

# PUBLIC VALUE-ORIENTED GOVERNANCE IN THE DIGITAL ERA: STRATEGIES TO OVERCOME THE CRISIS OF CITIZENS' TRUST IN THE GOVERNMENT IN INDONESIA

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## Abstract

Digital transformation in Indonesia's public sector is promoted as a means of increasing efficiency, transparency, and participation, but gaps in bureaucratic capacity and infrastructure have resulted in uneven results and impacted citizen trust in government. This article analyzes how public value-oriented governance in the digital era can be a strategy to address this crisis of trust. A qualitative approach is used through a literature review of research on policy implementation, e-government, digital transformation, and public trust in Indonesia. The findings indicate that digitalization is often understood as merely technology adoption, while dimensions of public value such as accountability, responsiveness, fair access, and protection of citizen rights have not been systematically integrated. Limited human resource capacity, the digital divide, and weak central-regional coordination exacerbate service disparities and reinforce perceptions of injustice. On the other hand, good practices such as digital transformation roadmaps, strengthening data culture, and transformational leadership demonstrate the potential to improve service quality and public perception when linked to the goal of creating public value, rather than simply administrative efficiency. This article proposes a strategic framework that includes: (1) sharpening the public value vision in government digital policies; (2) strengthening data governance and transparency; (3) increasing transformational digital capacity and leadership; and (4) expanding citizen participation and rights protection in the digital space. The theoretical implication is the need to integrate the concepts of public value and digital governance; practically, this research emphasizes that restoring citizen trust is only possible if digital innovation is accompanied by inclusive, rights-based, and accountable governance reforms.

**Keywords:** public value, e-government, digital transformation, governance, public trust, Indonesia.

## A. INTRODUCTION

Advances in information technology are driving many countries, including Indonesia, to transform from conventional bureaucratic models to e-government and even digital government, leveraging IoT, big data, AI, and cloud computing for efficiency, transparency, and expanded access to public services. In Indonesia, various digital service platforms have proven effective in accelerating processes, reducing transactional corruption, and opening broader channels for citizen participation.

However, this transformation is taking place on a fragile foundation of public trust. Major scandals such as the e-KTP corruption case and the state-owned enterprise (BUMN)

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financial scandal demonstrate that technology can be hijacked by corrupt practices when governance, integrity, and oversight are inadequate, thus undermining public perception of the state's capacity to manage digital projects transparently and accountably. Research shows that these cases have led to apathy, negative stigma against public officials, concerns about personal data security, and pessimism regarding the government's digital reform agenda.

At the same time, national and sectoral studies indicate that digital governance in Indonesia is often hampered by infrastructure gaps, disparities in connectivity, weak data integration, low ICT competency among officials, and gaps in citizen digital literacy. These barriers create disparities in service quality across regions and social groups: large cities and central institutions enjoy relative advantages, while rural and underdeveloped areas lag far behind in access to and quality of digital services. Literature on digital health, public services, and education highlights a similar pattern: facilities in urban areas have integrated information systems and better prepared human resources, while remote areas face limited connectivity, inadequate equipment, and an organizational culture that is not yet ready to embrace technology.

This situation presents a paradox: on the one hand, digitalization is promoted as a solution to improve service performance and strengthen accountability; on the other, disparities in infrastructure, human resource capacity, and a track record of corruption actually exacerbate citizens' awareness of gaps and vulnerabilities, preventing trust from automatically growing and even eroding it. E-government can speed up administrative processes, but without governance reform, citizens continue to face the risk of data leaks, project failures, and opaque procedures, only now in digital format.

In this context, a public value-oriented governance approach becomes relevant and urgent. The literature on digital governance emphasizes that technology will only generate legitimacy and trust when anchored by a clear framework of values: fair access, reliable services, substantive information transparency, protection of rights (especially the right to data and privacy), and citizen involvement in policy formulation and evaluation. Socio-legal studies of Indonesia's digital transformation show that the current legal and institutional framework remains fragmented, reactive, and places more emphasis on economic and technical aspects than on digital rights, social justice, and democratic accountability. Delays and unclear enforcement of data protection laws and weak inter-institutional coordination highlight the existence of a "normative gap" in digital governance.

