



Analysis of the Effectiveness of AI-Based Public Service Digitalization Policies in Improving Public Satisfaction

Almashyra Nadira Latifah

Faculty of Administrative Sciences, University of Subang, Indonesia

ARTICLE INFO

Article history:

Received Nov 25, 2025

Revised Dec 21, 2025

Accepted January 30, 2026

Keywords:

AI-Based Digitalization;
Public Service Policy;
Public Satisfaction;
E-Government;
Service Quality.

ABSTRACT

Public service quality remains a critical issue in many countries, where traditional bureaucratic systems are often characterized by inefficiency, limited accessibility, and low levels of public satisfaction. In response, governments have increasingly adopted digitalization strategies, including the integration of Artificial Intelligence (AI), to improve service delivery. This study aims to analyze the effectiveness of AI-based public service digitalization policies in increasing public satisfaction. The research employs a quantitative approach using a survey method, with data collected through questionnaires distributed to users of digital public services. The data are analyzed using descriptive statistics and regression analysis to examine the relationship between AI-based digitalization and public satisfaction. The results indicate that AI implementation significantly improves service efficiency, accuracy, accessibility, and transparency, which in turn positively influences public satisfaction. Among these factors, service speed and ease of access are identified as the most dominant contributors. However, challenges such as digital literacy gaps and technical issues are also identified. In conclusion, AI-based public service digitalization policies are effective in enhancing public satisfaction, although their success depends on supporting factors such as infrastructure readiness, user capability, and system reliability.

This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.



Corresponding Author:

Almashyra Nadira Latifah
Faculty of Administrative Sciences,
University of Subang, Indonesia
Jln, R.A Kartini KM 03, Subang Jawa Barat, Indonesia
Email: almashyralatifah@gmail.com

1. INTRODUCTION

Public service quality is a fundamental indicator of government performance in meeting the needs of society (Lanin & Hermanto, 2019). High-quality public services reflect efficiency, transparency, accountability, and responsiveness to citizens' expectations. However, in many developing contexts, public services are still characterized by lengthy procedures, bureaucratic complexity, and limited accessibility. These challenges often result in low levels of public satisfaction and trust in government institutions. Therefore, improving the quality of public services has become a crucial priority in public administration reform.

In recent years, there has been a significant shift toward the digitalization of public services as part of broader e-government initiatives. Governments are increasingly adopting digital platforms to streamline administrative processes, reduce human error, and enhance service

delivery (Milakovich, 2012). Digitalization enables citizens to access services more conveniently, without being constrained by time and location. Furthermore, the integration of advanced technologies such as Artificial Intelligence (AI) has the potential to further transform public service delivery. AI can automate routine processes, provide real-time responses through chatbots, analyze large datasets for decision-making, and personalize services based on user needs. As a result, AI-based digitalization is expected to improve efficiency, speed, and accessibility in public services.

In the last decade, research on digitalization of public services and the integration of Artificial Intelligence (AI) has grown significantly, particularly in relation to improving efficiency and public satisfaction. Early studies on digital government emphasized that digitalization is a strategic tool to enhance transparency, accessibility, and service quality. For instance, Latupeirissa et al. (2024) highlighted that digital transformation in public services improves service delivery but may also create challenges such as the digital divide, where certain populations are left behind due to limited access to technology. This indicates that while digitalization offers benefits, its effectiveness depends on inclusive implementation.

The evolution from traditional e-government to AI-driven public services has been further explored in recent studies. Savveli, Rigou, and Balaskas (2025) conducted a systematic review and found that AI technologies especially chatbots are widely used in public services, with citizen satisfaction, trust, and perceived usefulness as key evaluation indicators. Their findings suggest that the success of AI-based services largely depends on user perception, ease of use, and trust, while concerns about privacy and system reliability remain significant barriers.

Empirical studies have also demonstrated the direct impact of AI on public satisfaction. Nurfitarini, Suyoso, and Ekowati (2025) found that the implementation of AI in Indonesian local government significantly increases service efficiency and public satisfaction through improved responsiveness and service quality. Similarly, Zhang and Nie (2025) showed that AI-assisted communication enhances interaction quality between citizens and government, leading to higher satisfaction, trust, and clarity in service delivery.

