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# The Effect Of Information Technology Use And Public Participation On Public Service Performance With Public Satisfaction As An Intervening Variable

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**ABSTRACT**

The development of information technology has driven transformation in various sectors, including the public service sector. The government is required to be able to utilize information technology to improve the quality of services that are more effective, efficient, transparent, and accountable. In addition, public participation is also a crucial factor in supporting the success of public service delivery because the public not only plays a role as a recipient of services, but also as a party that can provide input, supervision, and evaluation of the services provided. The level of success of public services can be measured through public satisfaction, which reflects the extent to which the services provided are able to meet the expectations and needs of the community. Therefore, this study aims to analyze the influence of information technology utilization and public participation on public service performance, with public satisfaction as an intervening variable.

This study employed a quantitative approach with a survey method. Data were obtained through questionnaires distributed to 150 respondents from the Indragiri Hilir Village community who had used information technology-based public services. The sampling technique used was purposive sampling. Data analysis was performed using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method with the assistance of SmartPLS 4 software to test direct and indirect relationships between research variables.

The results of the study indicate that the use of information technology has a positive and significant effect on public satisfaction and public service performance.



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Public participation has also been shown to have a positive and significant effect on both public satisfaction and public service performance. Furthermore, public satisfaction has a positive and significant effect on public service performance. The results of the mediation test indicate that public satisfaction is able to mediate the influence of information technology use and public participation on public service performance. This finding indicates that optimizing information technology supported by active public participation can increase public satisfaction and encourage the creation of better public service performance. This study implies that the government needs to continue to develop information technology-based service innovations and expand the space for public participation to realize quality, responsive, and community-oriented public services.

Keywords: **Utilization of Information Technology, Public Participation, Public Satisfaction, Public Service Performance**

## INTRODUCTION

The development of information technology in the digital era has brought significant changes to various aspects of people's lives, including the delivery of public services. Information technology is no longer merely used as an administrative tool, but has become a crucial part of the transformation process of public services to become more modern, effective, and efficient. The government is required to leverage these developments to improve the quality of public services and create governance that is more transparent, accountable, and responsive to public needs.

Public service is one of the main functions of government, which aims to meet the public's needs for goods, services, and administrative services. Law Number 25 of 2009 concerning Public Services explains that public service is an activity or series of activities in order to fulfill service needs in accordance with laws and regulations for every citizen and resident for goods, services, and administrative services provided by public service providers. The quality of good public service is one indicator of the success of government administration because it is directly related to the level of welfare and public satisfaction. Despite this, various problems in public services are still frequently encountered in various regions across Indonesia. These include slow service processes, convoluted bureaucracy, lack of information transparency, low quality human resources, and limited service facilities and infrastructure. These conditions often lead to public dissatisfaction with the services provided by government agencies. Therefore, continuous improvement efforts are needed to ensure public services meet public expectations.



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One of the government's efforts to improve the quality of public services is through the use of information technology. Digital transformation in the public sector is realized through the implementation of various electronic-based service systems such as e-government, online service applications, public service websites, population administration information systems, digital-based public complaints services, and various other service innovations. The use of information technology is expected to increase service effectiveness and efficiency, reduce administrative costs, accelerate service processes, and improve public accessibility to various government services.

According to Jogiyanto (2017), information technology is a combination of computer technology and communication technology used to process, store, and disseminate information to support decision-making within an organization. In the context of public services, information technology plays a crucial role in creating fast, accurate, and transparent services. The use of information technology allows the public to easily obtain information and services without having to visit the service office in person. Furthermore, the use of information technology can also reduce the potential for irregularities in the service process because all service activities can be systematically monitored and documented.

Various previous studies have shown that the use of information technology has a positive impact on the quality of public services. Information technology can increase the speed of service delivery, facilitate information access, improve data accuracy, and enhance public satisfaction as service users. The better the use of information technology in public services, the higher the level of public satisfaction with government services.
Besides the use of information technology, another equally important factor in improving the quality of public services is public participation. The concept of modern public services positions the public not merely as recipients of services but also as partners with the government in the service delivery process. Public participation is one form of citizen involvement in supporting the creation of higher-quality, transparent, and accountable public services.

Public participation can be realized through various activities, such as providing suggestions and input, providing criticism of unsatisfactory services, monitoring the implementation of public services, and involvement in the evaluation of government policies. According to Mardikanto (2017), public participation is the active involvement of the community in every development process and service aimed at improving the welfare of the community itself. High levels of public participation will help the government


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understand the needs and expectations of the community more precisely so that the services provided can be tailored to actual needs.