A public value approach shifts the measure of success from mere bureaucratic efficiency to the question: what value do citizens truly perceive from digitalization? Studies on citizen participation in e-governance show that service quality and public perceptions of fairness, ease of access, rights protection, and the opportunity to be heard are closely related to citizen participation and trust in government. Inclusive and equitable digitalization, for example through targeted digital literacy programs, service designs that consider marginalized groups, and multi-stakeholder participatory mechanisms, has been proven to increase citizens' sense of ownership and strengthen policy legitimacy. Conversely, when technology is adopted with a technocratic approach—minimal consultation, weak accountability, and insensitivity to vulnerable groups—the digital divide becomes a new symbol of injustice, deepening the crisis of trust.

From this perspective, digital transformation that is not accompanied by a public value orientation carries significant risks. It can give rise to "pseudo-governance": services appear modern on the surface, but integrity, transparency, oversight, and protection of citizens' rights remain weak. The experience of the e-KTP scandal and various data breach cases demonstrates that without strong integrity and governance, technology actually

magnifies the scale of damage, as financial losses, privacy vulnerabilities, and erosion of trust occur on a national scale. Therefore, restoring public trust cannot rely solely on the rhetoric of digital innovation but rather demands a redesign of digital governance centered on the creation of public value: fair and firm regulations, capable and coordinated institutions, clear accountability mechanisms, and meaningful participation.

Based on the above description, the problem formulation of this article is formulated explicitly as follows: how can public value-oriented governance in the digital era be designed and implemented as a strategy to overcome the crisis of citizen trust in the government in Indonesia? This formulation assumes that the relationship between e-government, public value, and trust has not been adequately connected in practice and studies in Indonesia, even though it has been globally recognized that trust is a determining factor in the success of e-government implementation. By making public value the center of analysis, this article positions digital transformation not merely as a technical agenda, but as a political and ethical project to rebuild citizen trust through fair, transparent, inclusive, and accountable governance.

Table 1. Key dimensions bridging digitalization and public trust

Dimensions	Main Focus	Relevance to the Crisis of Trust
Digital transformation	E-government → digital efficiency	Potential to increase trust when accompanied by accountability
Structural barriers	Infrastructure gap, human resources, digital literacy, weak regulations	Creates service disparities and a sense of injustice
Scandals in governance	& E-KTP corruption, state-owned enterprise failures, data leaks	Eroding legitimacy and trust in digital projects
Public value participation	& Justice, openness, rights protection, co-creation	Becoming a strategic prerequisite for restoring trust

Source: Processed by Researchers, 2026

The four dimensions in Table 1 explain how government digitalization can lead to either a strengthening of public trust or a crisis.

First, digital transformation represents a shift from simply e-government (the digitalization of services) to a more comprehensive digital government. Well-designed digitalization can improve efficiency, transparency, and service quality, and encourage citizen participation, thereby increasing public trust. However, this only occurs if digital systems are accompanied by accountability, clear governance, and data protection, rather than simply moving manual bureaucracy to online channels.

Second, structural barriers explain why these benefits are not felt equally. Infrastructure gaps, low digital literacy, limited human resource capacity, and weak regulations create a digital divide: some citizens have easy access to digital services, while others are left behind. This unequal access and quality of services breeds a sense of injustice and can reinforce distrust of the state.

Third, scandals and governance highlight how cases of corruption in digital projects or data leaks undermine the legitimacy of the entire digital transformation agenda. Corruption in digital identity projects or cybersecurity failures send a signal that technology is not being

managed professionally and ethically, leading the public to doubt the government's intentions and capacity, even if its digital infrastructure is advanced.

Fourth, public values and participation represent prerequisites for restoring trust. Digitalization will rebuild trust if it is based on fairness, openness, protection of rights (especially privacy and data security), and involves citizens in the formulation and oversight of services through participation and co-creation mechanisms.

