

Digital Transformation of Public Services as an Instrument for Enforcing the Principles of Transparent and Accountable Governance: A Study on the DPMPTSP of Kendal Regency

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Abstract

Digital transformation in public services is a strategic step in enhancing the effectiveness, efficiency, and transparency of bureaucracy. This study employs a qualitative approach with an empirical juridical method to analyze the public service innovations implemented by the Investment and One-Stop Integrated Service Agency (DPMPTSP) of Kendal Regency in supporting good governance. Data were collected through interviews with DPMPTSP staff, direct observations of digital services, and an analysis of policy documents related to public service innovation. The findings indicate that various digital-based innovations, such as public service websites, geospatial information systems, business partnership platforms, and Self-Service Printing Kiosks (ACM), have positively impacted accessibility, streamlined licensing procedures, and strengthened



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bureaucratic accountability. However, the study also identifies challenges in system integration and human resource readiness in managing the implemented technology. Therefore, strengthening digital infrastructure, enhancing human resource capabilities, and optimizing service evaluation mechanisms are necessary to ensure the sustainability of these innovations and their alignment with good governance principles.

KEYWORDS *Public service innovation, digital transformation, good governance*

I. Introduction

Public service is a key aspect of good governance. Effective, efficient, and transparent service quality not only reflects government performance but also serves as a crucial factor in fostering social stability¹, driving economic growth², and enhancing regional competitiveness³. In the era of rapid digitalization and globalization, innovation in public services has become a necessity for local governments to adapt to changing times and meet the increasingly complex and dynamic demands of society.

Despite various reforms, public services in Indonesia still face challenges. Several indicators show that the quality of national public services lags behind that of developed countries. According to data from *The Global Economy* in 2024, Indonesia ranked 64th out of 176 countries in terms of public service quality⁴. This aligns with the 2024 evaluation by the Ombudsman of the Republic of Indonesia, which indicated that most ministries and institutions still fall within the medium compliance category regarding public service standards⁵, with only a small portion achieving high compliance levels.

¹ Schapiro et al., "The Effects of Rental Assistance on Housing Stability, Quality, Autonomy, and Affordability."

² Le et al., "Foreign Direct Investment, Total Factor Productivity, and Economic Growth: Evidence in Middle-Income Countries."

³ Patrizzii and Resce, *Public Sector Contribution To Competitiveness*.

⁴ Marrisca and Prastyawan, "ANALISIS PENGELOLAAN LAYANAN PENGADUAN DALAM MENINGKATKAN PELAYANAN PUBLIK (STUDI PADA SP4N- LAPOR! DINAS KOMUNIKASI DAN INFORMATIKA ANALYSIS OF COMPLAINT SERVICE MANAGEMENT IN IMPROVING PUBLIC SERVICES (STUDY AT SP4N-LAPOR! GRESIK REGENCY COMMUNICATI."

⁵ Kurniasih, "Inovasi Pelayanan Publik Melalui Teknologi Digitalisasi Di Kabupaten Banyumas."

As a step toward improving public service quality, the government has developed the *Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu* (DPMPTSP), or One-Stop Integrated Investment and Licensing Service, as an effort to simplify bureaucratic procedures⁶, enhance transparency⁷, and expedite licensing and investment processes⁸. Kendal Regency has been notably progressive in implementing public service innovations, marked by the establishment of the *Mal Pelayanan Publik* (MPP) or Public Service Mall, inaugurated on June 2, 2021. The presence of MPP Kendal aims to provide more accessible services to the public, attract investments, and improve ease of doing business for micro, small, and medium enterprises (MSMEs).

Kendal Regency holds a strategic position on the national investment map. Since August 17, 2023, it has been recognized as the best Special Economic Zone (SEZ) in Indonesia among 25 other SEZs. Additionally, Kendal Regency has received an award from the Ministry of Industry of the Republic of Indonesia as the first region to successfully optimize the use of designated industrial zones. These achievements demonstrate that the effectiveness of licensing and investment services at DPMPTSP Kendal is positively correlated with regional economic growth⁹. They also highlight the region's potential as an attractive destination for national and international investors.

