



## Boost Public Service Productivity with Effective IT Governance

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**Abstract.** Consumer demand for fast, accurate, and precise information has accelerated the adoption of information technology (IT) as a strategic tool in this era of globalization. The implementation of IT governance in public services plays an important role in improving efficiency, productivity, and service quality, by meeting community needs effectively. This study aims to evaluate IT governance in the public service sector through the implementation of international standards such as COBIT, ITIL, and ISO/IEC 20000 which focus on risk management, information security, and service efficiency. This research method uses a qualitative approach by analyzing related frameworks and regulations, and identifying factors that support and hinder effective IT governance. The results of the study indicate that the implementation of IT governance in public services faces significant challenges, including resistance to change, limited resources, and lack of readiness to adapt to changes in community values. The success of IT governance depends on the synergy between organizational policies, information strategies, and information architecture standards applied. In addition, the ITIL-based service model that emphasizes the integration of People, Process, Products, and Partners (4P) components has proven effective in improving the quality and satisfaction of public service users. This study recommends increasing inter-agency collaboration, improving technology infrastructure, and increasing digital literacy to ensure responsive, accountable, and sustainable IT governance in the public service sector.

**Keywords:** IT Governance, Service, ITIL, Efficiency, Quality

### 1. INTRODUCTION

In this era of globalization, the need for fast, reliable, and accurate information from consumers has driven the expansion of information technology. In terms of decision making, information systems play a vital role for competitive businesses. Managers and other stakeholders are beginning to pay more attention to the topic of how to strategically utilize information technology (IT) to achieve organizational goals and optimize value.[1].

People, businesses, procedures, rules, and government regulations all play a role in making public service delivery a complex and multifaceted endeavor. Throughout history, public managers have been tasked with addressing public service challenges by finding ways to improve efficiency while also being more responsive to public demands.[2], [3].

Despite growing criticism from various writers in the field of public administration, the discussion on achieving productivity in business process management is gaining strength, with information technology being a crucial facilitator.[4]. In terms of building service institutions while ensuring effective, efficient and responsive governance, the main emphasis is on the role of the community as customers and the role of government as a provider.[5].

Many people, when talking about public services, want to see them improved in many ways, especially in terms of how they use information and communication technology. However, there are still problems, such as the unpreparedness of society to adapt to changes in

social values caused by global problems caused by the development of science, information and communication.[6], [7].

The implementation of information system governance (IT Governance) in public services is very important to improve operational efficiency, productivity, and service quality. This is achieved by meeting customer needs and ensuring that they are satisfied.[8], [9].

Public service operations raise many questions, such as (a) how to build IT Governance in public services by integrating service design principles with information technology and (b) how important is the productivity and performance of public services.[10].

By examining various issues in various IT Governance studies, this study hopes to improve public service governance.

Section 2 follows the introduction and discusses relevant research. Section 3 focuses on examining various public sector governance issues. Section 4 describes the research findings and reviews them. Section 5 concludes the research and suggests additional research.

## **2. RESEARCH METHODOLOGY**

The research was conducted using qualitative methodology, and the findings will be presented in the form of various different research approaches.[11]. The information studies used in the research can be traced back to a number of previous studies.

### **2.1 IT Governance**

In the early 1990s, Loh and Venkatraman (1992) and Henderson and Venkatraman (1993) used the phrase “IT Governance” to characterize a framework that enables businesses to make the most of their IT.[12].

IT Governance encompasses operations that generate value through strategic values between the company and the information technology department.[13]; increase accountability and transparency in terms of operations using information technology[14]); increasing productivity through the implementation of effective information technology services and applications, developing decision-making tools for risk management, and preparing IT resources and responsibilities are the main focuses of this effort.

IT Governance is a critical corporate issue that establishes appropriate boundaries of responsibility and accountability for information systems and information technology management.[15]. According to Webb, Pollard, and Ridley (2006), information technology governance (ITG) is the process of integrating information technology (IT) with business operations through strategy alignment, IT value exchange, performance management, risk management, regulation, and delegation of responsibility.[2], [16].