Systematically, these four dimensions are interconnected: digital transformation opens up opportunities for increasing trust, structural barriers and scandals explain the sources of the trust crisis, while public values and participation serve as the normative and strategic foundation for rebuilding digitalization and public trust.

## **B. LITERATURE REVIEW**

### **Digital transformation and governance in Indonesia**

A systematic review of public administration and policy implementation in Indonesia (2009–2025) found that decentralization, digital transformation, and governance innovation encouraged local experimentation and increased responsiveness, but also created capacity gaps and performance disparities between regions. Efforts to implement New Public Management principles and digital tools remain hampered by bureaucratic inertia, weak coordination, and limited organizational agility.

At the regional level, the implementation of technology-based digital governance has demonstrated tangible benefits for public services, but remains hampered by weak human resources, infrastructure, and internet networks. An evaluation of e-government readiness at the village level indicates a status of "not ready," particularly in terms of public participation and IT infrastructure. Research on e-government policies at the national level confirms that success depends heavily on political commitment, system integration, adaptive regulations, and strengthening digital literacy.

The digital transformation at the Ministry of Finance demonstrates good practices through the development of a roadmap, the development of a data culture and digital architecture, as well as a supportive organizational culture, sound transformation program management, and employee engagement. This study confirms that public sector digital transformation is not simply the adoption of technology, but a fundamental shift in how organizations create value and improve performance.

### **Public values, good governance, and citizen trust**

Good governance in Indonesia since the reform era has been linked to demands for transparency, accountability, participation, and law enforcement to address the legacy of authoritarianism and corruption. Poor governance has been shown to contribute to the loss of public trust, as evidenced by the failure of corporate governance in state-owned enterprises (SOEs), which triggered financial scandals and undermined the government's credibility.

Research on public responses to the TNI Bill shows a predominance of negative sentiment in the digital space (81%), indicating a crisis of legitimacy and trust in political institutions when policy processes are non-participatory and non-communicative. Within a deliberative democracy framework, policy legitimacy is determined not only by formal procedures but also by public involvement and acceptance.

The public value approach shifts the focus from internal efficiency to the creation of benefits recognized by citizens, including a sense of security, justice, rights protection, and equitable quality of services. The concept of digital constitutionalism reinforces this by

emphasizing the integration of human rights principles into the country's digital governance, addressing issues of privacy, data security, and access to information.

### **Transformational Leadership and Digital Capacity**

Transformational leadership in the Indonesian public sector is considered capable of improving performance effectiveness, employee commitment, and accelerating digital transformation through inspiring vision, intellectual stimulation, and individualized attention. However, implementation faces hierarchical cultures, resistance to change, and weak digital competencies among civil servants.

Studies on digital leadership in local governments have identified challenges related to infrastructure, the digital divide, human resource capacity, transparency, and change management. Successful efforts include increasing human resource capacity, developing infrastructure, supporting regional policies for digital transformation, and strengthening communication and collaboration.

Overall, the literature indicates that successful digital governance that creates public value depends on: (1) a clear policy framework; (2) institutional capacity and transformational leadership; (3) digital infrastructure and literacy; and (4) strong participation and accountability mechanisms.

### **C. RESEARCH METHODOLOGY**

This research uses a qualitative approach with a narrative literature study design. This approach was chosen because the primary objective of the research is not to test quantitative hypotheses, but to build a conceptual understanding and critical synthesis of how public value-oriented governance in the digital era can serve as a strategy to address the crisis of public trust in government. Within this framework, texts—both scholarly articles and policy documents—are positioned as the primary data, capturing ideas, empirical findings, and theoretical debates in the field of public administration and digital transformation.

The literature sources include indexed national and international journal articles, policy reports, and official government and international agency documents discussing: policy implementation and governance in Indonesia, e-government and digital transformation of the public sector, the concept of public value, good governance and public trust, and digital/transformational leadership in government. The selection period of 2009–2025 was intended to capture the latest developments in digital governance concepts and practices, in line with recent systematic review practices in the field of digital transformation in public administration.