However, despite efforts to innovate public services in Kendal, several challenges remain in implementing service transformation at DPMPTSP Kendal Regency. One of the main challenges is the incomplete integration of digital service systems in administrative licensing processes and other services¹⁰. Some administrative and service processes still rely

⁶ Assegaf, Juliani, and Sa'adah, "Pelaksanaan Online Single Submission (Oss) Dalam Rangka Percepatan Perizinan Berusaha Di Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu (Dpmptsp) Jawa Tengah."

⁷ Syamsuddin, Muhammad Nur, Mas'ud, "Strategi Manajerial Dalam Meningkatkan Efektivitas Pelayanan Perizinan Dengan Sistem Online Single Submission Pada Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu Kota Bima."

⁸ Ardiyansah, "PEMANFAATAN E-GOVERNMENT BERBASIS WEBSITE DALAM UPAYA PENINGKATAN KUALITAS PELAYANAN PUBLIK (STUDI KASUS PELAYANAN PERIZINAN DI DINAS PENANAMAN MODAL DAN PELAYANAN TERPADU SATU PINTU (DPMPTSP) KOTA SEMARANG)."

⁹ RP Widiyastomo and MH Novian, "Implementasi Reformasi Birokrasi Dan Peningkatan Penanaman Modal Di Kota Semarang."

¹⁰ Wuryan Andayani et al., "Penguatan Good Governance: Pengalaman Penerapan Electronic Government Pemerintah Daerah Di Indonesia."

on non-digital methods. Furthermore, the limited human resources available to manage technology-based services pose an obstacle to public service transformation ¹¹. Therefore, improving human resource quality is a crucial priority in enhancing public service standards.

Beyond internal factors, the dynamic changes in tenants at the Public Service Mall also impact service effectiveness. The frequent turnover of service-providing institutions has the potential to cause instability in public service operations. Additionally, increasing public demands for a more integrated and transparent bureaucracy indicate that current innovations have yet to fully meet public expectations. Ensuring information transparency and service accessibility remains a key concern in achieving more accountable and participatory public services ¹².

Based on this background, this article presents research findings aimed at analyzing the transformation of public service innovations at DPMPTSP Kendal Regency from the perspective of good governance. The primary focus of the study is to evaluate the extent to which the implemented innovations have improved service efficiency, promoted transparency, and accelerated the licensing and investment process in the region. Using a comprehensive approach, this research seeks to identify key challenges in implementing innovations while offering strategic recommendations that local governments can use to enhance public service quality in the future.

As both an academic and practical contribution, this study is expected not only to enrich the literature in the field of public administration but also to serve as a reference for policymakers in designing innovation-based service improvement strategies at the regional level. Thus, the findings of this research can contribute to establishing more efficient, transparent governance that is focused on public satisfaction and enhancing investment competitiveness in Kendal Regency.

This study employs a qualitative approach using an empirical juridical method to examine the implementation of public service regulations and

¹¹ Natika, "Transformasi Pelayanan Publik Di Era Digital: Menuju Pelayanan Masa Depan Yang Lebih Baik."

¹² Lourenço, "An Analysis of Open Government Portals: A Perspective of Transparency for Accountability."

the effectiveness of innovations at DPMPTSP Kendal Regency. This approach not only analyzes the normative legal aspects but also assesses field practices through interactions with stakeholders¹³. The empirical juridical research type is applied by viewing law as both written norms and a social phenomenon¹⁴. This study evaluates the impact of regulation implementation on service effectiveness, bureaucratic transparency, and investment facilitation. The research location is DPMPTSP Kendal Regency, as it serves as the central hub for licensing and investment services. The data used includes primary data from interviews with community and DPMPTSP staff, secondary data such as official documents like *Law No. 25 of 2009* and performance reports, as well as tertiary data from articles and online publications related to public service innovation.

Data collection was conducted using several key techniques: interviews, observations, and documentation. Interviews were conducted with employees responsible for implementing public service innovations to gain their perspectives on policy effectiveness and challenges encountered. Direct observations were carried out at the *Mal Pelayanan Publik* (MPP) Kendal to understand how the digital system is implemented and how the public responds to the services provided. Additionally, documentation was used as a data collection technique by gathering various documents related to public service policies, performance evaluations, and previous public satisfaction surveys.