## 2.2 International Standards and Framework for IT Governance and Management

IT businesses in 2024 can improve accountability, governance, and management by implementing IT frameworks and standards such as COBIT, ISO/IEC 27001 (an update to ISO/IEC 17799), ITIL, and CMMI. These frameworks support better risk management, information security, and IT service efficiency. COBIT, which continues to be developed by ISACA (formerly known as the IT Governance Institute), focuses on the highest level of IT governance and management, helping companies achieve alignment between business and IT strategies and ensure maximum business value from IT investments.[2], [17], [18].

1. COBIT covers four areas of information technology: planning and organizing, procurement and implementation, delivery and support, and monitoring. COBIT defines 34 frameworks for IT processes and over 300 control objectives in each of these areas (ITGI, 2000; 2005). How information technology (IT) can help achieve the organization's goals is one of many strategic and tactical issues that can be addressed with proper planning and management. The development, implementation, and integration of information technology (IT) with business processes are the focus of acquisition and implementation. If you want your services to be delivered optimally, you need delivery and support. Issues about control procedures and the need for third-party audits are addressed through monitoring.[19].
2. The IT Infrastructure Library (ITIL) is a UK-based documentation that provides best practice for IT service management. Established in 1989 by the Centre for Computing and Telecommunications (CCTA), ITIL is managed by the UK Office of Government Commerce (OGC) and supported by the IT Service Management Forum (itSMF). In 2000, ITIL was revised to integrate with the BSI Management Overview, a service management specification.[20].

The management overview provided by BSI now provides a high-level introduction to ITIL, with ITIL books expanding on the information and providing guidance on IT service management best practice. The BS15000 standard, which originally provided guidance, has been replaced by ISO/IEC 20000[21], which continues to be updated through 2024. Like its predecessor, ISO/IEC 20000 is a two-part standard that helps organizations ensure quality and efficiency in IT service management. It also supports the implementation of high-level IT governance that focuses on aligning IT services with business needs, improving service quality, and enhancing user satisfaction.[22]. Lifecycle-based techniques are used in the ITIL document, which is now in its third iteration. This documentation offers a code of practice and describes standards for IT service management.[23].

## **2.3 Public service**

To meet the needs of the community and its residents for goods, services, and administrative support, public service providers carry out an action or series of actions. This term originates from the Law of the Republic of Indonesia which regulates Public Services. [24]

The following are examples of what the law considers to be public services, as stated in IPEM4429: Public Service Management, Third Edition:

### **1. Public goods service**

Minimum standards for public goods services and provides suggestions that general service standards need to be developed.

### **2. Public service delivery**

The importance of accountability for those responsible for and implementing public services.

### **3. Administrative services regulated by laws and regulations**

The importance of community involvement in administrative services, including supervision and planning, to ensure efficient and effective implementation of public services by authorities.

Article 3 paragraph (1) is amended as amended by Ministerial Regulation Number 4 of 2023 concerning Empowerment of State Apparatus and Bureaucratic Reform, which is an improvement on Ministerial Regulation Number 29 of 2022 concerning Monitoring and Evaluation of Public Service Provision Performance. Third, as referred to in paragraph (1), other parties may cooperate with high-ranking officials of public service cadets to implement PEKPPP. In addition, the provisions in Article 5 of the PEKPPP mechanism are amended to be as follows: 1) planning; 2) implementation; 3) reporting of results and follow-up; 4) assessment and awarding of awards for public service provision performance; and 5) monitoring of follow-up.[25].

There needs to be governance, work processes, systems, authority, and costs in the context of organizing public services. Governance needs to emphasize the importance of innovation, initiative, and community involvement in the development process. The relationship between the apparatus and the community needs to be changed from patron-

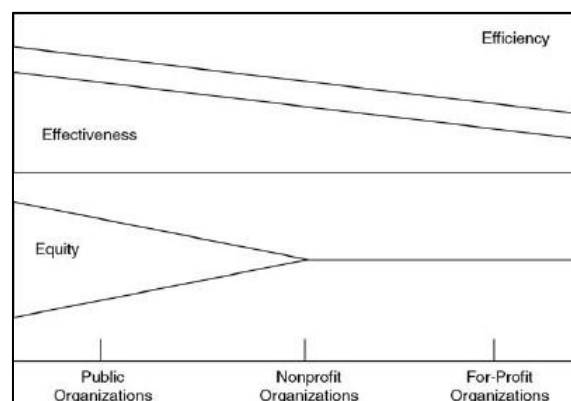
client to producer-consumer or government-citizen, with the community as the main stakeholder in this interaction.[6].