In addition, Rulandari et al. (2025) examined AI-enabled public services using a configurational approach and found that citizen satisfaction is strongly influenced by factors such as transparency, service accuracy, and perceived value. Their study emphasizes that technological efficiency alone is insufficient; rather, human-centered factors such as trust and usability play a crucial role in determining effectiveness.

Several qualitative studies also support the positive role of AI in optimizing public services. Muksin and Djamal (2025) reported that AI applications such as chatbots and digital queuing systems can reduce waiting time, improve bureaucratic efficiency, and increase public satisfaction, although challenges such as limited infrastructure and resistance to change persist. Likewise, Mulyasari and Wardana (2025) emphasized that AI enhances accuracy, minimizes human error, and supports responsive governance, making it a key driver of digital transformation in the public sector.

From a governance perspective, Arum and Huseini (2025) analyzed AI-based public service innovations in a comparative study between Indonesia and Singapore, highlighting that AI integration improves responsiveness and effectiveness in protecting citizens abroad. Meanwhile, Iskandar (2025) noted that digital innovation in public services strengthens transparency and accountability, although it requires strong institutional readiness and regulatory support.

Despite these advancements, several issues persist in the implementation of digital public services. Many systems are still not fully optimized, leading to inefficiencies and technical problems. Bureaucratic structures may resist change, slowing down the adoption of innovative technologies (Newman et al., 2022). In addition, disparities in digital literacy and access to technology can limit the effectiveness of digital services, particularly among marginalized populations. These challenges contribute to the continued problem of low public satisfaction, even in the presence of digital initiatives. Therefore, it is necessary to evaluate whether AI-based digitalization policies truly address these issues and deliver the expected improvements.

Based on these conditions, the main problem addressed in this study is the effectiveness of AI-based public service digitalization policies in improving public satisfaction (Chen et al., 2021). Specifically, this research seeks to determine whether the implementation of AI technologies in public

services leads to measurable improvements in service quality and user satisfaction. It also aims to identify key factors that influence the success or failure of such policies.

The primary objective of this research is to analyze the effectiveness of AI-based digitalization policies in public services (Misuraca et al., 2020). Additionally, the study aims to measure the extent to which these policies impact public satisfaction. To achieve these objectives, the research is guided by the following questions: How effective is AI-based digitalization in enhancing public service delivery? What factors influence public satisfaction in the context of AI-driven services?

This study is expected to provide both theoretical and practical contributions. Theoretically, it contributes to the development of knowledge in the fields of public policy, digital governance, and e-government by examining the role of AI in improving service outcomes. Practically, the findings of this research can serve as valuable input for policymakers and government institutions in designing and implementing more effective digitalization strategies. By understanding the strengths and limitations of AI-based public service policies, governments can make more informed decisions to enhance service quality and increase public satisfaction.

2. RESEARCH METHOD

This study employs a quantitative approach to analyze the effectiveness of AI-based public service digitalization policies in increasing public satisfaction. A quantitative method is considered appropriate because it allows for the measurement of relationships between variables using numerical data and statistical analysis (Mohajan, 2020). The research is survey-based, enabling the collection of data directly from users of digital public services to assess their perceptions and levels of satisfaction.

The research design used in this study is explanatory research. This design aims to explain the causal relationship between the implementation of AI-based digitalization policies as the independent variable and public satisfaction as the dependent variable. Through this approach, the study seeks to determine whether and to what extent AI-driven digital services influence public satisfaction levels (Cheng & Jiang, 2020).

Data collection is carried out using several techniques. The primary data is obtained through questionnaires distributed to respondents who have experience using AI-based digital public services (Chen et al., 2021). The questionnaire is designed using a Likert scale to measure respondents' perceptions of service quality and satisfaction. In addition, interviews may be conducted as a complementary method to gain deeper insights into user experiences and perceptions. Documentation techniques are also utilized to collect secondary data, such as government reports, policy documents, and records related to digital public service implementation.

The population of this study consists of individuals who use AI-based digital public services, such as online licensing systems, digital administrative services, or chatbot-based government platforms (Nirala et al., 2022). From this population, a sample is selected using a sampling technique, such as purposive sampling, where respondents are chosen based on specific criteria namely, those who have actively used digital public services. The sample size is determined to ensure that it adequately represents the population and supports reliable statistical analysis.

