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Digital Transformation and Service Performance: Managing Public Feedback Systems in Public Sector Organizations

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Abstract: *This study examines the mechanism of public aspiration delivery through the e-Audiensi system and its implications for public participation and legislative performance transparency at the Secretariat of the Regional House of Representatives of Bali Province. The study is motivated by the need to transform conventional aspiration channels, which were considered less efficient and less accessible, into a more effective and transparent digital system. This research employed a qualitative approach with a descriptive case study design. Data were collected through observation, in-depth interviews with internal and external informants, documentation, and literature review. The data were analyzed using qualitative techniques, including data reduction, data presentation, and conclusion drawing, supported by source and method triangulation. The findings reveal that the e-Audiensi system has improved the efficiency of administrative processes and expanded public participation by enabling online submission of aspirations. Compared to the conventional system, the mechanism is more structured, documented, and easier to manage. The number of aspirations submitted through e-Audiensi increased significantly in 2025, indicating growing public adaptation to the digital system. In terms of legislative performance, the system enhances accountability through digital documentation and follow-up actions. Responsiveness is also supported through notification features, although response times remain inconsistent. However, transparency is still limited because the system only covers submission, verification, and scheduling stages without providing real-time tracking or publication of hearing outcomes. Overall, the e-Audiensi system contributes positively to efficiency, effectiveness, and accountability, although further development is needed to strengthen transparency, responsiveness, and broader public accessibility.*

Keyword: *e-audience, public participation, transparency, e-government, legislative performance*

INTRODUCTION

Bureaucratic reform in Indonesia not only emphasizes the simplification of service procedures, the enhancement of civil servant integrity, and the implementation of performance-based systems, but also the acceleration of the modernization and digitization of public services (Hadi & Widnyani, 2024). In the context of service management, digital

feedback systems can be understood as service innovation tools that aim to improve service quality, responsiveness, and operational efficiency within public sector organizations (Parasuraman et al., 1988). In line with this, the development of social dynamics in Balinese society in the current contemporary era also shows an increasingly high level of complexity in tandem with the rise of issues emerging across various sectors of life, ranging from the economy, tourism, and education to other socio-cultural aspects (Cahyaningtyas et al., 2023). This complexity creates an urgent need for more effective communication channels among the public and demands the establishment of active, targeted, and sustainable patterns of public participation.

Improvements in Information and Communication Technology (ICT) have profoundly influenced how individuals, organizations, and governmental bodies operate. In a constantly evolving landscape, public administration must also embrace advancements in order to effectively meet the needs of citizens, increase efficiency, and enhance transparency (Dumitrescu, 2024). From a management perspective, digital transformation is not merely a technological shift but a strategic approach that enhances organizational performance, service efficiency, and stakeholder value creation (Vial, 2019). This signifies a major transformation that influences work methods, organizational culture, and governmental oversight. The digital transformation facilitates the removal of cumbersome and inefficient bureaucracy, which has long hindered the delivery of public services (Pratiwi et al., 2025).

A significant proactive initiative undertaken by the government is the implementation of e-government, as specified in Presidential Instruction Number 3 of 2003 concerning the National Policy and Strategy for E-Government Development (Suharyana, 2017). An efficient approach to address these developments is by establishing digital feedback systems for the populace, facilitated by legislative representatives at both provincial and regional levels (Hadi & Widnyani, 2024). In Indonesia, these principles are reflected in the 1945 Constitution, particularly in Article 28E, which pertains to the right of free expression, as well as in Law Number 25 of 2019, which emphasizes transparency, accountability, non-discrimination, and civic engagement.

