

Relationship between Local Government Commitment and Digital Public Service Implementation Under Prabowo Subianto

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Abstract

Purpose: This study investigates how the organizational commitment of local governments is linked to the adoption of digital public services in the first year of President Prabowo Subianto administration (2024-2025).

Methodology: The explanatory approach to quantitative research was applied in the current study with references to primary data obtained via local government officials and secondary data provided by UN E-Government Survey 2024. Simple linear regression was employed to determine the impact of organizational commitment on the digital implementation of public services.

Results: The findings revealed a positive and statistically significant correlation between organizational commitment and digital public service implementation ($\beta = 0.642$; $p = 0.001$), with a coefficient of determination (R^2) of 0.535. This outcome indicates that the more committed an organization is, the more local government officials increase the effectiveness, transparency, and efficiency of digital public services.

Conclusions: To successfully digitalize local government, supportive work culture, adaptive leadership, and building digital capacity should be concepts that strengthen organizational commitment.

Limitations: In this research, the regions considered are selected, and the first year of the administration of Prabowo Subianto is considered, thereby limiting generalization.

Contributions: This study provides empirical data on how commitment to the organization is a critical predictor of digital public service execution in the initial stages of the current Indonesian government.

Keywords: *Bureaucratic Reform, Digital Public Services, Local Government, Organizational Commitment, Prabowo Subianto*

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1. Introduction

Information technology has dynamically changed the way governments operate and provide services to their people in different countries, and this effect has been experienced in Indonesia as well ([Park et al., 2021](#)). Digital transformation has established itself as a vital part of contemporary governance, as governments are faced with the need to become transparent, efficient, and responsive in how they offer services to citizens ([Ramadhan, 2024](#)). In this regard, digital public services have ceased to be viewed as technical solutions to the challenge but rather as strategic tools to enhance public sector performance and accountability. The inauguration of the first year of Prabowo Subianto's presidency is a significant step in the national digitalization program and bureaucratic reform of Indonesia. The government has also stressed the reinforcement of electronic-based systems of governance as a means to modernize the administration among the populace and improve the quality of its services ([Tresiana, Duadji, &](#)

[Jayamuna, 2024](#)). This direction of the policy indicates the overall goal of establishing an adjusting bureaucracy, which will be able to act efficiently in relation to the needs of society in the digital age ([Abdussamad, Karinda, Nursin, & Sandewa, 2024](#)).

Nevertheless, the attainment of even the digital form of delivering public services cannot be solely based on the technological infrastructure; it will be based on the organization's preparedness to do so and, more so, the determination of the government officials who are the direct implementers of the government policies ([Ulfa & Frinaldi, 2025](#)). The conceptualization of organizational commitment by [J. P. Meyer and Allen \(1991\)](#) covers affective, continuance, and normative aspects, which determine the attitude behavior of the employee relation to the organizational goals ([Muhyi, 2021](#)). In local government agencies, these aspects determine the readiness of government officials to switch to digital systems, become more accepting of transparency, and maintain innovation in service delivery ([Komarudin, Mu'minah, Praja, Setiawan, & Ruhana, 2025](#)).

The concept of digital public services is directly connected to the pillars of good governance, such as transparency, accountability, and citizen participation ([Adedeji, 2023](#); [Alim, 2024](#)). It is assumed that local governments will use digital platforms to make bureaucratic processes less complex and more efficient and increase access to services in different regions ([Weiss, 2025](#)). However, as empirical studies indicate, numerous Indonesian areas continue to experience several problems associated with a lack of digital infrastructure, inequality in digital literacy, and reluctance to change ([Katili & Sakir, 2024](#); [Setiawan, Sururama, & Nurdin, 2022](#)). These pressure points elucidate that digital transformation is not only a technological process but also a structural and cultural process.

Despite the fact that the literature has already proven that organizational commitment is a positive factor that has an impact on the performance of the public sphere (including the implementation of the policy), there is not much empirical research that specifically examines the topic of organizational commitment and its impact on the local government level (implicitly, on the implementation of the digital public service) ([Ly, 2024](#)). This disparity is especially clear in the frame of the first term of President Prabowo Subianto, who presupposes an important transitional point in the process of integrating the digital transformation of bureaucratic institutions in the region. Hence, this research aims to fill this gap by examining the connection between local government organizational commitment and the implementation of digital public services over the first year of the present administration ([Seran, Neolaka, & Gana, 2021](#)).