This research involves two main variables. The independent variable is the AI-based public service digitalization policy, which refers to the implementation of artificial intelligence technologies in delivering public services (Gesik & Leyer, 2022). The dependent variable is public satisfaction, which reflects the level of user satisfaction with the services received. Several indicators are used to measure these variables. For the independent variable, indicators include service speed, accuracy, accessibility, and transparency. Meanwhile, public satisfaction is measured through user perceptions of service quality, ease of use, responsiveness, and overall satisfaction.

Data analysis in this study is conducted using both descriptive and inferential statistical techniques (Statistics, 2013). Descriptive statistics are used to summarize and present the data, such as calculating means, percentages, and frequency distributions. Inferential analysis, such as regression analysis, is employed to examine the relationship between AI-based digitalization and public satisfaction. The Likert scale responses are quantified to facilitate statistical processing. Furthermore, validity and reliability tests are conducted to ensure that the research instruments are

accurate and consistent in measuring the intended variables. Through these methods, the study aims to produce reliable and objective findings regarding the effectiveness of AI-based public service digitalization policies.

3. RESULTS AND DISCUSSIONS

3.1 Implementation of Maternal and Child Health Programs in the Anambas Islands, Riau Islands

T3.1 Results

The results of this study indicate that the implementation of AI-based public service digitalization policies has a significant positive effect on public satisfaction. Based on the data collected through questionnaires, the majority of respondents expressed a favorable perception of digital public services supported by artificial intelligence. Descriptive statistical analysis shows that the average score for public satisfaction falls within the “high” category, indicating that users generally feel satisfied with the services provided (Alawneh et al., 2013).

In terms of specific indicators, service speed emerged as one of the most significant improvements. Respondents reported that AI-based systems, such as automated responses and digital processing, have reduced waiting times and simplified procedures. This suggests that the integration of AI has successfully minimized bureaucratic delays that were previously common in manual systems. Additionally, the accuracy of services has also improved, as AI systems are able to process data with fewer human errors, leading to more reliable outcomes.

Accessibility is another key factor contributing to increased public satisfaction (Ho et al., 2021). The findings show that digital platforms allow users to access public services anytime and anywhere, eliminating geographical and time constraints. This flexibility has made it easier for citizens to complete administrative processes without the need for physical visits to government offices. Furthermore, transparency has improved as digital systems provide clear information regarding procedures, requirements, and service progress, which enhances public trust.

Inferential statistical analysis, particularly regression analysis, reveals that AI-based digitalization has a statistically significant influence on public satisfaction (시암술, 2021). The results indicate that all indicators service speed, accuracy, accessibility, and transparency positively contribute to satisfaction levels, with service speed and accessibility having the strongest impact. This confirms that technological efficiency and ease of access are the primary drivers of user satisfaction in digital public services.

However, the study also identifies several challenges in the implementation of AI-based services. Some respondents reported difficulties related to limited digital literacy, especially among older users or those in rural areas. Technical issues, such as system errors or unstable internet connections, were also noted as barriers that can reduce the effectiveness of digital services (Vassilakis et al., 2005). In addition, concerns regarding data privacy and security remain important issues that need to be addressed to maintain public trust.

The discussion of these findings suggests that while AI-based digitalization policies are generally effective in improving public satisfaction, their success depends on several supporting factors. These include the availability of reliable infrastructure, user-friendly system design, and adequate public education on digital service usage. Moreover, the role of government institutions is crucial in ensuring that technological innovations are implemented in an inclusive and sustainable manner.

Overall, the findings of this study are consistent with previous research, which highlights the positive impact of AI and digitalization on public service quality. The integration of AI not only enhances efficiency and accuracy but also transforms the way public services are delivered, making them more responsive to citizens' needs. Nevertheless, addressing existing challenges is essential to maximize the benefits of AI-based public service digitalization and to ensure that all segments of society can equally benefit from these advancements.