Data regarding the advancement of democratic quality in Bali Province highlights a steady upward trajectory over the last three years. The Democracy Index for Bali increased from 83.21 in 2022 to 85.13 in 2023, reaching 88.34 in 2024. This enhancement positions Bali among the provinces with a high-quality democracy in Indonesia and categorizes it within the realm of sustained good democracy. In this context, the Regional House of Representatives, serving as a prominent state institution and the lower house in Indonesia's parliamentary framework, assumes a strategically important function (Simamora et al., 2023). According to Law No. 23 of 2014 regarding Regional Government and its revisions, the Regional House of Representatives has three core responsibilities: legislative, budgetary, and oversight. In this regard, the Regional House of Representatives of Bali Province acts as a forum for the residents of Bali to express their aspirations, grievances, and suggestions concerning various social issues, serving as a crucial link between the community and the government in policy-making, regulation formulation, activities, or any matters affecting the public interest moving forward (Oktaviani & Prabawati, 2025).

As part of efforts to reform public services and in response to the challenges of the digital age, the Regional House of Representatives of Bali Province launched the e-Audiensi (an electronic public hearing platform) innovation on June 14, 2024, via the official website <https://sekwandprd.baliprov.go.id> (Baliportalnews, 2024). The introduction of this innovation marks a transformation in the system for conveying public aspirations, shifting from conventional methods to a more open, participatory, and efficient digital-based model. This transformation also reflects the application of digital service management, where technology is utilized to improve service accessibility, responsiveness, and user satisfaction (Davis, 1989).

Within the framework of reforming the digital-based public feedback system in Bali Province, the use of information technology has the potential to reinforce the three main functions of the Regional House of Representatives. Through the e-Audiensi platform, the public can submit their feedback online without time constraints associated with in-person hearings. The e-Audiensi system enables the communication process between the public and the provincial legislative council to proceed more quickly, transparently, and in a documented manner, and can be monitored in real time. From an organizational perspective, this system contributes to improving service performance by enabling more efficient workflows, better coordination, and enhanced accountability in managing public feedback. The launch of this digital feedback system demonstrates the Regional House of Representatives of Bali Province's commitment to advancing the principles of transparency, accountability, participation, and accessibility of public services as mandated by Law No. 25 of 2009.

Data on public participation activities indicate that the mechanism for conveying public concerns to legislative bodies in Bali Province is still dominated by in-person hearings. In 2023, there were 124 such activities, which then decreased significantly to 80 in 2024 and remained relatively stagnant in 2025 at the same number. This decline in the frequency of hearings may reflect the limitations of conventional mechanisms, both in terms of service capacity, public accessibility, and the efficiency of managing public input processes that are often hindered by various practical obstacles. This condition indicates the need for more scalable and efficient digital service solutions to improve both the quantity and quality of public participation.

Thus, the focus of this study lies in the need to develop and implement a more innovative and functional e-hearing system. This system is expected to improve the quality of public services, expand public access to voicing their concerns, and support good governance within the Secretariat of the Regional House of Representatives of Bali Province without diminishing the essence of face-to-face interaction in the local democratic process. From a management perspective, this study not only examines the implementation of digital systems but also evaluates their implications for service performance, efficiency, and organizational effectiveness. The urgency of this study lies in the need to evaluate the extent to which the implementation of e-Audiensi can address issues related to serving the public's aspirations. Based on this background, this study aims to examine in greater depth the role of the Secretariat of the Regional House of Representatives of Bali Province in managing the public hearing process, both in terms of procedure and effectiveness.

METHOD

This research utilizes a qualitative methodology with a descriptive framework, employing a case study approach to thoroughly explore the execution of the e-Audiensi system as a digital tool for facilitating public feedback within the Secretariat of the Regional House of Representatives of Bali Province. The investigation took place at the Secretariat of the Bali Provincial Legislative Council, situated at Jl. Dr. Kusuma Atmaja No. 3, Niti Mandala, Panjer Village, South Denpasar District, Denpasar City, Bali. The data sources for this study encompass primary data acquired directly from informants through comprehensive interviews, along with observations of the public feedback process via the e-Audiensi system. Conversely, secondary data were obtained from organizational documents, records, activity reports, and literature, as well as previous research relevant to the study subject.