2. Literature Review and Hypotheses Development

2.1 Theory of Organizational Commitment Encompasses Various Perspectives on Why Employees Ought to Exhibit High Performance in Their Employers

Organizational commitment theory describes the psychological networking between employees and their organizations, and it serves as a motivating factor for employees' willingness to serve and contribute to the organization and loyalty to the organizational objectives ([J. P. Meyer & Allen, 1991](#)). This theory envisions commitment in three dimensions: affective, continuance, and normative commitment, which are manifestations of various motivational foundations that make employees act in certain ways ([H. D. Meyer, 2002](#)). Organizational commitment has a strategic position in defining the effectiveness of policy implementation in the context of public organizations, and digital transformation initiatives are no exception. Strongly affective commitment officials should internalize organizational values and express more openness to innovation, whereas continuance and normative commitments strengthen consistency and responsibility in performing organizational mandates ([Amin, 2022](#); [Badrianto & Astuti, 2023](#)).

Empirical research indicates that loyal civil servants are better prepared to change and more eager to introduce digital systems to enhance service performance ([Chatzopoulou, Manolopoulos, & Agapitou, 2022](#)). In addition, organizational commitment interacts with leadership vision and work culture in determining institutional adaptability. Studies have shown that leadership behaviors that emphasize the common good and team principles enhance dedication and speed up the digitalization process of bureaucratic organizations ([Yani & Sari, 2025](#)). Therefore, this theory offers an analytical perspective

that can be used to explain the role of commitment among government officials in the local area in enhancing the quality of digital public service delivery.

2.2 Public Service Theory

Public Service Theory focuses on the shift in the roles of the government, not as a rule enforcer but as a service-based institution that internalizes responsiveness, efficiency, and citizen satisfaction ([Gaebler, 1993](#)). This theoretical view justifies the change in the traditional service delivery approach, which is manual, into the use of technology-based public service that promotes accountability and transparency. Public service theory emphasizes that innovation, decentralization, and results-oriented management should be the values on which the reformation of service delivery should be based within the framework of digital governance ([Gaebler, 1993](#)). These are reflected in online platforms and integrated service systems as digital public services, as they allow quicker access, decrease the administrative load, and encourage user engagement ([Pratama, 2020](#); [Sari, 2024](#)). However, achieving modern public service ideals requires organizational reinforcement and dedicated individuals. Indonesian research has shown that digital public service projects can easily be affected by institutional obstacles, where the organizational culture and human resource strength fail to unite with the purpose of the reforms. The theory of public service, therefore, supports the thesis that organizational commitment is an important enabling variable to convert the digital policy goals into valuable service results ([Mukhlis, Makhya, Yulianto, & Aviv, 2025](#); [Sawir, 2020](#)).

2.3 E-Government Theory

The interaction between technology, organizational capacity, and societal preparedness as the conceptualization of the implementation of digital public services is considered an integrated process by E-Government Theory ([Heeks, 2001](#); [Sudirman & Saidin, 2022](#)). Both failures and successes of e-government projects are said to occur because of the failure of technology systems and organizations to match each other due to a lack of human resource capacity and change resistance. Empirical data from the Indonesian situation demonstrate that digital governance issues are directly connected with organizational preparedness and business leaders' support, and not only with technological access ([Putri, Syamsu, & Triono, 2024](#); [Yulianita, Subardin, & Zulfikri, 2024](#)).

Dedicated officials are needed to implement change, modify workflows, improve digital capabilities, and hold them accountable during service delivery ([Mukhlis et al., 2025](#)). Therefore, e-government theory fosters the hypothesis that organizational commitment serves as a mediating ability that enhances the institutional readiness for digital transformation. In the absence of adequate commitment, digital initiatives stand a threat of turning out shallow and not creating meaningful changes in the quality of the provided public services ([Ukwuoma, Cirman, & Oye, 2022](#)).