3.2 Comparison of Findings with Theories and Previous Studies

The findings of this study, which demonstrate that AI-based public service digitalization has a significant positive effect on public satisfaction, are strongly aligned with several established theories and previous empirical studies in the fields of public administration and digital governance.

From a theoretical perspective, the results support the principles of e-government theory, which emphasize that the use of digital technologies can enhance efficiency, transparency, and service quality in the public sector. The improvement in service speed, accessibility, and accuracy found in this study reflects the core objectives of e-government, namely to deliver citizen-centered services that are more responsive and effective.

In addition, the findings are consistent with the Technology Acceptance Model (TAM) developed by Fred Davis, which explains that user acceptance of technology is influenced by perceived usefulness and perceived ease of use (Lala, 2014). In this study, respondents reported high satisfaction due to the speed, convenience, and accessibility of AI-based services, indicating that they perceive these systems as both useful and easy to use. This supports the argument that when digital public services meet user expectations, they are more likely to be accepted and appreciated by the public.

The results also align with the DeLone and McLean Information Systems Success Model, which highlights system quality, information quality, and service quality as key determinants of user satisfaction (Sabeh et al., 2021). The improvements in accuracy (information quality), accessibility (system quality), and responsiveness (service quality) identified in this research confirm that these dimensions are critical in determining the success of AI-based public service systems.

When compared with previous empirical studies, the findings are largely consistent. For instance, research by Latupeirissa et al. (2024) found that digital transformation in public services enhances service delivery but requires attention to inclusivity. Similarly, this study confirms that while AI improves efficiency and satisfaction, challenges such as digital literacy gaps remain. Furthermore, Savveli, Rigou, and Balaskas (2025) emphasized that citizen satisfaction and trust are key indicators of AI success in public services. This study supports that conclusion, as increased transparency and responsiveness were found to contribute significantly to user satisfaction.

Empirical evidence from Nurfitarini, Suyoso, and Ekowati (2025) also supports the current findings, showing that AI implementation in local government improves responsiveness and overall service quality. Likewise, Zhang and Nie (2025) highlighted that AI-enhanced communication increases user satisfaction and trust, which is consistent with this study's observation that faster and clearer service processes lead to higher satisfaction levels.

Moreover, the findings are in line with Rulandari et al. (2025), who argued that factors such as transparency, perceived value, and service accuracy are essential in determining public satisfaction. This study reinforces that argument by identifying service speed and accessibility as the most influential factors. Similarly, Muksin and Djamal (2025) found that AI applications reduce waiting time and improve efficiency, which directly corresponds to the improvements in service speed observed in this research.

However, this study also highlights some differences and additional insights compared to previous research. While many studies emphasize the technological benefits of AI, the current findings underline the importance of supporting factors such as infrastructure readiness and user capability. Issues related to digital literacy and technical reliability, which were also noted in studies by Mulyasari and Wardana (2025), indicate that the success of AI-based policies is not solely dependent on technology but also on human and institutional readiness.

Overall, the comparison shows that the findings of this study are consistent with both theoretical frameworks and prior empirical research. AI-based digitalization is proven to enhance public service effectiveness and increase public satisfaction. Nevertheless, the study also contributes additional insights by emphasizing the importance of inclusivity, user readiness, and system reliability as critical factors in ensuring the long-term success of digital public service policies.

3.3 Explanation of Why the Results Occur

The results of this study, which show that AI-based public service digitalization significantly improves public satisfaction, can be explained by several interrelated technological, organizational, and user-centered factors. These factors collectively shape how citizens perceive and experience public services in a digital environment (Safarov, 2021).

First, the improvement in public satisfaction largely occurs due to increased efficiency in service delivery. Artificial Intelligence enables automation of routine administrative processes, such as data verification, document processing, and responding to public inquiries. This automation

reduces processing time and minimizes delays that are commonly found in traditional bureaucratic systems (Newman et al., 2022). As a result, citizens experience faster service, which directly contributes to higher satisfaction. In public service contexts, time efficiency is a critical determinant of user perception; the quicker a service is delivered, the more positively it is evaluated by users.