The collected data was analyzed using a qualitative descriptive method through several stages: data reduction, data presentation, and conclusion drawing¹⁵. The first stage, data reduction, involved selecting and filtering the most relevant information from interviews, observations, and documentation. After classification, the data was presented in a narrative form to illustrate the actual conditions of public service innovation implementation. In the final stage, conclusions were drawn based on the analysis results to answer the research questions and provide

¹³ Tan and Zahdjuki, "The Compliance of Limited Liability Companies to Conduct Annual General Meeting of Shareholders."

¹⁴ Dino, "Violence against Women and Femicide: An Analysis on the Murders of Foreign Women in Italy."

¹⁵ Assarroudi et al., "Directed Qualitative Content Analysis: The Description and Elaboration of Its Underpinning Methods and Data Analysis Process."

recommendations for improving public service quality at DPMPTSP Kendal.

To ensure data validity, this study applied triangulation techniques in sources, methods, and theories¹⁶. First, source triangulation was conducted by comparing information from interviews, official documents, and observation results to obtain a more comprehensive understanding. Second, method triangulation was applied by comparing findings from interviews, observations, and documentation to test data consistency. Third, theory triangulation was used by referring to various theories related to good governance and public service innovation to ensure that the analysis conducted is academically well-founded.

II. The various innovations by DPMPTSP Kendal Public Service Digitalization Through Website

DPMPTSP Kendal Regency has implemented digital innovation by developing an official website that provides various administrative services and investment-related information. Before digitalization, public services were still conventional, requiring citizens to visit the office in person to handle licensing and administrative matters. This led to long queues, extended service times, and potential delays in document processing. Conventional public services often caused technical issues in the field, preventing optimal service delivery¹⁷.

Through the DPMPTSP Kendal public service website, citizens can now access various services quickly, easily, and flexibly, including permit applications, status checks, complaints, and public satisfaction surveys. This innovation enhances bureaucratic transparency by allowing the public to obtain clearer information about the licensing process and procedures. Additionally, the availability of a digital communication channel through the website strengthens accountability, as every

¹⁶ Natow, "The Use of Triangulation in Qualitative Studies Employing Elite Interviews."

¹⁷ Kurniawan and Wijarnako, "Implementasi Proyek Penguatan Profil Pelajar Pancasila Dalam Menumbuhkan Motivasi Kewirausahaan Pada Siswa Kelas VII SMP N 1 Kalikajar."

application can be monitored in real-time by the applicant. The existence of this public service website ensures that transparency and accountability aspects are realized in supporting good governance ¹⁸.

This digital transformation has also had a positive impact on service effectiveness and efficiency ¹⁹. This is evident from the results of public satisfaction surveys, which showed an increase in satisfaction levels from 83.58% (categorized as good) in the initial survey to 94.4% (categorized as excellent) in the subsequent survey period. With this digital innovation, citizens no longer need to visit the DPMPTSP office to access services, saving time and transportation costs. From the government's perspective, digitalization enables a more structured service system and minimizes administrative errors. Thus, this innovation supports the realization of a more responsive and citizen-oriented governance system.

Kendal Regency Potential Map

The development of a digital-based potential map is a strategic step in enhancing information accessibility for investors and the public ²⁰. DPMPTSP Kendal has created the Kendal Regency Potential Map, a digital system that provides comprehensive information on territorial boundaries, public facilities, infrastructure, and key economic sectors that can be utilized for investment development and regional policy-making. Previously, information regarding regional potential was only available through printed documents or required a lengthy bureaucratic process to obtain. This often became an obstacle for investors seeking quick and accurate regional data. With the introduction of the online-accessible Potential Map, investors and the public can now easily obtain the necessary data to analyze investment opportunities.

Additionally, this Potential Map also aids local governments in more data-driven strategic planning ²¹. Through an integrated system,

¹⁸ Lee-Geiller and Lee, "Using Government Websites to Enhance Democratic E-Governance: A Conceptual Model for Evaluation."

¹⁹ Chen, Jaw, and Wu, "Effect of Digital Transformation on Organisational Performance of SMEs: Evidence from the Taiwanese Textile Industry's Web Portal."

²⁰ Farizi et al., "BESAR DEVELOPMENT OF A GEOGRAPHIC INFORMATION SYSTEM (GIS) FOR MAPPING TOURISM POTENTIAL IN ACEH BESAR DISTRICT."