The literature selection process simply adapts the PRISMA principle commonly used in systematic literature reviews: identification, screening, and eligibility. Articles were searched through reputable databases such as Web of Science, Scopus, and national journal portals, using a combination of keywords related to e-government, digital transformation, public value, governance, trust, and leadership. Inclusion criteria included: peer-reviewed articles, relevant to the public governance context, and explicitly addressing the relationship between digitalization, governance, or public trust. Literature that was overly technical (e.g., focusing solely on algorithms or IoT without a governance dimension) or unrelated to the public sector was excluded from the analysis, following the PRISMA practice in studies of digital transformation of government and smart cities.

Data analysis was conducted through several interrelated stages. First, in-depth reading and thematic coding of key concepts such as public value, public trust, digital transformation,

governance, citizen participation, and leadership were conducted. This approach aligns with thematic/narrative synthesis practices in public administration studies, which emphasize rich context and analytical rigor. Second, cross-study comparisons were conducted to identify recurring patterns regarding challenges (e.g., infrastructure gaps, digital literacy, administrative burdens) and good practices (e.g., collaborative leadership, citizen-centered service design, and accountable data governance). Third, the findings are conceptually synthesized to formulate a strategic framework for public value-oriented governance in the digital era, linking the dimensions of technology, institutions, communication, and service equity.

To enhance validity and reliability, triangulation was used across sources, combining empirical studies, normative reviews, policy reports, and sectoral case studies. This research draws on narrative and systematic review practices in public administration and digital governance, emphasizing transparency in selection and analysis procedures. In this way, the research is expected to provide not only descriptive insights but also a robust theoretical framework for public value-oriented governance strategies to address the crisis of trust in Indonesia.

#### D. RESULT AND DISCUSSION

Public value-oriented digital governance will only be effective in mitigating the crisis of trust if it combines digital transparency, equitable access, human capacity, and collaborative leadership within a single ecosystem design.

##### Crisis of Trust Amid Digitalization

Research shows that digitalization can increase efficiency and transparency, but it does not automatically strengthen trust due to three main gaps: capacity gaps, unequal access, and weak data protection. Indonesia's e-government index lags behind ASEAN, with sharp disparities between the central government and regional governments and between regions. In Papua, internet penetration is quite high, but utilization of public digital services remains low due to cultural resistance, minimal involvement of indigenous communities, and non-adaptive regulations. The "digi service bubble" phenomenon describes the explosion of over 27,000 fragmented government applications, absorbing large budgets but creating confusion and a sense of inefficiency in the public eye. This situation reinforces the message that the state appears "sophisticated" but is inconsistent, insecure (data leaks, PDN disruptions), and unfair—a combination that deepens the crisis of trust.

Table 2. Trust Crisis and Digital Divide

Dimensions	Key Issues	Impact on Trust
Access infrastructure	and Urban-rural gap, underdeveloped regions	Perception of service inequity
Governance integration	& 27,000+ fragmented applications, weak coordination	Impression of wasteful and incompetent government
Security & data	National Data Center (PDN) disruptions, data leaks	Feelings of insecurity and declining trust
Participation response	& Unmanaged public aspirations, slow response	Legitimacy crisis and apathy

Source: Processed by Researchers, 2026

The table illustrates how the four main dimensions of government digitalization can trigger a crisis of trust if not managed properly.

In terms of access and infrastructure, the gap between urban and rural areas, as well as underdeveloped regions, means some citizens enjoy fast and easy digital services, while others continue to struggle to access basic services. This situation fosters perceptions of injustice and the impression that the state is only present in developed regions.

In terms of governance and integration, the multitude of fragmented government applications without strong integration and coordination creates repetitive, inefficient, and confusing services for citizens. This fragmentation leads the public to perceive the government as wasteful, unprofessional, and incapable of seriously managing digital transformation.

The security and data dimension relates to the disruption of the National Data Center and various personal data leaks. Weak information security in e-government has proven vulnerable to hacking and data misuse, leaving citizens feeling unsafe when interacting with government digital services, and thus declining trust.