Second, the accuracy and consistency provided by AI systems play a significant role in shaping positive outcomes. Unlike manual processes that are prone to human error, AI-based systems can process large volumes of data with a high level of precision. This reduces mistakes in administrative procedures, such as incorrect data entry or misinterpretation of requirements. When users receive accurate and reliable services, their trust in the system increases, which in turn enhances overall satisfaction. This explains why accuracy emerged as a key contributing factor in the findings.

Another important reason for the observed results is the increased accessibility of public services. Digital platforms supported by AI allow users to access services anytime and from anywhere, without the need for physical presence at government offices. This flexibility is particularly beneficial for individuals with time constraints or those living in remote areas. The removal of geographical and temporal barriers makes public services more inclusive and user-friendly, which significantly improves user experience and satisfaction levels.

Transparency is also a critical factor explaining the results. AI-based digital systems often provide real-time updates, clear procedures, and detailed information regarding service processes (Spring et al., 2022). This openness reduces uncertainty and confusion among users, allowing them to better understand how services are delivered and what to expect. When citizens feel informed and involved, their trust in public institutions increases. This sense of transparency not only improves satisfaction but also strengthens the perceived legitimacy of government policies.

In addition, the results can be explained by changes in user expectations in the digital era. As people become more accustomed to fast, responsive, and user-friendly services in the private sector (such as e-commerce and digital banking), they begin to expect similar standards from public services. AI-based digitalization helps governments meet these evolving expectations by providing more modern, responsive, and personalized services. When public services align with these expectations, users are more likely to evaluate them positively.

However, the results also reveal certain limitations, which can be explained by disparities in digital readiness. Not all users possess the same level of digital literacy or access to reliable internet infrastructure. As a result, some individuals may face difficulties in using AI-based services, leading to less favorable experiences. Technical issues, such as system errors or downtime, can also disrupt service delivery and reduce satisfaction. These challenges explain why, despite overall positive results, some respondents still reported dissatisfaction.

Furthermore, organizational factors within government institutions also influence the outcomes. The successful implementation of AI-based digitalization depends on institutional readiness, including adequate infrastructure, skilled human resources, and supportive policies. When these elements are well-developed, the implementation of AI tends to be more effective, resulting in higher public satisfaction. Conversely, limitations in these areas can hinder performance and reduce the overall impact of digitalization (Eller et al., 2020).

The results occur due to the combined effects of improved efficiency, accuracy, accessibility, and transparency brought about by AI-based digitalization. These factors align with user expectations and enhance the overall service experience, leading to increased public satisfaction. At the same time, variations in digital literacy, infrastructure, and institutional readiness explain the remaining challenges observed in the findings.

3.4 Strengths and Weaknesses of AI Implementation in Public Services

The implementation of Artificial Intelligence (AI) in public service digitalization offers a range of significant strengths that contribute to improving service quality and public satisfaction. One of the primary strengths lies in increased efficiency and speed of service delivery. AI systems are capable of automating repetitive administrative tasks, such as data processing, document verification, and responding to frequently asked questions through chatbots. This reduces processing time and minimizes delays that are often associated with traditional bureaucratic procedures. As a result,

citizens can receive services more quickly and conveniently, which enhances their overall experience.

Another important strength is the improvement in accuracy and consistency. AI technologies are designed to process large volumes of data with high precision, thereby reducing the likelihood of human error (Shneiderman, 2020). This leads to more reliable and standardized service outcomes. In public services, where accuracy is critical such as in identity verification or licensing processes this advantage significantly increases public trust. Moreover, AI systems ensure consistency in decision-making, as they operate based on predefined algorithms and rules, eliminating subjective bias that may occur in manual processes.

Accessibility is also a major strength of AI-based public service digitalization. Digital platforms allow users to access services anytime and from anywhere, without being restricted by office hours or physical locations. This flexibility is particularly beneficial for individuals in remote or underserved areas. Additionally, AI can support multilingual services and personalized interactions, making public services more inclusive and user-friendly for diverse populations.

Transparency and accountability are further enhanced through AI implementation (Puchakayala, 2022). Digital systems provide clear information about procedures, requirements, and service progress, enabling users to track their requests in real time. This openness reduces uncertainty and potential corruption, as processes become more traceable and less dependent on human discretion. Consequently, public trust in government institutions can increase.