Public sector governance is a clean, effective, decentralized and accountable public sector. The goal is to improve the economy and public welfare. Characteristics of effective governance include competent, transparent, responsive institutions and those tasked with providing high-quality social services. Decentralization in Indonesia has resulted in the transfer of most responsibilities to the district and regional government levels.[26].

A better state apparatus system, better village governance, public sector reform under authorized institutions, the Grand Strategy of Decentralization and Regional Autonomy, and improving economic governance for the welfare of the people are the five priority areas for revitalizing the political system and institutions that have been determined by the Partnership.[27].

Institutions that provide public services require a network of interdependent relationships, which often lead to competing priorities. As a result, people may lose interest in each category. When stakeholders, including group leaders, have different interests or when agreements among them change, collaboration tends to fail. Partnership failure may also be caused by changes in agreements or the emergence of new interests. In addition, the following six categories of elements—(1) environment, (2) membership, (3) process/structure, (4) communication, (5) goals, and (6) resources are listed by Mattessich and Monsey in their book *Collaborative Governance in the Public Perspective* as factors that contribute to successful collaboration.[28].

## 2.4 The Importance of Productivity and Performance in Public Service



**Picture 1. Relative importance for outcome measurement (Berman, 1998)[2]**

Berman (1998) emphasized the importance of relative relevance in measuring outcomes in public services. This approach considers the context and elements that influence outcomes, not just numerical values. This approach considers the interaction of various factors that affect productivity and performance. Productivity is critical to resource efficiency, service quality, and public satisfaction. The relative importance approach helps identify factors that influence productivity, ensuring accurate and relevant measurements in the given context. Performance indicators such as service speed, customer satisfaction, and program effectiveness are often used to assess performance.

Understanding relative importance helps identify areas for improvement and formulate strategies for better performance. Outcome measurement that takes relative importance into account supports accountability and transparency in public services by allowing stakeholders to see how results are achieved and the factors that contribute to them. This approach is critical to understanding productivity dynamics and strategic steps to improve public services.

## **2.5 The Importance of Productivity and Performance in Public Service**

To achieve the strategic goals of e-government, the government has established six plans, including: [29] Presidential Instruction (Inpres) Number 3 of 2003 concerning National Policy and Strategy for E-Government Development

1. Building a reliable service system to build a reliable, low-cost and trustworthy public service system; this system should prioritize the improvement of communication networks and the development of public information and service portals that integrate the work operations and management of government agencies.
2. The government plans to streamline its operations at the federal, state, and local levels by instituting comprehensive management and work systems that can quickly incorporate new information technologies.
3. The third approach is to maximize the use of IT to standardize the interoperability of data exchange and financial transactions across government websites. E-billing, e-procurement, and e-reporting are all part of this framework, and all facilitate secure transactions involving public services and sensitive information. Furthermore, the ultimate goal of this strategy is the establishment of networks within the government.
4. Fostering growth in the telecommunications and IT sectors and encouraging greater engagement from business to raise the profile of business in supporting the long-term

goals of e-government, diversifying public service management beyond the country, and enhancing overall sector development.

5. Strengthening the capacity of human resources of the government and autonomous regional governments is the sixth strategy. Increasing community electronic literacy and implementing systematic development through realistic stages such as preparation, maturation, consolidation, and utilization are the targets of this approach.

The government focuses on three main focuses based on this strategy, namely:

1. Prosperity (Prosperity), Government services must ensure that the wider community experiences prosperity.
2. Profitability, government services must offer benefits to the government, society and the private sector through knowledge sharing and resource management, which fosters a positive climate for these entities, and ensures their overall success.
3. Good Governance (good governance), Good governance ensures that government system services are accountable to the wider community through effective implementation.

Public service involves citizens, the private sector, and government, each of which contributes unique values and roles to the overall effectiveness of public service, as follows:

1. Government

Good policies, encouragement and development for business are all things that the government supports.

2. The service provider company was praised for its effectiveness and efficiency.
3. The community promotes flexibility in transactions, fostering a disciplined, caring and empathetic environment.
4. The research community is actively looking for ways to improve their work.
5. NGO/YLKI: The research community is actively seeking ways to improve their work[30].
6. Banking: development of a safe and reliable transaction system in the banking sector.