²¹ Bagye, Haqiqi, and Ashari, "Sistem Informasi Geografis Persebaran Masyarakat Miskin (Damaskin) Di Desa Monggas Berbasis Web."

decision-making regarding resource allocation and economic sector development can be carried out more effectively. This innovation also reflects good governance principles, particularly in terms of transparency and public information accessibility.

GIS TARU (Geographic Information System for Spatial Planning)

To enhance the effectiveness of spatial planning management, DPMPTSP Kendal Regency has adopted GIS TARU, a digital-based geospatial information system. This system allows the public and investors to access spatial planning information for Kendal Regency online, including industrial zones, residential areas, and conservation regions. With GIS TARU, investment planning becomes more structured and targeted, as investors can directly view designated zones for various business purposes ²². Previously, spatial planning information was only available in printed documents, making it difficult to access. This system helps accelerate the licensing process by providing clearer land-use information, thereby minimizing potential future land-use conflicts.

From a good governance perspective, GIS TARU contributes to improving efficiency and transparency in regional management. The system also enhances government accountability by ensuring that land use complies with applicable regulations. As a result, this innovation benefits not only the government and investors but also the public, who need spatial planning information for development purposes ²³.

SI MITRA HARUM (Business Partnership Information System)

DPMPTSP Kendal has also developed SI MITRA HARUM, a digital platform designed to connect large businesses with MSMEs (Micro, Small, and Medium Enterprises) in Kendal Regency. This innovation aims to enhance economic collaboration between various business sectors, fostering a more inclusive and competitive business ecosystem. Previously, MSMEs often faced difficulties in establishing partnerships with large

²² Lü et al., "Reflections and Speculations on the Progress in Geographic Information Systems (GIS): A Geographic Perspective."

²³ Irawan et al., "Geographical Information System Mapping For Potential Local Coastal Marine Case Study: Coastal Region Along The North Coast Java."

companies due to limited access to partnership opportunities ²⁴. With SI MITRA HARUM, MSMEs can now view available companies for collaboration and access information about partnership requirements and specifications.

This system is also designed to increase transparency in business partnership opportunities, as all relevant information is publicly accessible. As a result, SI MITRA HARUM helps create a fairer and more competitive investment climate, aligning with good governance principles that emphasize participation and equal access to economic resources.

Anjungan Cetak Mandiri (ACM) – Self-Service Printing Kiosk

As part of bureaucratic reform in licensing services, DPMPTSP Kendal has introduced Anjungan Cetak Mandiri (ACM), a self-service printing kiosk that allows the public to print their licensing documents independently without having to queue at service offices. This innovation aims to streamline the licensing process and reduce direct interactions, which often cause delays in service delivery. Through ACM, the public can apply for licenses online, receive a verification code, and print their documents automatically at self-service kiosks available at strategic locations. Some of the documents that can be printed via ACM include identity cards (KTP), home industry business permits, research permits, and route supervision cards

The presence of ACM helps reduce bureaucratic bottlenecks that have long been an obstacle in licensing procedures ²⁵. With a faster and more efficient process, this innovation supports the principles of effectiveness and legal certainty, which are fundamental aspects of good governance. Moreover, by ensuring that all services can be accessed within a maximum of 7 working days, ACM strengthens accountability in the delivery of public services

In realizing various digital innovations, DPMPTSP Kendal has implicitly strengthened the legal foundations of public services based on principles of good governance, legal certainty, and public accountability,

²⁴ Nur Aini, Santoso, and Nury Khirdany, "Pengembangan Umkm Kuliner Di Era Digital: Peran Inovasi Dan Jaringan Bisnis Di Kota Sampang."

²⁵ Dewi and Oktariyanda, "Analisis Penerapan Electronic Government Melalui Mesin Anjungan Dukcapil Mandiri (Adm) (Studi Kasus Pada Mal Pelayanan Publik Kabupaten Magetan)."

as emphasized by several legal experts. According to Satjipto Rahardjo (1996), the law must be responsive and adaptable to the needs of society, including in the context of public services. The digitization initiatives, such as the development of a public service website, Potential Map, GIS TARU, SI MITRA HARUM, and ACM kiosks, reflect a progressive legal approach that prioritizes citizen interests and improves service effectiveness.