Finally, in terms of participation and responsiveness, when public aspirations are not properly absorbed and the government's response to complaints or criticism in the digital space is slow, a legitimacy crisis emerges. Citizens feel their voices are being ignored, leading to growing apathy and declining trust in state institutions.

Overall, this table shows that the digital divide is not just about technology, but leads to a crisis of trust if it is not balanced by inclusive governance, security, and participation.

### **Limitations of the technocratic approach**

Many Electronic Government System (ESBS) and smart city initiatives are driven by the logic of “applications first, governance second.” National studies point to recurring obstacles: weak regulations, lack of data integration, skewed infrastructure, low ICT competency, and a resistive, hierarchical bureaucratic culture. The ESBS narrative study found a strong clash between the official narrative (“integration, security, efficiency”) and the public counter-narrative about PDN failures, data leaks, and weak coordination. Research on the “digi service bubble” warns that accelerating digitalization without strategic planning actually creates overlapping applications, waste, and user fatigue, leading the public to perceive e-government as an additional burden, not a solution. The 2009–2025 SLR on policy implementation shows that decentralization and digitalization without strengthening capacity and coordination have led to disparities in the quality of governance between regions, which citizens easily perceive as structural injustice. All of this explains why technocratic digitalization has failed to convert efficiency into trust.

### **Pillars of public value-oriented governance**

On the other hand, various studies demonstrate how design and implementation that prioritize public value can rebuild trust.

### **Perceived transparency, not just proclaimed transparency**

The SP4N LAPOR! complaint system and integrated service applications like Ceria demonstrate that real-time service status tracking, a two-way complaint channel, and open feedback significantly reduce service times, accelerate complaint resolution, and strengthen perceptions of professionalism and accountability. Quantitatively, digital transparency has been shown to have a strong influence on trust ( $\beta=0.624$ ), and trust encourages citizen participation ( $\beta=0.538$ ); government reputation mediates this relationship, while the digital

divide weakens it. This means that platform design must prioritize information clarity, response speed, and user experience, not just technical features.

### **Equitable digital access and inclusion as prerequisites for trust**

Studies in Papua, villages in Banyumas, and other digital villages confirm that without adequate infrastructure, digital literacy among officials and citizens, and regulations that provide space for local innovation, digital services are enjoyed by only a small portion of citizens. This situation creates a digital "second-class citizenry." A public value approach requires prioritizing: network expansion, culturally and linguistically contextual literacy programs, and multi-channel (online and offline) design to ensure vulnerable groups remain served.

### **Digital/Transformational Leadership and Policy Capacity**

Studies on smart cities and local SPBE (Smart City and SPBE) show that leadership commitment, consistent vision, and the ability to build collaboration across actors (regional government agencies, universities, civil society, and the private sector) determine whether digitalization becomes a fleeting project or a sustainable transformation. E-leadership in Yogyakarta, for example, combines infrastructure innovation, institutional renewal, and cultural innovation that synergizes local values with digital practices, so that the transformation is perceived as strengthening rather than threatening identity. Nationally, the SLR on policy implementation emphasizes the need for agile, collaborative, and data-driven governance to address crises like COVID-19, which, if successful, can restore confidence in the state's capacity.

Designing ecosystems, not single-application projects, studies on Indonesian digital governance highlight that successful transformation depends on data interoperability, a clear enterprise architecture, and robust cybersecurity management. Research on Jambi's smart city and technology integration for organizational resilience emphasizes the importance of reliable data centers, robust cyber management, and the development of digital talent within the civil service as the backbone of the ecosystem. Good practices at the Ministry of Finance and other agencies demonstrate that when strategic roadmaps, data architecture, performance culture, and training are aligned, digitalization not only accelerates service delivery but also builds a reliable institutional reputation.

