discussion

In an effort to improve the quality of public services in the digital era, various countries have begun developing more efficient, transparent, and accessible service systems. Two prominent models in this regard are e-Seva Kendras in India and Public Service Malls (MPPs) in Indonesia. e-Seva Kendras are integrated online digital service centers, enabling the public to access hundreds of government services through a single electronic platform, without having to visit relevant agency offices in person. This system prioritizes public service governance values such as efficiency, accountability, transparency, and affordability, and is capable of reaching remote areas through a digital decentralized approach. On the other hand, MPPs in Indonesia promote the concept of integrated services within a single physical

building, bringing together various government and private agencies in one location to facilitate public access. Services at MPPs include population administration, business licensing, taxation, immigration services, and even banking and BPJS services, some of which still rely on face-to-face interactions and have not yet been fully digitized. From a public service perspective, the fundamental difference between the two lies in their systems approach: e-Seva focuses on comprehensive digitalization with online-based services, while MPP still relies on physical presence despite beginning to adopt information technology. Therefore, it is important to examine the extent to which the digital governance values of the e-Seva system can be integrated into the MPP system to drive improvements in the quality of public services in Indonesia, particularly in terms of process efficiency, ease of access, public satisfaction, and transparency in service management.

India's e-Seva Kendras system has the key advantage of streamlining complex administrative processes through a centralized digital platform that integrates various government services. This simplified administrative process simplifies the system. By relying on an online system, e-Seva accesses services used by the public, expediting the service process, and reducing physical contact with officers. The system also supports data interoperability between agencies, reaching rural areas, and increasing transparency and accountability. Its reliance on digital technology makes services more efficient, time-saving, and responsive to public needs. On the other hand, Indonesia has a service center, the Public Service Mall (MPP), designed to provide easy access for people needing administrative and public services. The MPP integrates various government and private services in one physical location, allowing the public to manage various documents and services, such as population administration, business permits, banking, and healthcare, all in one place. This system combines digital

technology with direct interaction, where some services are already accessible online, but still requires physical presence of the public for certain processes, such as identity verification or document retrieval. MPPs aim to reduce bureaucratic red tape and simplify procedures by providing digital queues and faster processing, thereby increasing efficiency and convenience for the public. The difference between Public Service Malls (MPPs) in Indonesia and e-Seva Kendras in India lies in the service delivery approach. MPPs combine digital and in-person services in one physical location, requiring in-person attendance for some services, although some are already digital. In contrast, e-Seva Kendras are entirely digital, enabling access to services without physical attendance, even in remote areas. Processes in e-Seva are faster and more automated, while MPPs still rely on physical interaction and manual verification, although transparency is provided through digital queues. To improve the integration of public service management, the implementation of a system like that implemented by e-Seva Kendras in India can significantly contribute to reducing administrative costs in Indonesian Public Service Malls (MPPs).

One of the main advantages of e-Seva is its ability to reduce manual administrative processes, which are often time-consuming and rely on physical interaction between officers and the public. By adopting a centralized digital platform, e-Seva allows the public to access various services directly and efficiently, without having to go through lengthy procedures involving manual document verification. As explained by Patel and Shah (2017), e-Seva has successfully "optimized public service management by automating administrative processes, which in turn accelerates service delivery times and reduces the administrative burden on both the government and the public" (Patel & Shah, 2017). Furthermore, this system also ensures data interoperability between agencies, enabling automated and more accurate data processing,

reducing reliance on error-prone manual processes. Reddy (2018) states that "e-Seva has made a significant contribution to reducing excessive bureaucracy, increasing transparency, and facilitating public access to services" (Reddy, 2018). By adopting key principles of e-Seva, such as an integrated digital platform and automated data management, MPP can accelerate service delivery, increase efficiency, and enhance the quality and transparency of public service management.

The integration of e-Seva Kendras' values into Public Service Malls (MPPs) has significant positive implications for increasing the efficiency and transparency of public services. One of the key values of e-Seva is the digitization of administrative processes, enabling citizens to access services more quickly, easily, and efficiently. This not only minimizes reliance on often time-consuming manual procedures but also increases accuracy and transparency in data processing. As Patel and Shah (2017) explain, e-Seva "optimizes public service management by automating administrative processes, which in turn accelerates service delivery times and reduces the administrative burden on both the government and the public" (Patel & Shah, 2017). By integrating these principles, MPPs can improve service quality, reduce bureaucracy, and facilitate public access to services.

However, implementing an e-Seva system within MPPs requires thorough preparation from both human resources (HR) and the public. E-government HR must possess the skills to manage sophisticated digital platforms and understand digitalization processes for the system to run effectively. This requires intensive and ongoing training. Furthermore, community readiness to accept this system is also crucial, particularly regarding digital literacy. Research by Suwandi and Setiawan (2020) states that "community readiness to accept digital systems is highly dependent on their level of understanding and skills in using information technology" (Suwandi

& Setiawan, 2020). Therefore, a comprehensive approach is needed, including community training and improving digital literacy so that this digital system can be accepted and utilized optimally.

5. Conclusion

This research reveals that the implementation of the e-Seva Kendras system in Indonesia's Public Service Malls (MPP) can have a positive impact on the efficiency and transparency of public services. By implementing digitalization concepts, such as reducing manual administrative procedures, data integration, and ease of access, e-Seva enables faster services and reduces unnecessary bureaucracy. This makes it easier for the public to access various government and private services without going through complicated processes. Furthermore, this system also ensures more accurate, efficient, and transparent services, which in turn has the potential to increase public satisfaction.

However, implementing this system requires thorough preparation from both Human Resources (HR) and the public itself. Human resources involved in e-government must be provided with adequate training to manage digital systems, while the public needs to improve their digital literacy to optimally utilize these systems. The public's readiness to embrace technological change depends heavily on their understanding and willingness to adapt. Therefore, in addition to expanding infrastructure and strengthening systems, successful implementation requires a holistic approach, such as ongoing training for employees and improving digital literacy among the public.

References

Balitbangda Provinsi Lampung. (2018). Peraturan Presiden Nomor 95 Tahun 2018 tentang Sistem Pemerintahan Berbasis Elektronik (SPBE). Balitbangda Provinsi Lampung.

Castells, M. (2000). *The rise of the network society* (2nd ed.). Blackwell Publishers.

Patel, P., & Shah, R. (2017). E-Seva: Digital transformation in public service delivery. *Journal of Public Administration Research and Theory*, 27(3), 409-423.

<https://doi.org/10.1093/jopart/mux 023>

Peraturan Presiden Republik Indonesia No. 95 Tahun 2018. (2018). Sistem Pemerintahan Berbasis Elektronik (SPBE). <https://www.setneg.go.id/>

Reddy, K. (2018). *Impact of e-Seva on administrative efficiency in India*. Government Press.

Suwandi, H., & Setiawan, A. (2020).

Kesiapan masyarakat dalam mengadopsi teknologi digital dalam pelayanan publik. *Jurnal Ilmu Pemerintahan*, 15(2), 145-

162. <https://doi.org/10.22146/jip.v15i2.3>

854

We Are Social & Hootsuite. (2024).

Laporan Digital 2024: Tren digital, media sosial, dan mobile global. We Are Social. <https://wearesocial.com/digital-2>