From the perspective of administrative law, Philipus M. Hadjon argues that the right to good service is part of the basic rights of citizens that the government must fulfill ²⁶. The innovations carried out by DPMPTSP Kendal meet this requirement by ensuring that public services are easily accessible, transparent, fast, and legally accountable. For instance, the Public Service Website and ACM ensure that licensing procedures are no longer burdened by complicated bureaucracy, thereby implementing the principle of legal certainty as mandated by the Law Number 25 of 2009 on Public Services.

Furthermore, the innovations align with the principle of transparency and accountability as mandated by Law Number 14 of 2008 concerning Public Information Disclosure (UU KIP). By providing open access to licensing status, investment opportunities, spatial information, and business partnerships through digital platforms, DPMPTSP Kendal ensures that citizens and investors have the legal right to obtain accurate and timely information.

In the spatial planning context, the GIS TARU system also embodies compliance with Law Number 26 of 2007 concerning Spatial Planning, which mandates the availability of spatial information for public access. By facilitating online access to land use and zoning information, DPMPTSP Kendal strengthens public rights to spatial justice and prevents future land disputes.

Regarding economic partnership facilitation through SI MITRA HARUM, the system supports the principle of non-discrimination and fairness in economic activities, resonating with the spirit of Law Number 20 of 2008 concerning Micro, Small, and Medium Enterprises. By

²⁶ Chandranegara and Satispi, "Constitutional and Administrative Law Aspect on Public Services Power of Authority and Legality Principles."

providing MSMEs with equal partnership opportunities with large businesses, DPMPTSP Kendal fosters a more inclusive and competitive local economy.

Thus, all these innovations show that DPMPTSP Kendal not only advances service quality but also complies with and implements key legal principles, ensuring that technological developments are firmly rooted in a responsive, accountable, and transparent legal framework.

III. Implications for Good Governance

The various innovations implemented by DPMPTSP Kendal Regency demonstrate the local government's strong commitment to realizing a modern, transparent, and responsive public service. The adoption of technology in public services through initiatives such as the digitalization of the website, Geospatial Information System (GIS TARU), business partnership platform (SI MITRA HARUM), and the simplification of licensing procedures through Anjungan Cetak Mandiri (ACM) has had a tangible impact on improving bureaucratic efficiency and accelerating service delivery. These innovations make access to information easier, speed up administrative processes, and promote a more open interaction between the government and the public.

In the context of good governance, these innovations reflect the implementation of several core principles that form the foundation of effective governance. These principles include transparency, efficiency and effectiveness, accountability, and public participation. Each of these principles plays an essential role in improving the quality of public services and ensuring that services are provided in line with the needs of the community and the standards of good governance.

Transparency: Open Information in Public Services

The various innovations implemented by DPMPTSP Kendal Regency demonstrate the local government's strong commitment to realizing a modern, transparent, and responsive public service ²⁷. The

²⁷ Auditya, Husaini, and Lismawati, "Analisis Pengaruh Akuntabilitas Dan Transparansi Pengelolaan Keuangan Daerah Terhadap Kinerja Pemerintah Daerah."

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Efficiency and Effectiveness: Enhancing Public Service Performance

Efficiency and effectiveness are key indicators of good governance, emphasizing the optimization of resource utilization to achieve maximum results. Through digital innovations, the DPMPTSP of Kendal Regency has successfully reduced complex bureaucracy and accelerated public service processes. Before digitalization, citizens had to visit the DPMPTSP office in person to handle various licensing matters, which often took a long time and resulted in long queues. However, with the introduction of the Self-Printing Kiosk (ACM) and SI MITRA HARUM, many processes can now be completed online, and the results can be printed immediately without the need for a physical office visit. This innovation not only saves time for the public but also enhances the productivity of DPMPTSP employees by reducing repetitive administrative burdens.

Effectiveness is also evident in the Regional Potential Map system, which allows investors to obtain data on the region's economic conditions and infrastructure without the need for direct field surveys. With more

²⁸ Levin and Hopkins, "Creating a Patient Complaint Capture and Resolution Process to Incorporate Best Practices for Patient-Centered Representation."

accurate and easily accessible information, investment decision-making can be carried out more quickly and based on strong data²⁹. Thus, these innovations not only improve the effectiveness of public services but also contribute to regional economic growth.