Uncertainty and environmental change may arise from the values held by each job.

## 2.6 IT Concept in Public Services

An integrated information technology system, centered on a company's business activities, has the potential to increase productivity by providing efficient services, facilitating decision-making regarding risk management, and ensuring resource planning and accountability.[4].

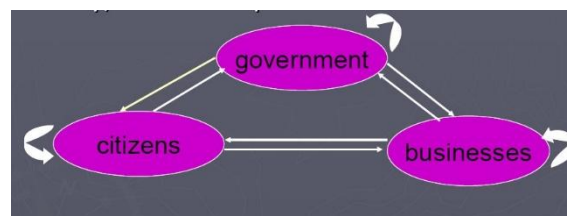
Academics are increasingly focusing on the relationship between technology and service operations in operations management. Despite long-standing problems with service technology, there is a growing need for systems thinking in the service industry. Service firms can achieve performance levels comparable to industrial organizations. Marketers have been instrumental in communicating the productivity barriers and benefits of technology in the service industry. This shift highlights the importance of systems thinking in the service industry.[31].

Operations management emphasizes the importance of strategic service planning, although it does not focus on IT, but there is a need for careful technology integration.

## 2.7 Implementation of IT Governance in Public Services: Challenges, Strategies, and Recommendations to Achieve Excellent Services

According to the COBIT IT Governance Effectiveness Framework, which defines IT Governance as an integral part of enterprise governance, governance is the process of ensuring that an organization's IT investments are aligned with its overall strategy and objectives through defining its leadership, roles and responsibilities.[17].

The figure below illustrates the interactions that occur between the government, the people who live there, and the business processes involved in providing public services. The figure emphasizes the need for effective collaboration and communication to provide exceptional services that are in line with the overall strategy, objective goals, and targets of public services.



**Picture 2. Public Service Interaction[2]**

Many factors, including corporate strategy, political climate, social and economic climate, business climate, institutions, technology, and interorganizational collaboration, all impact the idea of IT governance within an organization. All of these things can make it difficult for public agencies to have good IT governance.

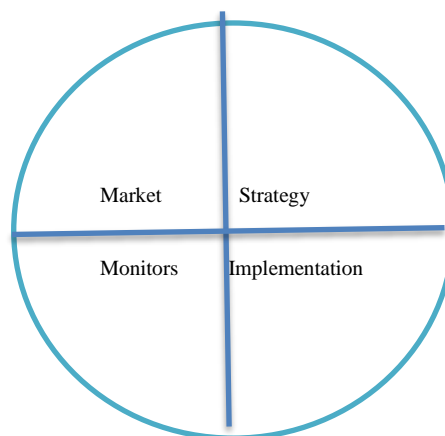


Here are some suggestions for improving public sector IT governance: environmental awareness; alignment of information policy, organization, and strategy; and standardized information architecture.

### 3. RESULTS AND DISCUSSION

The model developed by Cobb, Samuels, and Sexton (1998) highlights the relevance of strategic alignment as a system-oriented analysis tool for strategic transformation. This model emphasizes the importance of strategic alignment in service performance. Therefore, the aspects that must be considered as an increase in service focus are:

1. Market,
2. Strategy,
3. Implementation,
4. Monitor



**Picture 3. Four Steps to Building Market Alignment[32]**

All four phases must take alignment into account because it is an ongoing process. To begin with, the strategy must be driven by a thorough understanding of the target audience and market. In addition to the market, the strategy must take into account the company's strengths, weaknesses, and personnel. Third, an HR strategy that is connected to the company's plans is necessary for its successful implementation. Fourth, the implementation of the HR strategy is critical to the success of the company's overall strategy.[32].