Table 3. Strategic Pillars of Public Value-Oriented Digital Governance

<b>Pillar</b>	<b>Public Value Focus</b>	<b>Key Strategy</b>
Transparency accountability	& Clarity of processes, open data, and rapid response	Integrated complaint system, real-time service tracking, performance publication
Equity and inclusion	Equal access across regions and groups	Priority infrastructure for underdeveloped regions, digital literacy, alternative non-digital channels
Participation collaboration	& Citizens as co-creators of services	Service co-design, community focus group discussions, university-NGO-private partnerships
Capacity leadership	& Competent and visionary officials	HR training, e-leadership, innovation incentives, data-driven culture
Security & privacy	Sense of security over data and rights	Strengthening cybersecurity, data protection regulations, periodic audits

The table illustrates five strategic pillars that ensure digital governance is not only technically efficient but also truly creates public value and strengthens citizen trust. The transparency and accountability pillar emphasizes process clarity, data transparency, and rapid response through an integrated complaints system, real-time service tracking, and performance publication, which have been proven to increase trust and accountability in public institutions.

The justice and inclusion pillar ensures equal access across regions and groups by prioritizing infrastructure development in underdeveloped areas, strengthening digital literacy, and providing alternative, non-digital service channels to prevent further exclusion of vulnerable groups. The participation and collaboration pillar positions citizens as co-creators of services through co-design, community focus groups (FGDs), and partnerships between government, universities, NGOs, and the private sector. This aligns with findings that co-production and multi-stakeholder governance improve service quality and public value.

The capacity and leadership pillar focuses on developing competent and visionary civil servants through human resource training, strengthening e-leadership, incentivizing innovation, and developing a data-driven decision-making culture, which are prerequisites for a digital transformation with public value. Finally, the security and privacy pillar maintains a sense of security over citizens' data and rights through strengthened cybersecurity, data protection regulations, and regular audits, which form the foundation of trust in the e-government ecosystem.

Recent literature analysis shows that addressing this problem requires a paradigm shift: from "e-government as a technology project" to digital governance as a public value ecosystem. An effective strategy to address the crisis of trust in Indonesia is to combine perceived transparency, fair access, meaningful participation, transformational leadership, and data security within a single, consistent governance design across levels and sectors.

## **Discussion**

Based on the analysis in the results and discussion, this study opens up space for further discussion by linking it more strongly to international empirical and conceptual evidence on public trust, digital transparency, and citizen participation as follows:

### **Sharpening the vision of public values in digital policy**

The literature confirms that digital transformation is not value-neutral: it always involves choices about who benefits and who risks being left behind. The SLR study on public policy in the digital era emphasizes the need for a "new social contract" in digital governance: policies must explicitly balance innovation with social justice, rights protection, and sustainability, rather than simply pursuing efficiency.

The concept of "governing digital societies" highlights that without a clear value framework (human rights, privacy, democracy, anti-disinformation), digital ecosystems are easily dominated by the commercial logic of large platforms, which erodes public value and deepens the crisis of trust. On the other hand, the Organisation for Economic Co-operation and Development (OECD) digital government framework places the principles of digital by design, open by default, user-driven, and proactive as normative pillars to ensure that digital transformation truly produces value for citizens, not just for the bureaucracy.

For Indonesia, digital constitutionalism (human rights, data protection, the right to participate) can serve as a “normative filter” for SPBE, SmartASN, and centralized data policies like PDN, so that the vision of public value is embedded from the design stage, not added later.

### **Strengthening data governance and transparency**

Empirical evidence in Southeast Asia shows that digital transparency has a strong influence on public trust ( $\beta=0.624$ ), and this trust encourages citizen participation ( $\beta=0.538$ ). However, the positive effect of transparency is significantly attenuated by the digital divide ( $\beta$  moderation = 0.146) and mediated by government reputation. This means that the pillars of data governance cannot simply stop at openness; they must:

- Ensure data quality, security, and integrity, given that data leaks and PDN disruptions have become a powerful counter-narrative that undermines trust.
- Link data transparency to real accountability (e.g., program performance data followed by complaint and correction mechanisms).