Accountability: Public Oversight of Government Performance

Accountability in good governance requires that every policy and service provided by the government be justified and accountable to the public. The DPMPTSP of Kendal Regency has implemented various oversight mechanisms that allow the public to monitor and assess the performance of public services transparently. One of the key innovations in strengthening accountability is the Public Satisfaction Survey (SKM), which is conducted regularly to measure satisfaction levels with DPMPTSP services. The survey results are accessible to the public, enabling them to evaluate whether the services provided meet their expectations. Additionally, the availability of an online permit status tracking feature provides legal certainty for citizens by ensuring that every application is processed according to established procedures and standards. This demonstrates that digital public service transformation effectively upholds the principle of accountability³⁰.

The existence of this digital system also ensures that every decision or policy made by the DPMPTSP can be traced and evaluated clearly. If errors or irregularities occur in service delivery, the government is obliged to provide transparent explanations and solutions to the public. Thus, the principle of accountability not only strengthens public trust in the government but also helps prevent corruption and abuse of power in public services.

Public Participation: Enhancing the Role of Citizens in Decision-Making

Good governance not only requires the government to provide quality services but also ensures that the public plays an active role in

²⁹ Sulistyawati, "Decoding Big Data : Mengubah Data Menjadi Keunggulan Kompetitif Dalam Pengambilan Keputusan Bisnis Abstrak."

³⁰ Ashari and Sallu, "Digitalisasi Kualitas Pelayanan Publik Di Dinas Kependudukan Dan Pencatatan Sipil."

decision-making processes. Public participation is a crucial aspect that allows citizens to be involved in the planning, implementation, and evaluation of public policies³¹. The DPMPTSP of Kendal Regency has created avenues for public participation through various mechanisms, one of which is an online complaint channel that enables citizens to submit feedback and suggestions directly. Additionally, public consultation forums and dialogues with business actors ensure that every policy made by the local government considers the needs and aspirations of the community.

Through the SI MITRA HARUM application, small and medium enterprises (SMEs) have greater opportunities to establish partnerships with larger companies and gain broader market access. With a transparent, data-driven system, SMEs can more easily identify business opportunities that align with their needs. This reflects the principles of equality and inclusivity in good governance, where every community group has the same opportunity to participate in regional economic development.

Furthermore, increased public participation is evident in the use of the Regional Potential Map, where citizens can provide input and information regarding environmental conditions and untapped regional potential. By fostering two-way interaction between the government and the public, the public service system can continuously be improved and adapted to meet real needs in the field.

The digital innovations by DPMPTSP Kendal Regency have significantly strengthened the principles of good governance from a legal standpoint. Through initiatives like the service website, GIS TARU, SI MITRA HARUM, and ACM kiosks, the government promotes **transparency** as mandated by Law No. 14/2008 on Public Information Disclosure, ensuring citizens' right to access public information.

These innovations also enhance efficiency and effectiveness, aligning with Law No. 25/2009 on Public Services, by simplifying bureaucratic processes and reducing service delivery times. Accountability is reinforced through mechanisms such as public satisfaction surveys and

³¹ Schroeter et al., "Testing the Value of Public Participation in Germany: Theory, Operationalization and a Case Study on the Evaluation of Participation."

online permit tracking, enabling public oversight in accordance with administrative law principles.

Furthermore, public participation is expanded via online complaint channels and business partnership platforms, reflecting constitutional mandates for inclusive governance. Legal scholars such as Satjipto Rahardjo and Jimly Asshiddiqie emphasize that good governance must be participatory, transparent, and accountable — all of which are embodied in Kendal's digital innovations.

IV. Conclusion

The digital innovations implemented by the DPMPTSP of Kendal Regency, such as the public service website, GIS TARU, the Regional Potential Map, SI MITRA HARUM, and the Self-Service Printing Kiosk (ACM), have accelerated public services, expanded access to information, increased bureaucratic efficiency, and strengthened the principles of transparency, accountability, effectiveness, and public participation. From a legal perspective, these innovations not only reinforce the application of good governance principles but also demonstrate compliance with national legal regulations, such as the Public Information Disclosure Act and the Public Services Act, while embodying the concept of a responsive and democratic rule of law as emphasized by administrative law experts. Thus, the digital transformation at DPMPTSP Kendal not only modernizes public service delivery but also strengthens the legal foundation for transparent, effective, and participatory governance.

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