Data collection was performed using various methods, including observation, interviews, documentation, and literature review. Observation entailed directly monitoring the implementation of the e-Audiensi system during the submission of public feedback. Comprehensive interviews were carried out with individuals engaged in the management and use of the e-Audiensi service to gather in-depth information concerning the process and the challenges faced. Documentation was employed to collect corroborating data in the form of

records, reports, and other documents pertinent to the implementation of the system. Furthermore, a literature review was conducted to compile references from books, journals, and other academic sources relevant to the research.

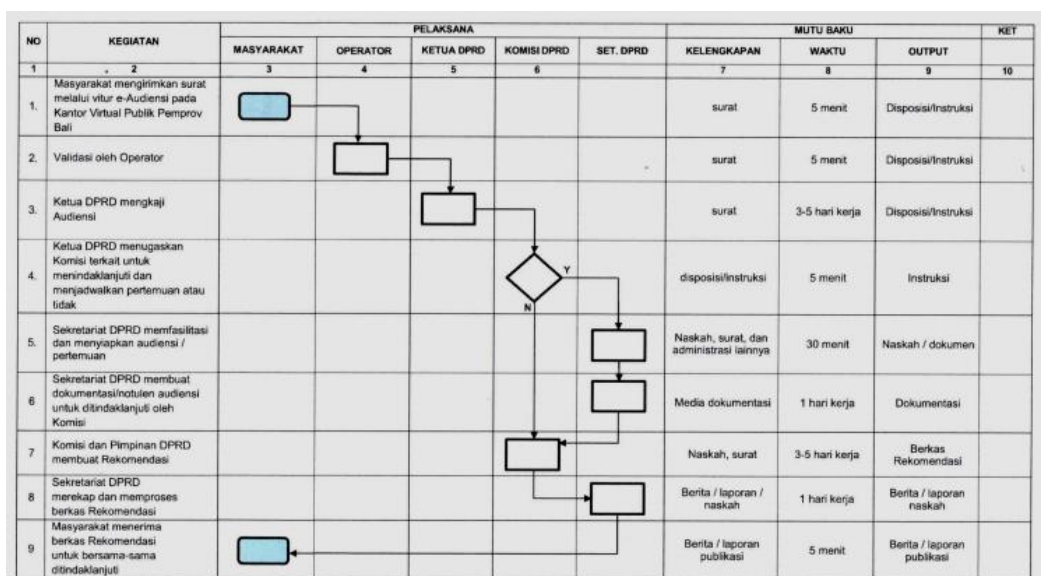
The informants in this study were selected using purposive sampling, which involves intentionally selecting informants based on the consideration that they possess knowledge and experience related to the implementation of the e-Audiensi system. The informants consisted of two groups: internal parties from the Secretariat of the Bali Provincial Legislative Council, who were engaged in the management and development of the e-Audiensi system, and external parties, comprising members of the public or representatives of organizations that had utilized the service. The number of informants was not determined precisely from the outset but followed the principle of data saturation that is, when the information obtained had reached redundancy, with no new significant data emerging. To ensure the validity of the data, this study employed source triangulation and methodological triangulation. Data analysis in this study utilized qualitative analysis techniques with a typological approach. The analysis process was conducted in stages, including data collection, data reduction, data presentation, and drawing conclusions.

RESULTS AND DISCUSSION

The mechanism for conveying community aspirations through e-Audience at the Secretariat of the Bali Provincial DPRD

To realize participatory and responsive governance, legislative institutions are required to provide mechanisms for delivering public aspirations that are effective, efficient, and transparent. Along with the advancement of information technology, the process of conveying aspirations, which was previously carried out conventionally, has now undergone a transformation toward a digital system through the innovation of e-Audience services at the Secretariat of the Regional House of Representatives of Bali Province.