Research at the Bureau of Press, Media, and Information (BPMI) of the Presidential Secretariat shows that the combination of good governance and e-governance explains 72.6% of the variation in public trust; transparency, accountability, and digital innovation shape perceptions of an institution's integrity and professionalism. This supports the notion that a data culture, such as that at the Ministry of Finance or SmartASN, which is data-driven, open by default, and auditable, is a strategic instrument for restoring an institution's reputation.

### **Capacity, transformational leadership, and organizational readiness**

A qualitative study of digital government transformation (DGT) in Indonesia shows that citizen trust is generated by a combination of: digital capability, clear governance, leadership, organizational partnerships, financial support, and a collaborative environment. Other research findings confirm that:

- Digital/transformational leadership and agile governance contribute significantly to citizen satisfaction, especially when combined with digital transformation and inclusive decision-making; political stability strengthens their impact.
- In e-government participation, trust is a key predictor; trust is built through perceptions of ease, usefulness, information quality, and transparency as elements of good governance.

The implication is that this pillar needs to be refined into three layers:

- (1) Technical capacity (digital literacy, cybersecurity, data management);
- (2) Normative and collaborative capacity (public value orientation, ability to partner with citizens, academics, and the private sector);
- (3) Leadership that orchestrates change, not simply authorizes ICT projects, including change management to overcome resistance and cultural issues.

### **Citizen participation and digital-based deliberative space**

Research on social media opposition to the revision of the TNI Law shows that when official channels for participation are closed, the digital space transforms into an arena of resistance, with hashtags and online campaigns mobilizing the delegitimization of the policy. This aligns with international findings that:

- Smart city participatory platforms can strengthen transparency, accountability, and credibility if they are truly designed for co-decision-making, not simply as information channels.

- The main challenge to digital participation is not a lack of technology, but rather institutional, cultural, and capacity barriers for local governments to manage meaningful online and offline participation.

Research in Southeast Asia shows that digital transparency increases participation, but its impact is mediated by government reputation and hampered by the digital divide. Therefore, the design of deliberative spaces needs to be socially and technically inclusive, accessible, interactive, and connected to real decision-making processes. An editorial on Indonesian public policy emphasizes the importance of integrating social media as a formal, adaptive, and transparent channel for policy participation to address the image of an elitist and closed legislative process.

Table 4. Strengthening the Pillars of the Public Value Strategy

<b>Pillar</b>	<b>Contribution to Trust</b>	<b>Strengthening from Literature</b>
Public Value Vision	Determining the direction of digitalization	ethical New social contract, human rights, equity, OECD principles
Data Governance & Transparency	Increasing participation, reputation	trust and Digital transparency → trust → participation; building reputation and the digital divide are key
Capacity Leadership	& Transforming ICT projects into trusted transformations	DGT, agile governance, e-leadership, good governance + e-gov → trust
Digital Participation & Deliberation	& Restoring legitimacy and sense of ownership	a Participatory cities, smart governance, social media integration in official channels

Source: Processed by Researchers, 2026

Based on the table, there is empirical evidence that public trust is born when digital transparency, data governance, capacity and leadership, and deliberative participation are integrated into an inclusive, fair, and accountable governance ecosystem.

## E. CONCLUSION

Government digitalization in Indonesia shows significant potential to improve efficiency and service quality, but it has not automatically addressed the crisis of citizen trust. Capacity gaps, infrastructure gaps, and governance weaknesses mean that digital innovation often proceeds partially and risks deepening distrust when not accompanied by transparency, accountability, and public participation.

Public value-oriented governance in the digital era requires four prerequisites: an explicit public value vision, transparent and secure data governance, strong transformational leadership and capacity, and expanded space for technology-based citizen participation. Without these, digitalization tends to be a technocratic project far removed from trust issues.

Policymakers are advised to: (1) design national and regional digital transformation strategies based on public values and human rights; (2) strengthen regulations and infrastructure for data transparency and privacy protection; (3) prioritize human resource capacity development and transformational leadership at all levels; and (4) establish platforms and mechanisms for deliberative digital participation in policy formulation and evaluation.

Further empirical research is needed, for example, measuring the relationship between digital governance quality, perceptions of public value, and levels of citizen trust across various regions and service sectors.

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