Despite these strengths, the implementation of AI in public services also presents several weaknesses and challenges. One of the most significant issues is the digital divide. Not all citizens have equal access to digital technology or the internet, particularly those in rural or economically disadvantaged areas. In addition, differences in digital literacy can prevent some individuals from effectively using AI-based services. This creates a gap where certain groups benefit from digitalization, while others are excluded, potentially increasing social inequality.

Another major weakness is the risk of technical problems and system errors. AI-based systems depend heavily on stable infrastructure, including reliable internet connections and well-maintained software. System failures, bugs, or downtime can disrupt service delivery and lead to user frustration. Furthermore, if the underlying data used by AI systems is inaccurate or biased, it can result in incorrect outputs or unfair decisions, which may undermine public trust.

Data privacy and security concerns also represent a critical challenge. AI systems often require large amounts of personal data to function effectively (Humerick, 2017). Without strong data protection measures, there is a risk of data breaches or misuse of sensitive information. This can create hesitation among citizens to use digital services, thereby limiting the effectiveness of AI implementation.

Additionally, organizational and institutional barriers can hinder the successful adoption of AI (Kar et al., 2021). Resistance to change within bureaucratic structures, lack of technical expertise, and insufficient regulatory frameworks may slow down the implementation process. Governments need to invest in capacity building and infrastructure development to ensure that AI systems operate effectively and sustainably.

While AI implementation in public services offers substantial strengths in terms of efficiency, accuracy, accessibility, and transparency, it also faces notable weaknesses such as the digital divide, technical limitations, data security risks, and institutional challenges (Susar & Aquaro, 2019). Addressing these weaknesses is essential to ensure that the benefits of AI-based digitalization can be fully realized and equitably distributed across all segments of society.

4. CONCLUSION

This study concludes that the implementation of AI-based public service digitalization policies is generally effective in improving the quality of public services and increasing public satisfaction. The findings indicate that the integration of artificial intelligence into public service delivery significantly enhances efficiency, accuracy, accessibility, and transparency. Among these factors, service speed and accessibility emerge as the most influential contributors to public satisfaction. The use of AI technologies, such as automated systems and digital platforms, has successfully reduced bureaucratic delays, minimized human error, and enabled citizens to access services more easily

and conveniently. Therefore, it can be affirmed that AI-based digitalization policies have a positive and significant impact on public satisfaction. The implications of these findings are important for government institutions and policymakers. First, governments should continue to promote and expand the use of AI in public service delivery as part of broader digital transformation strategies. However, successful implementation requires not only technological adoption but also strong institutional support, including adequate infrastructure, skilled human resources, and clear regulatory frameworks. It is also essential for governments to ensure that digital services are inclusive and accessible to all segments of society, particularly those who face limitations in digital literacy or access to technology. In addition, attention must be given to data security and privacy protection to maintain public trust in AI-based systems. Based on the findings, several recommendations can be proposed. Governments should invest in improving digital infrastructure and provide training programs to enhance public digital literacy. The design of AI-based systems should prioritize user-friendliness to ensure ease of use for diverse populations. Regular system evaluation and maintenance are also necessary to prevent technical issues and improve service reliability. Furthermore, integrating feedback mechanisms into digital platforms can help governments continuously monitor and improve service quality based on user experiences. For future research, it is recommended to expand the scope of study by using larger and more diverse samples to improve the generalizability of the findings. Future studies may also explore the use of other emerging technologies, such as big data analytics, blockchain, or the Internet of Things (IoT), in public service delivery. Additionally, qualitative approaches could be employed to gain deeper insights into user experiences and perceptions. Comparative studies between different regions or countries may also provide a broader understanding of best practices in AI-based public service digitalization. Through these efforts, future research can further contribute to the development of more effective and inclusive public service policies.