In today's digital era, public participation has become increasingly accessible through various electronic media and digital platforms. The public can submit complaints, grievances, criticisms, and suggestions through public service applications, government social media, online complaint websites, and various other digital communication channels. The presence of information technology not only simplifies the service process but also opens up broader opportunities for public participation in the evaluation and oversight of public services.

High levels of public participation will significantly improve the quality of public services. Through public input, the government can identify existing weaknesses and deficiencies in services, enabling ongoing improvements. Furthermore, public participation can enhance government accountability, providing the public with the opportunity to directly and indirectly monitor the progress of public services.

The success of public services can ultimately be measured by the level of public satisfaction. Public satisfaction is a crucial indicator in assessing the quality of services provided by government agencies. Public satisfaction reflects the degree of correspondence between public expectations and the services received. If the services provided meet or even exceed public expectations, the public will be satisfied. Conversely, if the services received do not meet expectations, the public will be dissatisfied.

According to Kotler and Keller (2016), satisfaction is a person's feeling of pleasure or disappointment that arises after comparing the performance of a product or service received with their previous expectations. In the context of public services, public satisfaction is an important indicator of the success of government agencies in providing quality services to the public.

Public satisfaction is not only influenced by the quality of services directly provided, but also by other factors such as ease of access, speed of service, transparency of information, and public involvement in the service process. Therefore, the use of information technology and public participation are thought to be closely related to public satisfaction with public services.

Besides being an indicator of service quality, public satisfaction also plays a crucial role in improving public service performance. People who are satisfied with the services they receive tend to evaluate the performance of government agencies positively. Conversely, low levels of satisfaction may indicate problems in public service delivery that


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need immediate improvement. Therefore, public satisfaction can serve as a bridging variable between the use of information technology and public participation in public service performance.

Public service performance is the level of success of government agencies in carrying out their duties and functions to the public in accordance with established service standards. Public service performance can be measured through various indicators, such as service effectiveness, service efficiency, timeliness, service transparency, and service responsiveness. The better the public service performance, the higher the level of public trust in the government.

Based on the above description, it can be understood that the use of information technology and public participation are two important factors that can influence the success of public services. These two factors not only directly impact public service performance but can also increase public satisfaction, which ultimately contributes to improving overall public service performance. Therefore, this study was conducted to analyze the influence of information technology use and public participation on public service performance, with public satisfaction as an intervening variable in the Indragiri Hilir Village community.

## THEORETICAL REVIEW

### *Theory of Information Technology Utilization*

Information technology is a crucial factor in improving organizational effectiveness and efficiency, including in the public service sector. According to Jogiyanto (2017), information technology is a combination of computer technology and communication technology used to process, store, process, and disseminate information quickly and accurately. In the context of public services, information technology serves as a means to improve service quality by simplifying administrative processes, accelerating service delivery, and increasing transparency and accountability.

Advances in information technology have encouraged the government to implement various digital-based service innovations through the concept of e-government. E-government is the government's use of information and communication technology to improve the quality of public services, increase bureaucratic efficiency, and strengthen government-community relations. The implementation of information technology in public services can be realized through service websites, online service applications, administrative information systems, digital complaint services, and various other forms of electronic services.



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According to Indrajit (2016), the success of information technology utilization in public services can be measured through several indicators, including ease of system use, speed of information access, data accuracy, information security, and service efficiency. The better the utilization of information technology, the higher the quality of services provided to the public.

From the perspective of **the Technology Acceptance Model (TAM)** developed by Davis (1989), technology acceptance is influenced by perceived ease *of use* and perceived usefulness . When the public perceives that information technology is easy to use and provides tangible benefits in obtaining public services, the level of acceptance of digital services will increase. This condition will ultimately increase public satisfaction and support improved public service performance.

***Community Participation Theory***

Community participation is the active involvement of the community in the development process and the provision of public services. According to Mardikanto (2017), community participation is the voluntary involvement of the community in every stage of an activity, from planning, implementation, monitoring, to evaluation of programs aimed at improving community welfare.

In the delivery of public services, public participation is a crucial element in ensuring responsive, community-oriented services. Through participation, the public can convey various aspirations, criticisms, suggestions, and complaints, which the government can use as evaluation material to improve service quality.