2.4 Public Innovation Theory

Public Innovation Theory focuses on the importance of innovation as a process of constant learning, adjustment, and cooperation in the context of public institutions ([Osborne & Brown, 2011](#); [Torfing, Ferlie, Jukić, & Ongaro, 2021](#)). The concept of innovation in the public sector goes beyond technological adoption to incorporate innovation in organizational culture, leadership patterns, and service delivery concepts. Empirical evidence indicates that organizational commitment plays a major role in determining the output of innovation within government institutions. Leaders who build friendly conditions and promote experiments are likely to increase employee engagement and institutional adoption ([Roziqin, Kamil, Romadhan, & Zakaria, 2026](#); [Yin, 2025](#)). Developed countries such as the Philippines have demonstrated that with the advent of digital public services, including Public Service Malls, a principal source of innovation appears when personnel commitments, leadership support, and technological infrastructure are combined ([Widnyani, Anantanathorn, & Rahayu, 2024](#)). Thus, public innovation theory supports the claim that a robust organizational commitment is one of the supporting factors of sustainable digital change and enhanced service delivery to the population.

2.5 Conceptual Framework and Hypotheses

This study creates a conceptual framework to explore how organizational commitment is linked to the adoption of digital public services in local governments in the initial year of the downing of a new

President Prabowo Subianto. The first explanatory variable is organizational commitment, which measures the inward nature of local government officials in internalizing organizational objectives and displaying loyalty, responsibility, and intention to pursue institutional change (Ly, 2024; J. P. Meyer & Allen, 1991). The concept of organizational commitment in this research includes affective, continuance, and normative scales, which, when combined, determine the willingness of officials to learn and adapt to digital systems, follow new procedures, and maintain innovativeness in the provision of services (Amin, 2022; H. D. Meyer, 2002).

According to previous studies, dedicated public servants are even more active in terms of using technology and retaining service quality in the context of organizational transformation (Badrianto & Astuti, 2023). Digital implementation of public services can be discussed in terms of the effectiveness, efficiency, transparency, and responsiveness of local government-provided technology-based public services. This notion is consistent with public service and e-government theories, which focus on the role of digital systems in enhancing the performance of governance systems and customer satisfaction (Gaebler, 1993; Weiss, 2025; Yulianita et al., 2024). Indonesian empirical research also indicates that the organizational capability and behavioral willingness of government officials are preconditions for the success of digital public services (Mukhlis et al., 2025; Putri et al., 2024).

Besides organizational commitment, this research study also coincides with the significance of contextual organization variables, such as work culture, leadership, and human resource capacity. These variables were not tested as statistical moderators in the principal regression model, but according to earlier research, they precondition the organizational environment within which digital transformation is held (Di Giulio & Vecchi, 2023; Yani & Sari, 2025). The positive influence of organizational commitment on digital service implementation can be enhanced by supportive leadership, adaptive work culture, and sufficient human resource capacity. Following this conceptual argument founded on this understanding, Figure 1 depicts a direct cause-and-effect relationship between organizational commitment and digital public service implementation, considering contextual organizational factors as a supportive condition. Based on this, the hypotheses suggested in this study are as follows:

- H_1 : Organizational commitment positively influences the adoption of the digital public services
- H_2 : Favorable work culture, leadership, and human resource capacity contribute to the effectiveness of digital implementation of the public services
- H_3 : Good levels of organizational commitment will lead to success of digital transformation of public services within the first year of the presidential rule of Prabowo Subianto