The four Ps of ITIL Service Management—People, Processes, Products (Services, Technology, and Equipment), and Partners—require careful planning and preparation for

implementation. This is due to the fact that inadequate planning and oversight cause several initiatives, designs, and plans to fail.[33], as depicted in the image below:

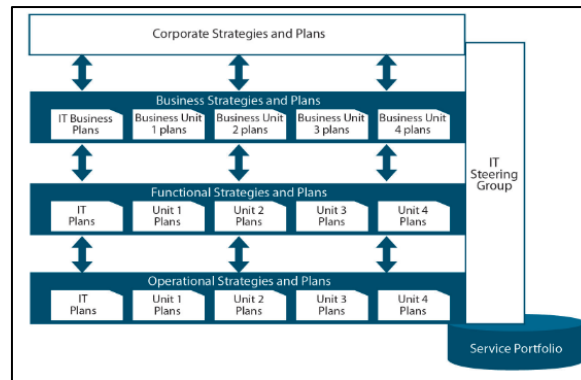


**Picture 4. Ps (People, Processes, Products, Partners)[33]**

Service design and planning is critical to the successful delivery of IT services, determining which projects, processes and services will have the most significant impact on the organisation's business, with requirements identification and risk management being critical.

Implementing ITIL Service Management involves aligning the risks in the provision of new IT services and operations with business risks. Many project failures are the result of inadequate preparation and management. The 4Ps (People, Processes, Products, Partners) are used to ensure effective planning and design, preventing failures in project planning, design and execution.

To ensure that business and IT services are aligned, organizations typically create an IT Strategy or Steering Group (ISG). As an intermediary between IT and the business, the ISG oversees the governance, policy, and strategy of IT services. The ISG meets periodically to discuss policies, plans, strategies, architectures, service portfolios, and designs. It is the responsibility of the ISG team to ensure that project schedules are reasonable, prioritize quality, and do not conflict with operational requirements. To keep business and IT services in sync, scheduling should not be dictated from above. Figure 4 shows the organizational structure of the ISG team:



**Picture 5. IT Steering Group (ISG) Structure[33]**

The subjects discussed by the ISG team regarding business and IT aspects are as follows.

1. Analyze corporate and IT plans to determine which areas require additional services or improvements to existing ones.
2. find out how service modifications can impact demand for short-term and long-term planning needs, which in turn can impact projects and the company.
3. Fulfillment of business benefit expectations and adherence to planned schedules depend on determining project authority and priorities.
4. Establishing requirements and strategies includes finding out what resources are needed to provide IT services.
5. To ensure everything is in sync, it's important to review the company's business and IT strategies, noting any major changes.
6. It is critical to plan business continuity alignment in a way that ensures continuity of business and IT services.
7. Ensuring that organizational goals, budget plans, and performance evaluations are all in line with information technology rules and standards.

To ensure the design aligns with the organization's business needs, it is important to form an ISG team and consider the following factors:

1. The service portfolio should be updated and evaluated periodically to include new service solutions.
2. Understanding Service level requirements (SLRs) is critical during initial service analysis to facilitate its implementation.

3. From the SLRs document, a detailed assessment of the organization's resources and capabilities is required to determine whether identified customer service needs are appropriate or can be accommodated.
4. Analysis of IT service financial budget allocation is required if additional new infrastructure is required to support new services.
5. Early analysis of business impact and risk is critical to IT service continuity strategy, design availability, design security, and capacity planning.
6. The operational effectiveness of new services must be assessed through technical management, IT operational management, and application management.
7. The service transition process can begin with planning and developing services according to the change schedule.
8. Supplier management is critical for new services that require a procurement process.

#### **4. CONCLUSION**

Based on the results of this study, it can be concluded that information technology (IT) governance plays an important role in improving the quality of public services. The implementation of effective IT governance can improve operational efficiency, productivity, and service quality, as well as accelerate organizational adaptation in meeting the increasingly complex needs of society. The implementation of standards such as COBIT, ITIL, and ISO/IEC 20000 has proven effective in managing risks, maintaining information security, and ensuring responsive services.

However, the implementation of IT governance in the public sector still faces various challenges, such as resistance to change, limited resources, and lack of readiness to adapt to technological developments. These factors need to be addressed through increased collaboration between agencies, development of adequate IT infrastructure, and increasing digital literacy among employees. Integration of ITIL-based service models, which prioritize the components of People, Process, Products, and Partners (4P), has been proven to support improved service quality and user satisfaction.

To realize optimal and sustainable IT governance in public services, there needs to be a commitment from all related parties, especially in ensuring that policies, strategies, and information architecture are in line with organizational needs and the latest technological developments. Thus, responsive, accountable, and adaptive IT governance to change can be realized, supporting more effective and efficient public services.

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