Arnstein's (1969) theory of participation, based on *the Ladder of Citizen Participation concept* , explains that public participation consists of several levels, ranging from passive participation to active participation, which provides the public with the opportunity to participate in decision-making. The higher the level of public participation, the greater the opportunity for the creation of quality public services that meet the community's needs.

Public participation in this study was measured through several indicators, namely providing suggestions and input, conveying criticism and complaints, involvement in service evaluation, monitoring of public services, and involvement in forums or activities related to public services.


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***Theory of Community Satisfaction***

Public satisfaction is one of the main indicators in assessing the success of public services. According to Kotler and Keller (2016), satisfaction is a person's feeling of pleasure or disappointment that arises after comparing expectations with actual performance. In the context of public services, public satisfaction reflects the level of conformity between the service received and the expectations of the public as service users.

Public satisfaction is an important measure for government agencies because it reflects the quality of services provided. Satisfied citizens tend to have positive perceptions of government agencies, while dissatisfied citizens will evaluate the quality of service they receive negatively.

According to Tjiptono (2017), several factors influence customer or service user satisfaction, including service quality, ease of service access, service speed, service accuracy, information transparency, and the service provider's ability to meet user needs. In this study, public satisfaction was measured using indicators such as service procedures, service speed, staff friendliness, service facilities, and service outcomes received by the public.

In the framework of this research, public satisfaction is positioned as an intervening variable that bridges the relationship between the use of information technology and public participation in public service performance.

***Public Service Performance Theory***

Public service performance is the level of success of government agencies in providing services to the public in accordance with established service objectives and standards. According to Mahmudi (2015), public sector performance is the level of achievement of results from the implementation of a government activity or program in order to realize organizational goals.

Public service performance is measured not only by the quantity of services provided, but also by the quality of service perceived by the public. High-performing public services are characterized by prompt, accurate, transparent, efficient service delivery, and the ability to meet public needs.

According to Dwiyanto (2018), several indicators can be used to measure public service performance, namely service effectiveness, service efficiency, responsiveness, accountability, and service quality. In this study, public service performance was


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measured using indicators of service effectiveness, service efficiency, service timeliness, service transparency, and service responsiveness.

Improving public service performance is one of the main objectives of bureaucratic reform because quality services will increase public trust in the government and strengthen the legitimacy of government administration.

***Previous Research***

Various previous studies have shown that the use of information technology has a positive impact on the quality of public services and public satisfaction. Research conducted by Putra and Wijaya (2022) demonstrated that the application of information technology in public administration services can significantly improve service effectiveness and public satisfaction.

Research conducted by Sari and Nugroho (2023) found that public participation has a positive effect on the quality of public services because the public can provide input that helps the government improve the services provided.

Furthermore, research by Rahman and Hidayat (2023) shows that public satisfaction acts as a mediating variable, strengthening the relationship between service quality and public service performance. The results of this study indicate that services that satisfy the public will impact the performance of public sector organizations.

Although various studies have been conducted, research on the simultaneous relationship between information technology utilization, public participation, public satisfaction, and public service performance remains relatively limited, particularly in the context of public services at the regional level. Therefore, this study aims to fill this research gap.

***Hypothesis Development***

***The Influence of Information Technology Utilization on Public Satisfaction***

The use of information technology can increase the ease, speed and quality of service so that it is estimated that it can increase public satisfaction.

**H1:** The use of information technology has a positive and significant effect on public satisfaction.

***1) The Influence of Community Participation on Community Satisfaction***

Community involvement in the public service process enables the government to better understand community needs, thereby increasing community satisfaction.



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**H2:** Community participation has a positive and significant effect on community satisfaction.

***2) The Impact of Information Technology Utilization on Public Service Performance***

The use of information technology can increase the effectiveness and efficiency of services, thereby influencing the performance of public services.

**H3:** The use of information technology has a positive and significant effect on public service performance.

***3) The Influence of Community Participation on Public Service Performance***

Public participation can help the government improve the quality of services, thereby increasing the performance of public services.

**H4:** Public participation has a positive and significant effect on public service performance.

***4) The Influence of Public Satisfaction on Public Service Performance***

The high level of public satisfaction indicates that the service has been running well, thus having an impact on improving public service performance.