The implementation of e-Audience is part of a digital-based bureaucratic reform effort aimed at improving the quality of public services, particularly in bridging communication between the community and legislative institutions. Through this system, the public is provided with convenience in submitting aspirations in a structured and well-documented manner, while also being able to track the follow-up process. A clearer illustration of the flow and stages within this mechanism is presented in the flowchart shown in Figure 1 below:



Source: Data from the Secretariat of the Regional House of Representatives of Bali Province, (2026)

Figure 1. Standard Operating Procedure (SOP) for e-Audiensi

Figure 1 illustrates the mechanism for submitting public aspirations through the e-Audience system at the Secretariat of the Regional House of Representatives (DPRD) of Bali Province, which is presented in the form of a flowchart based on the established Standard Operating Procedures (SOP). The diagram systematically describes the stages of the process, the actors involved, and the outputs generated at each stage in managing public aspirations.

In general, the mechanism begins with the submission of aspirations by the public through the digital e-Audience platform integrated with the public service channels of the Bali Provincial Government. The submitted aspirations then undergo a validation process by the operator to ensure administrative completeness and the relevance of the submitted issues. Subsequently, the aspirations are forwarded to the Chairperson of the DPRD for disposition to the relevant commission according to the field of the issues raised.

At the next stage, the DPRD commission assesses the received aspirations and determines the necessary follow-up actions, either through the implementation of public hearings or other handling mechanisms. The DPRD Secretariat plays a role in facilitating the implementation of the hearings and preparing supporting administrative matters, including documentation and the preparation of meeting reports. The process concludes with the formulation of recommendations by the DPRD commission, which are then communicated to the public in the form of reports or publications as a form of accountability.

The implications of this digital aspiration reform on increasing public participation and transparency of legislative performance in Bali Province

Digital-based bureaucratic reform has become one of the main strategies in improving the quality of governance, particularly in strengthening the relationship between the government and the community. In the context of regional legislative institutions, the digitalization of public aspiration submissions through the e-Audience system at the Secretariat of the Regional House of Representatives (DPRD) of Bali Province represents a form of public service innovation aimed at enhancing public participation and the transparency of legislative institutional performance. Through e-Audience, the public is provided with greater convenience in submitting aspirations without limitations of space and time, thereby potentially increasing broader and more inclusive public engagement.

The digital reform of aspiration services through e-Audience not only serves as a technical instrument but also functions as a strategic mechanism for strengthening public participation and improving the transparency and accountability of legislative performance in Bali Province. The number of audience submissions received before the digitalization process and after the launch of the e-Audience system is presented as follows:

Table 1. Total audiences 2023-2025

Year	Type of audience		Total of audiences
	Conventional	Digital	
2023	123	0	123
2024	80	3	83
2025	69	65	134
	Total		340

Source: Data from the Secretariat of the Regional House of Representatives of Bali Province, (2026)

Based on Table 1, it can be observed that the number of audience activities conducted by the Regional House of Representatives (DPRD) of Bali Province over the last three years demonstrates a shift in the mechanism of public aspiration delivery. In 2023, all audience activities were still conducted conventionally, with a total of 123 audiences. Furthermore, in 2024, there were 83 audiences recorded, consisting of 80 conventional audiences and 3 digital audiences (e-Audience). This condition indicates that 2024 represented the initial phase of the implementation of the e-Audience system after its official launch in June 2024, so conventional mechanisms remained the primary method used by the public in conveying

aspirations.

Entering 2025, a significant change occurred in the pattern of audience implementation, with a total of 134 audiences consisting of 69 conventional audiences and 65 digital audiences (e-Audience). This data demonstrates a rapid increase in the use of the digital system compared to the previous year. While in 2024 the use of e-Audience was recorded only 3 times, in 2025 it increased substantially to 65 audiences. This indicates that the public has gradually adapted to and utilized the digital system as a major alternative for submitting aspirations.

In addition, the implementation of e-Audience enables the filtering, verification, and scheduling of aspirations in a more systematic manner, resulting in audience activities that tend to be more selective and focused. Therefore, the change in the quantity of audiences may also reflect a shift in orientation from merely emphasizing quantity toward improving the quality of public aspiration management. From the perspective of public administration, this phenomenon demonstrates an adaptation to the digitalization of public services, which has implications for process efficiency, improved accountability, and the potential strengthening of transparency in the performance of regional legislative institutions.