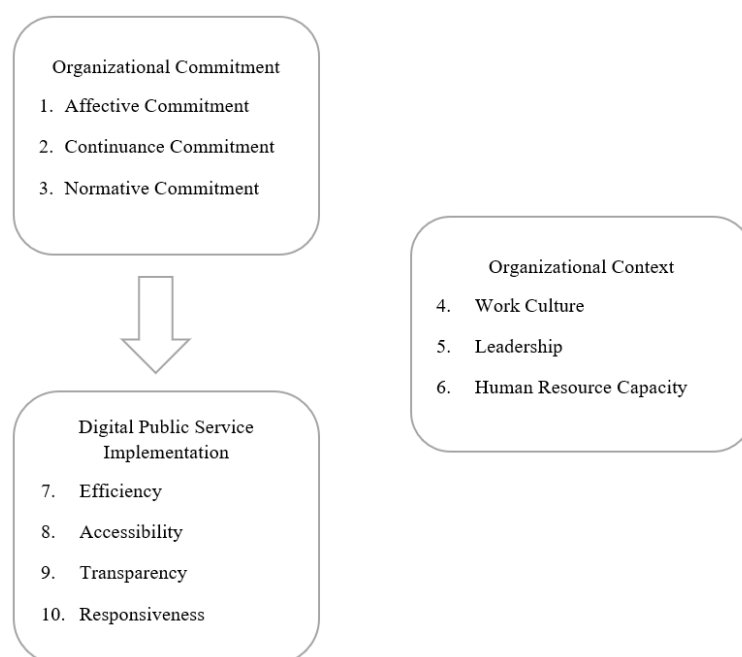


Figure 1. Theoretical perspective of the relationship between organizational dedication and the implementation of digital public services

3. Methodology

3.1 Research Scope

This study investigates the correlation between organizational commitment and the adoption of digital public services in local authorities in the first year of the presidential leadership of Prabowo Subianto (2024-2025). The analysis will focus on evaluating the role of organizational commitment in local government officials regarding the effectiveness of the digital delivery of the local government in delivering digital public services, either in terms of efficiency, transparency, accessibility, and responsiveness ([Weiss, 2025](#); [Yulianita et al., 2024](#)). The research is also narrowed down to four regions, namely DKI Jakarta, West Java, Central Java, and East Java, which were chosen according to their performance in the 2025 Electronic-Based Government System (SPBE) Index.

These regions also cover different degrees of maturity in digital governance; therefore, they are appropriate for analyzing the difference in the readiness and commitment of organizations in implementing digital public services ([MENPANRB, 2025](#); [Mukhlis et al., 2025](#)). The research design is an explanatory quantitative approach because the objective of the research is not to describe phenomena but to explain the cause-and-effect relationships between variables. In this context, the independent variable is organizational commitment, and the dependent variable is the implementation of digital public services, according to the conceptual framework introduced above ([Sugiyono, 2017](#); [Yusuf, Herman, Abraham, & Rukmana, 2024](#)).

3.2 Types and Sources of Data

3.2.1 Types of Data

The data employed in this study were categorized as quantitative data, which comprised numerical readings of structured questionnaires. Quantitative data are suitable for testing causal hypotheses associated with the causality between organizational commitment and digital public service implementation using statistical methodology ([Sugiyono, 2017](#)). The data obtained are quantitative data, where the respondents indicate their understanding of organizational commitment and the introduction of digital public services to the respective institutions. Standardized measures were used to measure these perceptions as it is possible to compare them objectively and infer statistically ([Nurlaela, Raya, & Hariadi, 2022](#); [Yusuf et al., 2024](#)).

3.2.2 Data Sources

The current research is based on primary data gathered directly using a survey coming out of questionnaires administered to the respondents through the Internet. The sample was composed of local government officials engaged in the delivery of public services and the implementation of e-Government, specifically, officials who worked at the units associated with information technology, service administration, and electronic-based governance systems ([Komarudin et al., 2025](#); [Ulfa & Frinaldi, 2025](#)). In order to reinforce the empirical analysis, official documents and reports were used to supplement primary data such as the 2025 SPBE Index, the 2025 UN E-Government Survey and policy reports published by the Ministry of State Apparatus Empowerment and Bureaucratic Reform (*KemenPAN-RB*). Such secondary sources are used to provide contextual meaning within the wider digital governance landscape in Indonesia in the context of the study ([MENPANRB, 2025](#); [Mukhlis et al., 2025](#)).