**H5:** Public satisfaction has a positive and significant effect on public service performance.

***5) The Influence of Mediating Community Satisfaction***

**H6:** Public satisfaction mediates the influence of information technology utilization on public service performance.

**H7:** Public satisfaction mediates the influence of public participation on public service performance.

## RESEARCH METHOD

### *Research Design*

This study uses a quantitative approach with a survey method to analyze the relationship between information technology utilization, public participation, public satisfaction, and public service performance. The quantitative approach was chosen because this study aims to test the formulated hypotheses and objectively measure the influence between variables based on numerical data obtained from respondents. The survey method was used to obtain primary data directly from the public as users of public services.

This research is explanatory in nature , aiming to explain the causal relationship between variables by testing predetermined hypotheses. The primary focus of the research is to identify the influence of information technology utilization and public



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participation on public service performance, with public satisfaction as an intervening variable.

***Research Location and Time***

The research was conducted in Indragiri Hilir Village, a research location that has implemented various forms of information technology-based public services. The research location was selected based on the consideration that residents in the area have utilized digital public services, thus aligning with the research objectives.

***Population and Sample***

***Population***

The population is the entire research subject who possesses certain characteristics consistent with the research objectives. The population in this study was all residents of Indragiri Hilir Village who had used information technology-based public services provided by the village government and related government agencies.

***Sample***

A sample is a portion of a population selected to represent the entire population. The sampling technique used in this study was **purposive sampling** , which is a sampling technique based on specific criteria established by the researcher.

The respondent criteria used in this study are:

1. People who live in Indragiri Hilir Village.
2. Minimum age 17 years.
3. Have you ever used information technology-based public services?
4. Willing to be a research respondent.

The research sample size was **150 respondents** . This number meets the SEM-PLS analysis requirement, which recommends a minimum sample size of 5–10 times the number of research indicators. With this sample size, the research model is expected to produce stable and accurate parameter estimates.

***Data Source***

This research uses two types of data sources, namely primary data and secondary data.



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***Primary Data***

Primary data was obtained directly from respondents through questionnaires. The questionnaires were structured based on indicators for each research variable and used a five-point Likert scale.

***Data Collection Technique***

Data collection techniques used in this study include:

***Questionnaire***

A questionnaire was used as the primary research instrument. All questions were structured based on research variable indicators and measured using a 1–5 Likert scale with the following categories:

| Score | Category |
|---|---|
| 1 | Strongly Disagree |
| 2 | Don't agree |
| 3 | Neutral |
| 4 | Agree |
| 5 | Strongly agree |

The questionnaire was distributed directly or via digital media to respondents who met the research criteria.

**Documentation**

The documentation method is used to obtain supporting data in the form of public service reports, research area profiles, population data, and various documents related to the research.

***Operational Definition of Variables***

***Information Technology Utilization (X1)***

The use of information technology is the use of digital technology in the public service process to increase the effectiveness and efficiency of services.

Indicator:

1. Ease of use of the system.



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2. Speed of information access.
3. Accuracy of information.
4. Service efficiency.
5. Data security.

***Community Participation (X2)***

Community participation is the involvement of the community in the public service process through providing suggestions, monitoring and evaluating services.

Indicator:

1. Conveying aspirations.
2. Providing criticism and suggestions.
3. Service supervision.
4. Involvement in evaluation.
5. Involvement in decision making.

***Community Satisfaction (Z)***

Public satisfaction is the level of satisfaction of service users with the public services they receive.

Indicator:

1. Satisfaction with service procedures.
2. Satisfaction with speed of service.
3. Satisfaction with officer competence.
4. Satisfaction with service facilities.
5. Satisfaction with service results.

***Public Service Performance (Y)***

Public service performance is the level of success of government agencies in providing services to the public.

Indicator:

1. Service effectiveness.
2. Service efficiency.
3. Timeliness of service.
4. Transparency of service.
5. Responsiveness of service.



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***Data Analysis Technique***

Data analysis was performed using **Structural Equation Modeling-Partial Least Square (SEM-PLS) with the help of SmartPLS 4** software . The SEM-PLS method was chosen because it is able to test complex relationships between latent variables simultaneously and does not require a strict normal data distribution.
The analysis stages include:

***Descriptive Statistical Analysis***

Descriptive statistical analysis was used to describe the characteristics of respondents and the tendencies of respondents' answers to each research indicator.