The Implications of Digitizing Public Input via e-Audiensi for the Transparency of Legislative Performance in Bali Province: Mechanisms for Conveying Public Input via e-Audiensi at the Secretariat of the Regional House of Representatives of Bali Province

To examine the implications of the digitalization of public aspirations through the e-Audience system on transparency and legislative performance in Bali Province, an analysis was conducted based on interviews with both internal and external informants. The analysis focused on several key indicators, namely transparency, accountability, responsiveness, as well as service effectiveness and efficiency. A summary of the findings from both groups of informants is presented in Table 2 below:

Table 2. Interview Results

No	Indicator	Findings	
		Internal	Exsternal
1	Transparency	The system has digitally recorded public feedback and provides notifications, but a real-time progress tracking feature is not yet available.	The public can view the initial status of a submission but cannot track its progress or the outcome.
2	Accountability	Digital documentation (audit trail) is available, and follow-up is conducted through working meetings, mediation, and recommendations.	Suggestions are assessed as being followed up on in a tangible and substantive manner, but not all processes can be monitored.
3	Responsiveness	Automated notifications are available, and the process is faster than manual methods.	Response times vary (±10 days–1 month), but responses are considered sufficiently aligned with the suggestions.
4	Effectiveness and Efficiency	<ul style="list-style-type: none"> - Public feedback is addressed through formal mechanisms leading to policy recommendations. - Administrative processes are faster, more integrated, and reduce manual work. 	<ul style="list-style-type: none"> - There are tangible impacts from public feedback, including policy changes and government actions. - The public can more easily submit feedback without having to visit in person, thereby saving time and costs.

Source: Interview findings, (2026)

Discussions

Mechanism for conveying public feedback through e-Audiensi at the Secretariat of the Regional House of Representatives of Bali Province

One strategic form of public service in responding to the dynamic changes in public behavior is the digital transformation in the provision of public aspiration channels by legislative institutions as representatives of the people at the provincial and regency/city levels (Hadi & Widnyani, 2024). Digital transformation in governance has brought significant changes to the mechanism of delivering public aspirations, including within the Secretariat of the Regional House of Representatives of Bali Province. In this context, the DPRD of Bali Province serves as a representative forum for the people of Bali to convey aspirations, complaints, and proposals regarding various social issues, while also functioning as an important bridge between the public and the government in the formulation of policies, regulations, programs, and other matters that may affect public interests in the future (Oktaviani & Prabawati, 2025).

One of the innovations implemented is the e-Audience system, an electronic-based platform that facilitates interaction between the public and legislative institutions in a more structured, efficient, and transparent manner. According to Layne and Lee (2021), e-government services represent an important stage in the digital transformation of governance aimed at improving efficiency, transparency, and the quality of public services through technological integration. Based on the e-Audience Standard Operating Procedures (SOP), the process of delivering aspirations has been systematically structured, starting from submission, verification, disposition, follow-up, and publication of results. Mechanically, the submission of aspirations through e-Audience begins with a registration process conducted by the public through the provided platform. At this stage, the public is required to fill in their identity and the substance of the aspirations to be conveyed. Subsequently, the aspirations are verified by the DPRD Secretariat to ensure administrative completeness and the relevance of the substance to legislative authority. After passing the verification process, the audience request is scheduled according to the agenda and availability of DPRD members or the relevant commission.

The next stage is the implementation of the audience session, which may be conducted either online or through limited offline meetings depending on prevailing policies. During this process, the public is given space to directly express their aspirations, while the legislative body acts as the recipient and follow-up authority for those aspirations. The entire process is digitally documented, thereby enabling an audit trail that can be traced back when necessary. This mechanism demonstrates a shift from a conventional system that tended to be bureaucratic toward a digital system that is more responsive and accountable. Therefore, e-Audience functions not only as a communication medium but also as an instrument of modern governance.