3.3 Techniques and Sampling

The study sample comprised civil servants (*Aparatur Sipil Negara/ASN*) directly engaged in the delivery of digital public services and working in provincial and district/city government institutions. Considering that the total population of ASN in Indonesia is over 3.5 million people, it was impossible to survey the entire population ([BPS, 2025](#)). Thus, the research featured a purposive sampling method because the respondents were selected using predetermined criteria depending on the research objectives. The criteria comprised officials who (1) participate in diverse capacities of providing public services or managing digital government, (2) have a sufficient period of service in their respective institutions, and (3) occupy government units that have integrated aspects of digital public services.

One of the elements that led to the selection of purposive sampling was that the respondents were well-informed and experienced regarding the study variables ([Sugiyono, 2017](#); [Yuniasih et al., 2024](#)). A sample size of between 100 and 120 respondents is acceptable for explanatory quantitative research that is conducted through regression analysis. The given sample size would provide significant statistical analysis and consider that the study was conducted to explore the problem ([Kholida, A'yuni, & Yekti, 2024](#); [Yusuf et al., 2024](#)).

3.4 Data Collection Techniques

An online survey was used to collect data, which included a structured questionnaire. Organizational commitment and the implementation of digital public services were used as the questionnaire measured using a five-point Likert scale, that is, strongly disagree (1) to strongly agree (5). A Likert scale allows for the formulation of attitudes and perceptions in numerical form and statistical processing ([Mukhlis et al., 2025](#); [Nurlaela et al., 2022](#)). In addition to the questionnaire, limited semi-structured interviews were also conducted with some of the respondents to gain contextual knowledge about the organizational support and impediments facing the digitalization of public services.

Although the qualitative data were not formally analyzed qualitatively, they were employed to help analyze the quantitative outcomes ([Yuniasih et al., 2024](#)). Document analysis of government reports, policy documents, and digital governance assessments was used to collect secondary data. Such documents serve as supporting evidence of the digital implementation of services by the government and the organization during the initial years of Prabowo Subianto's presidency ([Abdussamad et al., 2024](#); [MENPANRB, 2025](#)).

3.5 Data Analysis Techniques

The data in this study were analyzed using quantitative statistical analyses with the help of SPSS software. Data editing, coding, and tabulation of data started with the analysis process to guarantee data accuracy and completeness before undergoing the process of statistical testing ([Yusuf et al., 2024](#)). The quality of the instruments was determined using validity and reliability tests. Pearson Product-Moment correlation was conducted to test validity, whereas Cronbach's alpha was utilized to test reliability to guarantee the internal consistency of the measurement instruments ([Nurlaela et al., 2022](#); [Yusuf et al., 2024](#)). Their characteristics and distributions of variables were then summarized using descriptive statistical analysis used to summarize the respondents.

The research used a simple linear regression analysis to test the hypothesis of the main effect of organizational commitment on the implementation of digital public services as the research hypothesis. Simple regression was chosen because of the conceptual framework, which focuses on the direct cause-effect correlation between the two variables ([Kholida et al., 2024](#); [Osborne & Brown, 2011](#)). Regression coefficients, significance (p-values), and the coefficient of determination (R^2) were used to determine the strength and significance of the relationship. However, the organizational factors, including work culture, leadership, and human resource capacity, have been conceptually addressed in this study, but they were not mentioned in the interaction variables in the regression model. Rather, they are considered contextual conditions that can be used to explain variations in the efficacy of the digital implementation of public services, in line with the existing literature on digital governance and organizational behavior ([Di Giulio & Vecchi, 2023](#); [Yani & Sari, 2025](#)).

4. Results and Discussions

4.1 Validity Test

A validity test was carried out to guarantee that every item in the questionnaire registered the research variables, which are organizational commitment and digital implementation of public services. Using the Pearson Product-Moment correlation technique, a correlation value for each item was expected against the total construct score. The results show that the correlation coefficients of all the questionnaire items are greater than the critical R-value at a significance level of 0.05, which proves that the measurement tools utilized in the present study are valid ([Osborne & Brown, 2011](#); [Yusuf et al., 2024](#)).