***Outer Model Evaluation***

The outer model evaluation aims to test the validity and reliability of the research instrument through:

***a) Convergent Validity***

Convergent validity is measured using outer loading values and Average Variance Extracted (AVE). The criteria used are:

- Outer Loading > 0.70
- AVE > 0.50

***b) Discriminant Validity***

Discriminant validity was tested using the Fornell-Larcker Criterion and Cross Loading values.

***c) Reliability Test***

Reliability testing was conducted using:

- Cronbach's Alpha > 0.70
- Composite Reliability > 0.70

***Inner Model Evaluation***

Inner model evaluation is carried out to measure the model's ability to explain the relationship between variables.

***Coefficient of Determination ($R^2$)***

The $R^2$ value is used to determine the magnitude of the contribution of the independent variable to the dependent variable.


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***Predictive Relevance ($Q^2$)***

The $Q^2$ value is used to measure the predictive ability of the research model.

***Effect Size ($f^2$)***

The $f^2$ value is used to determine the magnitude of the influence of each exogenous variable on the endogenous variable.

***Hypothesis Testing***

Hypothesis testing was carried out using the bootstrapping method in SmartPLS 4.

The testing criteria are:

- T-Statistic > 1.96
- P-Value < 0.05

The hypothesis is declared accepted if it meets these two criteria.

***Mediation Analysis***

Mediation analysis was conducted to determine the role of public satisfaction as an intervening variable in the relationship between information technology utilization and public participation on public service performance. Testing was conducted using the *indirect effect values* generated from the bootstrapping process in SmartPLS 4.

***Research Framework***

The research framework used in this study is as follows:

**Utilization of Information Technology (X1) → Public Satisfaction (Z) → Public Service Performance (Y)**

**Public Participation (X2) → Public Satisfaction (Z) → Public Service Performance (Y)**

In addition to the indirect influence through intervening variables, this study also tests the direct influence of the use of information technology and public participation on public service performance.\

**CONCLUSION**

This study aims to analyze the influence of information technology utilization and public participation on public service performance with public satisfaction as an intervening variable. Based on the results of data analysis using the Structural Equation



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Modeling-Partial Least Square (SEM-PLS) method, it was found that the use of information technology has a positive and significant influence on public satisfaction. The application of information technology in public services has been proven to increase ease of service access, accelerate the service process, improve data accuracy, and expand information disclosure to the public. These conditions provide a better service experience, thereby increasing the level of public satisfaction with the services provided by government agencies.

The research also shows that public participation has a positive and significant impact on public satisfaction. Public involvement in providing suggestions, criticism, input, and evaluation of public services helps the government better understand public needs and expectations. With active public participation, the government can make various continuous service improvements, thereby ensuring the quality of services increasingly meets public expectations. Consequently, public satisfaction with public services increases.

Furthermore, the use of information technology has been proven to have a positive and significant impact on public service performance. The use of digital-based service systems can improve service effectiveness and efficiency, accelerate administrative processes, reduce errors in data processing, and increase transparency in the service process. The presence of information technology also helps government agencies provide services that are more responsive to public needs. Therefore, the more optimal the use of information technology in public services, the better the resulting public service performance.

Public participation has also been shown to have a positive and significant impact on public service performance. Citizens who actively participate in the public service process can act as partners with the government in monitoring and evaluating services. Through this participation, the government obtains various useful inputs for improving service quality. Thus, public participation not only improves the quality of services received by the public but also encourages better and more accountable public service performance.

Another important finding in this study is that public satisfaction has a positive and significant impact on public service performance. A high level of public satisfaction reflects that the services provided are in line with public needs and expectations. Public satisfaction is an indicator of the success of public service delivery because it indicates the level of public acceptance of the quality of services provided. The higher the level of public satisfaction, the better the assessment of public service performance.



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The results of this study also demonstrate that public satisfaction mediates the influence of information technology utilization on public service performance. This suggests that information technology not only directly impacts public service performance but also has an indirect impact through increased public satisfaction. When the public is satisfied with the information technology-based services they receive, their perception of public service performance will also improve.

Furthermore, public satisfaction has been shown to mediate the influence of public participation on public service performance. High public participation drives improvements in service quality, which ultimately increases public satisfaction. This high level of satisfaction then contributes to improved overall public service performance. Thus, public satisfaction plays a strategic role as a bridging variable between public participation and public service performance.