This is consistent with interview findings indicating that the mechanism for submitting aspirations through the e-Audience system of the Bali Provincial DPRD was designed to facilitate the public in delivering aspirations digitally without requiring physical attendance. Audience processes, which previously took approximately ten days to two weeks after submission, involved relevant institutions and produced follow-up actions in the form of mediation and working meetings; however, through this system, the process has become easier and faster. Nevertheless, despite the more efficient submission procedures compared to previous manual mechanisms, there are still technical obstacles, particularly related to server capacity and website accessibility issues. This indicates that infrastructure development and system maintenance are important aspects to ensure that the aspiration delivery process can operate more smoothly and responsively. This finding is in line with the opinion of Suhendra and Pratiwi (2024), who argued that digital technology no longer merely functions as a communication tool but has become a factor shaping the dynamics of political participation,

information dissemination, and public decision-making. This is also consistent with the view expressed by Denhardt and Denhardt (2000) through the New Public Service (NPS) paradigm, which emphasizes that government should not only act as a service provider but also as a facilitator of citizen participation.

The implications of this digital reform initiative for increasing public participation and transparency in legislative performance in the Province of Bali

Theoretically, the structure of government consists of a combination of bureaucracy and power that are interconnected, in which bureaucracy operates within established boundaries of authority (Simamora et al., 2023). Bureaucratic reform functions as a scenario containing the initial situation, trajectory, and future situation, which are subsequently translated into programs and activities within a certain period (Rohman & Kurniawan, 2023). The goal is to realize governance that is more effective, transparent, accountable, and oriented toward high-quality public services.

The implementation of e-Audience as part of digital reform has significant implications for increasing public participation. Public participation in public policy refers to the active involvement of citizens in the entire process of policy formulation, implementation, and evaluation that affects society itself (Situmorang et al., 2025:67). Digitalization enables broader and more inclusive access, allowing the public to overcome geographical and administrative barriers in delivering aspirations. This ease of access contributes to an increase in public participation, both quantitatively and qualitatively. The public can submit aspirations more quickly, systematically, and in a well-documented manner. In addition, digital platforms encourage more substantive participation, as citizens are able to present issues in a more structured and data-based form. As stated by Fitriani (2023), active public participation can strengthen government legitimacy while also enhancing the state's commitment to fulfilling human rights.

On the other hand, digitalization has also encouraged a transformation in participation patterns from passive to more active forms. The public no longer merely acts as the object of policy, but also as a subject actively involved in the decision-making process. This is in line with the principles of good governance, particularly in terms of participation. Judging from the changes in the number of audience submissions, 123 aspirations were received in 2023, all of which were still conducted conventionally. In 2024, which represented the transition phase from conventional to digital mechanisms, 83 aspirations were received, of which only 3 were submitted through e-Audience. This number then increased to 134 in 2025, although the submission mechanism still consisted of a combination of conventional and digital aspirations. This indicates an increase in the number of aspirations submitted through e-Audience, demonstrating the success of reform efforts in transforming aspiration delivery toward a more structured digital system. Nevertheless, the effectiveness of this increase in participation still needs to be improved through enhancing public digital literacy. This is because the increase in the use of e-Audience as a digital aspiration delivery system remains relatively limited.

This finding is supported by Alim (2024:143), who argued that the effectiveness of digital public participation still depends on the readiness of technological infrastructure, the digital literacy of society, and the government's commitment to following up on submitted aspirations. This was also emphasized in the interview results, which revealed that the digitalization of aspirations accelerates the DPRD's responsiveness to issues developing within society. Follow-up actions regarding public aspirations, such as mediation processes, working meetings with related institutions, and the issuance of official recommendations, indicate that the digital system can improve the openness of legislative institutions. However, the aspect of monitoring the progress of aspirations comprehensively still needs to be further developed so that the public can transparently track each stage of the process up to the

outcome. Irmayani et al. (2024:39) also emphasized that digital democracy is related to the utilization of digital technology in political processes and public participation as a democratic practice aimed at strengthening interaction between society and government.