4.2 Reliability Test

Cronbach's alpha was used to test reliability to evaluate how the research instruments would be internally consistent. The findings indicate that the organizational commitment variable has a greater Cronbach's Alpha value of above 0.70, and the digital public service implementation variable has also met the minimum reliability level. Such findings prove the reliability and adequacy of the instruments used in further statistical work ([Nurlaela et al., 2022](#); [Yusuf et al., 2024](#)).

4.3 Classical Assumption Test

Before hypothesis testing, the classical assumption tests were conducted to ensure that the regression model satisfied the necessary statistical assumptions. These tests are necessary to ensure that the linear regression analysis results are accurate and precise ([Osborne & Brown, 2011](#)). Normality, multicollinearity, heteroscedasticity, and autocorrelation tests were used in this research. The outcomes of these tests prove that the data meet the requirements of linear regression and can be used to test hypotheses.

Table 1. The result of the classical Assumption Test indicates that we cannot reject the null hypothesis

Test Type	Method	Statistical Value	Test Results	Conclusion
Normality Test	Kolmogorov–Smirnov Test	Sig. = 0.200 > 0.05	Data is normally distributed	Meets normality assumptions
Multicollinearity Test	VIF and Tolerance	No VIF value > 10 or Tolerance < 0.10	VIF Organizational Commitment = 1.325; VIF Digital Service Implementation = 1.412; Tolerance = 0.705–0.755	No multicollinearity
Heteroscedasticity Test	Glejser Test	Significance value > 0.05	Sig. Organizational Commitment = 0.281; Sig. Digital Service Implementation = 0.347	No heteroscedasticity
Autocorrelation Test	Durbin–Watson	Value is between du < DW < 4–du	DW = 1.965	No autocorrelation

As presented in Table 1, the normality test indicates that the data are normally distributed because the significance value exceeds 0.05. The multicollinearity test showed no indication of multicollinearity, with tolerance values above 0.10 and Variance Inflation Factor (VIF) values below 10. Furthermore, the heteroscedasticity and autocorrelation test results confirm that the regression model does not violate the classical assumptions. Therefore, the model fulfills the criteria of a Best Linear Unbiased Estimator (BLUE) and is suitable for further regression analysis ([Kholida et al., 2024](#); [Osborne & Brown, 2011](#)).

4.4 Simple Linear Regression Analysis

Hypothesis testing of simple linear regression analysis was performed after establishing that the regression model met the classical assumptions. The analysis will focus on the direct impact of organizational commitment on the digital implementation of public services, as specified by the conceptual framework of this study ([Yusuf et al., 2024](#)).

Table 2. Simple linear regression analysis

Variables	Regression Coefficient (B)	Std. Error	t-value	Sig. (p)	Description
(Constant)	14.328	2.115	6.779	0.000	–
Organizational Commitment (X)	0.642	0.083	7.734	0.000	Significant
R	0.731				
R ² (Coefficient of Determination)	0.535				

Adjusted R ²	0.528				
F-calculated	9.812		Sig. = 0,000		Model Significant

According to the findings in Table 2, organizational commitment has a positive and statistically significant regression coefficient, with a significance value below 0.05. This discovery indicates that organizational commitment positively impacts the adoption of digital public services. The coefficient of determination (R²) indicates that organizational commitment is attributed to a significant percentage of variance in the realm of digital public service implementation, and the rest of the percentage might be attributed to various other organizational and technological factors that are not represented in the regression model ([Mukhlis et al., 2025](#); [Weiss, 2025](#)). The outcome of the F-test also indicates that the regression model is significant; therefore, Hypothesis 1 is accepted. The present findings are aligned with previous literature that highlights the significance of organizational commitment in the process of successful digital transformation of the public sector ([Chatzopoulou et al., 2022](#); [J. P. Meyer & Allen, 1991](#)).

4.5 Digital Public Service Implementation Digital Public Service and Organizational Commitment

The study findings demonstrate that the organizational commitment of local government officials has a as the empirical findings reveal, organizational commitment is a very important factor that helps facilitate the development of digital public services at the local government level. Strong affective, continuance, and normative commitments lead to improved adaptation to digital systems in an official capacity and increase the employee's responsibility in service delivery, making it more efficient and transparent ([Ly, 2024](#); [Mehmood, Iftikhar, Suhail, & Zia, 2024](#)). These conclusions conform with previous studies indicating that more committed public servants take more initiative toward embracing technological changes and maintaining the quality of the services when the organization is undergoing changes ([Mukhlis et al., 2025](#)).