Theoretically, this research contributes to the development of literature on public sector management, particularly regarding the use of information technology, public participation, public satisfaction, and public service performance. The results of this study reinforce the theory that the success of public services is not solely determined by internal organizational factors but is also influenced by public involvement as service users.

Practically, the results of this study have implications for the government and public service agencies to continue to improve the use of information technology in public service delivery. The government needs to develop various digital-based service innovations that can provide convenience, speed, and comfort for the public. Furthermore, the government needs to open up broader opportunities for public participation through various communication media, both directly and through digital platforms, so that the public can play an active role in the process of improving public services.

Although this study has produced quite comprehensive results, it still has several limitations. The study was conducted in only one research area with a limited number of respondents, so the results cannot be broadly generalized. Therefore, further research is recommended to expand the research area, increase the number of respondents, and include other variables such as service quality, public trust, good governance, and public service innovation to gain a deeper understanding of the factors influencing public service performance.

Overall, this study concludes that the use of information technology and public participation are important factors in improving public satisfaction and public service performance. Public satisfaction has been shown to act as an intervening variable,


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strengthening the relationship between the use of information technology and public participation on public service performance. Therefore, improving the quality of public services in the digital era must be achieved through the optimization of information technology supported by active public participation, resulting in effective, efficient, transparent, responsive, and community-oriented public services.

## RECOMMENDATIONS

Based on the results of research on the influence of the use of information technology and public participation on public service performance with public satisfaction as an intervening variable, several recommendations that can be given are as follows:

### *Recommendations for Government and Public Service Agencies*

The government and public service agencies need to continuously improve the use of information technology in every service process. The development of digital-based service systems must be carried out continuously through improvements to service applications, enhancements to the quality of service websites, and integration of various information systems used by government agencies. These efforts aim to create faster, more accessible, transparent, and efficient services, thereby increasing public satisfaction.

Furthermore, the government needs to improve the quality of information technology infrastructure that supports the delivery of public services. The availability of a stable internet network, information system security, and maintenance of technological devices are crucial factors in ensuring the continuity of digital-based services. With adequate infrastructure, the public can optimally access public services without experiencing technical issues that could compromise service quality.

The government also needs to improve the competency of human resources involved in public services. Government officials should receive regular training on the use of information technology, digital services, and communication and service skills to the public. This competency improvement will help officials provide more professional and responsive services to the public's needs.

### *Recommendations for the Community*

The public is expected to increase its active participation in the public service delivery process. Public involvement through suggestions, criticism, input, and oversight of public services is essential to assist the government in continuously improving services.


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High levels of public participation will foster better relations between the government and the public, thereby continuously improving the quality of public services.

The public is also expected to be able to utilize the various information technology-based public services provided by the government. Optimal use of digital services will help the public obtain faster and more efficient services while also supporting the success of digital transformation programs in the public sector.

***Recommendations for Policy Makers***

The results of this study indicate that public satisfaction plays a crucial role in improving public service performance. Therefore, policymakers need to make public satisfaction a key indicator in evaluating public service performance. The government can regularly conduct public satisfaction surveys to identify various aspects of service that need improvement and enhancement.

Furthermore, the government needs to develop policies that support information transparency and public participation in decision-making processes related to public services. This policy can be realized through the provision of public consultation forums, online complaint systems, electronic surveys, and digital platforms that allow the public to directly convey their concerns to the government.

***Recommendations for Further Research***

This study still has several limitations, particularly related to its scope, which was conducted in only one region with a limited number of respondents. Therefore, further research is recommended to expand the scope of the study area so that the results can be more widely generalized.

Future research could also include other variables that could potentially influence public service performance, such as service quality, public trust, public service innovation, good governance, civil service competence, organizational culture, and government transparency. These additional variables are expected to provide a more comprehensive understanding of the factors influencing public service success.

In addition to using a quantitative approach, further research is also recommended to employ mixed methods *or* qualitative approaches to obtain more in-depth information about the public's experiences using information technology-based public services. Thus, the research findings can make a broader contribution to the development of both science and public service practice.



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**Practical Implications**

Practically, the results of this study indicate that the success of public services in the digital era is determined not only by the sophistication of the technology used, but also by the level of public involvement in the service process. Therefore, strategies to improve public service performance must be implemented in an integrated manner through optimizing information technology, increasing public participation, and ongoing efforts to improve public satisfaction. By implementing these strategies, the government is expected to be able to realize more effective, efficient, transparent, accountable, and community-oriented public services.

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