The Implications of Digitizing Public Input via e-Audiensi for the Transparency of Legislative Performance in Bali Province: Mechanisms for Conveying Public Input via e-Audiensi at the Secretariat of the Regional House of Representatives of Bali Province

The digitalization process opens opportunities to eliminate complicated and slow bureaucratic procedures that have long been major obstacles in public service delivery (Pratiwi et al., 2025). Digitalization through the e-Audience system has proven to have a significant impact on the transparency of legislative performance in Bali Province as a form of good governance. This system enables every stage of the aspiration submission process to be systematically documented, starting from submission and verification to follow-up actions by the DPRD. Mardiasmo (2018:23) stated that good governance refers to the implementation of management in development that is solid and accountable, in line with the principles of democracy and efficient markets. Dwiyanto (2021) further emphasized that modern public services must be based on openness, accountability, and responsiveness to public aspirations.

This transparency is reflected in the ease with which the public can access information regarding the status of their submitted aspirations. Through the digital system, citizens can monitor the progress of their aspirations, thereby reducing the potential for maladministration practices such as delays or neglect of public concerns. In addition, e-Audience also strengthens the accountability of legislative performance. Each DPRD member or related commission has more measurable responsibilities in following up on public aspirations, as all activities are recorded within the system and can be periodically evaluated. Furthermore, the transparency generated through this digitalization contributes to increasing public trust in legislative institutions. When the public feels that their aspirations are heard and followed up openly, the legitimacy of the DPRD institution becomes stronger.

This was also explained in the interview findings, which indicated that the success of e-Audience depends not only on technological infrastructure but also on the readiness of human resources and public socialization efforts. It was found that the staff of the DPRD Secretariat already possess adequate digital competencies to manage the system; however, the public still requires guidance in accessing and using the platform effectively. Future system development is recommended to include increasing server capacity, strengthening transparency features, integrating with other information systems, and aiding services or customer support so that the public can better monitor the progress of their aspirations. These improvements are expected to strengthen accountability, transparency, and public participation in the legislative process. This is consistent with Heeks (2020), who argued that e-government enables bureaucracy to become faster, more transparent, and more measurable.

CONCLUSION

This study concludes that the implementation of the e-Audience system at the Regional House of Representatives (DPRD) of Bali Province has reformed the mechanism for delivering public aspirations from a manual system to a digital one, making the submission process more efficient, structured, and easily accessible. The public is now able to submit aspirations through online accounts and upload supporting documents directly, which are then automatically recorded and forwarded to the DPRD leadership for follow-up action. The system also provides automatic notifications and facilitates the scheduling of audience sessions.

The digitalization of aspirations through e-Audience has proven to increase public participation by providing easier access and greater involvement in the public policy process.

Submitted aspirations have also resulted in concrete follow-up actions, including the implementation of audience sessions, mediation with related institutions, and the issuance of policy recommendations, which demonstrate the responsiveness of legislative institutions to public needs. Nevertheless, the transparency of legislative performance in Bali Province has not yet been fully optimal. The implementation of e-Audience has brought positive changes in administrative aspects, particularly in the process of aspiration submission and audience scheduling. However, in terms of substantive transparency, the digitalization through e-Audience still has limitations, especially regarding the outputs of audience sessions that have not yet been openly published through the system.

Based on the findings of this study, it is recommended that the e-Audience system at the DPRD of Bali Province be further developed by adding a real-time aspiration progress monitoring feature, enabling the public to transparently follow each stage of the aspiration process. In addition, the e-Audience system should be expanded beyond the stages of submission, verification, and audience scheduling to also include monitoring and publication of audience results. The development of aspiration status features such as “in process,” “followed up,” and “completed” should be integrated into the system so that the public can continuously and transparently monitor the progress of submitted aspirations. Furthermore, training, socialization, and digital education for the public are necessary to ensure that the e-Audience system can be more widely accessed and utilized by the broader community. In this way, the objective of digitalizing aspirations as an instrument of participatory democracy can be achieved in a more inclusive, effective, and sustainable manner.

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