4.6 Digital Implementation of Organizational Factors Context

Although this research did not use statistical tests to test the moderating effects, the findings and the literature indicate that work culture, leadership, and human resource capacity are important contextual factors that determine the outcomes of the digital implementation of public services. These factors shape the translation of organizational commitment into practical results in public organizations' work ([Di Giulio & Vecchi, 2023](#)). Instead of acting as statistical modulators, organizational factors must be viewed as favorable conditions that help dedicated officials work more efficiently in the execution of digital public services. This meaning is sustainable with the theories of governance and organizational behavior that underline the significance of institutional context in reforming the public sector ([Osborne & Brown, 2011](#)).

4.7 Organizational Involvement and Digital Revolt during the First Year of Prabowo Subianto Administration

The results show that organizational commitment plays a positive role in the introduction of digital public services within the first year of President Prabowo Subianto's administration. High motivation among local government officials promotes sustainability in policy implementation and helps respond adaptively to recently introduced digital systems ([Tresiana et al., 2024](#)). These findings support the thesis that digital transformation within the public sector must involve not only technological infrastructure but also dedicated human resources to ensure that digital initiatives bring significant changes in the provision of the service to the population ([Sudirman & Saidin, 2022](#); [Ukwuoma et al., 2022](#)).

5. Conclusions

5.1 Conclusion

This study analyzed the impact of organizational commitment on the implementation of digital public services in local governments during the first year of President Prabowo Subianto's administration, employing a quantitative explanatory approach combined with simple linear regression. The results

reveal that organizational commitment has a positive and significant effect, demonstrating that it is a key factor in enhancing the efficacy of local-level digital governance projects. Officials with high affective, continuance, and normative commitment are more adaptive to digital systems and exhibit greater responsibility in providing public services, contributing to improved efficiency, transparency, and responsiveness, which are the central goals of digital public service transformation.

Although the moderating effects were not empirically tested, organizational commitment operates within a broader organizational environment, influenced by work culture, leadership, and human resource capacity, which act as enabling factors rather than as statistical intermediaries. Overall, this study underscores the importance of strengthening organizational commitment among government employees to ensure effective and sustainable public service initiatives, particularly during periods of administrative change and policy reform.

5.2 Research Limitation

This study had several limitations that should be acknowledged. First, the cross-sectional design prevents the monitoring of changes in organizational commitment and the implementation of digital public services over time, meaning that the results reflect a single point and may not capture long-term dynamics in digital governance. Second, the study involved a limited population and a narrow range of regions, which may reduce the generalizability of the findings to other local government contexts, as variations in institutional capacity, technological infrastructure, and governance practices could lead to different outcomes. Third, although simple linear regression was used to examine organizational commitment as the primary explanatory variable, this method does not account for other organizational, technological, or policy-related factors that could also influence the digital implementation of public services.

5.3 Suggestions and Directions for Future Research

Based on the results and limitations of this study, several recommendations are proposed for future research. Policymakers at both the national and regional levels should prioritize digital governance reforms by reinforcing public servants' organizational commitment. Clear communication of digital transformation objectives, consistent leadership support, and fair performance evaluation systems are essential for fostering employee involvement and ownership in the execution of digital public services. Leadership development should also be emphasized, particularly enhancing leaders' ability to manage organizational change and promote digital innovation, as committed and accountable leaders cultivate a culture that enables officials to translate policy directives into online service delivery.

Furthermore, investment in human resource capacity through continuous training programs focused on digital skills, service innovation, and organizational learning is necessary to ensure that high organizational commitment is supported by technical competence and readiness. Longitudinal studies are recommended to track changes in organizational commitment and digital public service implementation across different phases of digital transformation. Incorporating additional variables, such as technological infrastructure, inter-agency coordination, and citizen engagement, as well as applying mixed-method approaches, can provide more comprehensive analytical models and deepen empirical understanding.

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