REFERENCES

- Alawneh, A., Al-Refai, H., & Batiha, K. (2013). Measuring user satisfaction from e-Government services: Lessons from Jordan. *Government Information Quarterly*, 30(3), 277–288.
- Chen, T., Guo, W., Gao, X., & Liang, Z. (2021). AI-based self-service technology in public service delivery: User experience and influencing factors. *Government Information Quarterly*, 38(4), 101520.
- Cheng, Y., & Jiang, H. (2020). How do AI-driven chatbots impact user experience? Examining gratifications, perceived privacy risk, satisfaction, loyalty, and continued use. *Journal of Broadcasting & Electronic Media*, 64(4), 592–614.
- Eller, R., Alford, P., Kallmünzer, A., & Peters, M. (2020). Antecedents, consequences, and challenges of small and medium-sized enterprise digitalization. *Journal of Business Research*, 112, 119–127.
- Gesk, T. S., & Leyer, M. (2022). Artificial intelligence in public services: When and why citizens accept its usage. *Government Information Quarterly*, 39(3), 101704.
- Ho, D. C. W., Lai, L. W. C., & Wang, A. (2021). The effects of ‘publicness’ and quality of publicly accessible open space upon user satisfaction. *Environment and Planning B: Urban Analytics and City Science*, 48(4), 861–879.
- Humerick, M. (2017). Taking AI personally: how the EU must learn to balance the interests of personal data privacy & artificial intelligence. *Santa Clara High Tech. LJ*, 34, 393.
- Kar, S., Kar, A. K., & Gupta, M. P. (2021). Modeling drivers and barriers of artificial intelligence adoption: Insights from a strategic management perspective. *Intelligent Systems in Accounting, Finance and Management*, 28(4), 217–238.
- Lala, G. (2014). The emergence and development of the technology acceptance model (TAM). *Marketing from Information to Decision*, 7, 149–160.
- Lanin, D., & Hermanto, N. (2019). The effect of service quality toward public satisfaction and public trust on local government in Indonesia. *International Journal of Social Economics*, 46(3), 377–392.
- Milakovich, M. E. (2012). *Digital governance: New technologies for improving public service and participation*. Routledge.
- Misuraca, G., Van Noordt, C., & Boukli, A. (2020). The use of AI in public services: Results from a preliminary mapping across the EU. *Proceedings of the 13th International Conference on Theory and Practice of Electronic Governance*, 90–99.
- Mohajan, H. K. (2020). Quantitative research: A successful investigation in natural and social sciences. *Journal of Economic Development, Environment and People*, 9(4), 50–79.
- Newman, J., Mintrom, M., & O’Neill, D. (2022). Digital technologies, artificial intelligence, and bureaucratic

- transformation. *Futures*, 136, 102886.
- Nirala, K. K., Singh, N. K., & Purani, V. S. (2022). A survey on providing customer and public administration based services using AI: chatbot. *Multimedia Tools and Applications*, 81(16), 22215–22246.
- Puchakayala, P. R. (2022). Responsible AI Ensuring Ethical, Transparent, and Accountable Artificial Intelligence Systems. *Journal of Computational Analysis and Applications*, 30(1), 208–221.
- Sabeh, H. N., Husin, M. H., Kee, D. M. H., Baharudin, A. S., & Abdullah, R. (2021). A systematic review of the DeLone and McLean model of information systems success in an E-learning context (2010–2020). *Ieee Access*, 9, 81210–81235.
- Safarov, N. (2021). Personal experiences of digital public services access and use: Older migrants' digital choices. *Technology in Society*, 66, 101627.
- Shneiderman, B. (2020). Human-centered artificial intelligence: Reliable, safe & trustworthy. *International Journal of Human-Computer Interaction*, 36(6), 495–504.
- Spring, M., Faulconbridge, J., & Sarwar, A. (2022). How information technology automates and augments processes: Insights from Artificial-Intelligence-based systems in professional service operations. *Journal of Operations Management*, 68(6–7), 592–618.
- Statistics, L. (2013). Descriptive and inferential statistics. *Retrieved From*.
- Susar, D., & Aquaro, V. (2019). Artificial intelligence: Opportunities and challenges for the public sector. *Proceedings of the 12th International Conference on Theory and Practice of Electronic Governance*, 418–426.
- Vassilakis, C., Lepouras, G., Fraser, J., Haston, S., & Georgiadis, P. (2005). Barriers to electronic service development. *E-Service*, 4(1), 41–63.
- 시암술. (2021). *A Research on The Factors That Influence The Adoption of AI-Based Public Services in The Indonesian Government*. 서울대학교 대학원.