

## **Digital-Based Public Service Transformation through the Ready to work Application at the Indonesian Ministry of Manpower (Five Dimensional Service Quality Analysis)**

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### **Article Info**

#### **Article history:**

Received: 31 July 2025

Publish: 1 November 2025

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#### **Keywords:**

*Digitalisation Of Public Services;*

*SIAPKerja;*

*Public Service Quality.*

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### **Abstract**

*The digital era has encouraged the Ministry of Manpower of the Republic of Indonesia to launch SIAPkerja (Sistem Informasi dan Aplikasi Pelayanan Ketenagakerjaan) as an integrated platform for employment services. This study evaluates the transformation of public services through SIAPkerja using the five dimensions of public service quality (tangible, reliability, responsiveness, assurance, empathy) as an analytical framework. The method used is descriptive qualitative with data collection techniques of in-depth interviews, participatory observation, and documentation. The results show that SIAPkerja improves the accessibility and responsiveness of labour services, although it still faces challenges such as limited digital infrastructure in remote areas. The implementation of SIAPkerja also plays a role in supporting the principles of good governance through data integration and regular monitoring by the Ministry. This study concludes that SIAPkerja has improved the quality of technology-based public services, but recommendations for improving human resource capacity and infrastructure are still needed.*

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## **1. INTRODUCTION**

In the era of rapid technological advancement, digital transformation has become a cornerstone of public service innovation across the globe. In Indonesia, the Ministry of Manpower has responded to these developments by launching the *Ready to Work* application (*Aplikasi Siap Kerja*), a digital platform designed to enhance accessibility, efficiency, and transparency in employment-related services. This initiative aims to address long-standing challenges in workforce development, including unemployment, skills mismatch, and limited access to career information.

The transition from conventional to digital-based services is not merely a shift in delivery method; it represents a broader effort to improve service quality and meet the evolving expectations of citizens. To assess the effectiveness of this transformation, it is essential to evaluate service quality using a multidimensional framework. The Five Dimensional Service Quality model, commonly known as SERVQUAL, offers a comprehensive lens by examining tangibility, reliability, responsiveness, assurance, and empathy.

This article analyzes the digital transformation of public services through the *Ready to Work* application using the SERVQUAL framework. By evaluating user experiences and service outcomes, the study seeks to identify strengths, gaps, and opportunities for improvement in delivering employment services digitally. The findings are expected to

contribute to the broader discourse on e-government and digital service quality in Indonesia's public sector.

Digital transformation has become an inevitability in the administration of modern governance, including within the employment sector. Public demand for fast, transparent, and responsive services can no longer be met through conventional administrative approaches. As information technology continues to advance, governments around the world are racing to develop digital service systems capable of enhancing bureaucratic efficiency and strengthening public accountability (Dwiyanto, 2023). In Indonesia, bureaucratic reform through the digitalisation of public services has been reinforced by the Electronic-Based Government System (SPBE) agenda, which positions technology-driven service delivery as a key instrument for promoting good governance.

In this context, the Ministry of Manpower of the Republic of Indonesia has launched SIAPkerja (Information System and Application for Employment Services), a national digital ecosystem designed to integrate employment services comprehensively—from vocational training and job placement to social security and industrial relations. Pursuant to Ministerial Regulation No. 17 of 2024, SIAPkerja is designated as a central pillar of public service transformation in the employment sector, as well as a strategic tool for strengthening the national employment data system. However, the digital transformation faces considerable challenges in practice, such as technological access disparities, limited digital infrastructure in regional areas, and low digital literacy among the public and implementing officials. These issues raise critical questions concerning the effectiveness and quality of SIAPkerja's implementation as the new face of employment-related public services.

The urgency of this study lies in the need to evaluate how the quality of public services undergoes significant changes when transitioning from manual to digital systems. This evaluation is all the more vital given that SIAPkerja touches upon strategic aspects affecting millions of job seekers and employers in Indonesia. Without a corresponding enhancement in service quality, digitalisation risks becoming a mere bureaucratic formality that fails to deliver added public value. Consequently, an academic inquiry into the dimensions of service quality within SIAPkerja is essential—not only to assess the application's performance but also as a reflection of the broader success of digital bureaucratic reform in the employment sector.

## 2. METHODS

This research uses a qualitative approach with a descriptive-analytical research type. The qualitative approach was chosen to deeply understand how the quality of public services is implemented through the SIAPkerja application by the Ministry of Manpower of the Republic of Indonesia. Qualitative descriptive research aims to describe phenomena that occur contextually and holistically, focusing on the meaning behind actions, processes, and interactions between actors involved in the use and delivery of digital-based services (Miles & Huberman, 2014; Moleong, 2021). In collecting data, researchers used three main techniques, namely: In-depth interviews; observation and documentation studies. And to maintain data validity and reliability, this research uses data triangulation and source triangulation, as explained by Miles and Huberman (2014), namely: Technique Triangulation, Source Triangulation, Time Triangulation.

## 3. RESULTS AND DISCUSSION

### 3.1. RESULTS

The implementation of SIAPkerja by the Indonesian Ministry of Manpower shows significant progress in shifting the public service model from conventional to digital-based. Based on the results of in-depth interviews and observations of application

interactions, it was found that SIAPkerja has successfully integrated various strategic services such as vocational training, job placement, and professional certification into an integrated digital ecosystem.

This implementation is characterised by the presence of key features: SkillHub, SertiHub, KarirHub, and BizHub, which represent the basic needs of the employment sector. Field data shows that users feel efficiency in accessing training information and job vacancies that previously had to be done manually through the agency office. Concretely, the implementation of SIAPkerja encourages the effectiveness of public services through:

- Cutting service time, from an average of 3 days to less than 1 day (e.g. in the training certification process).
- 24/7 service access, allowing job seekers or employers to be independent of office hours.
- Process standardisation, as the digital system minimises the subjectivity of service by manual officers.

However, analysis of the five dimensions of service quality (Parasuraman et al., 1988) shows SIAPkerja's performance as follows:

- Tangible (Physical Evidence): The SIAPkerja application interface is considered user-friendly, equipped with interactive guides, chatbot features, and easy-to-understand job data visualisations. The availability of role-based dashboards (user, trainer, government) adds to the system's excellence in delivering clear visual information.
- Reliability: The system has demonstrated consistency in the delivery of job vacancy data, training schedules, and certification processes. Interviews with users show that the available data rarely has input errors, and system notifications are always sent on time.
- Responsiveness: The quick response feature from the app admin via Helpdesk or AI-based FAQs is quite effective. Even for technical complaints, the average response time is recorded at 2-6 hours from the time the report is submitted, indicating a higher level of responsiveness compared to manual systems.
- Assurance: A verified login system through NIK and active email ensures user authentication and maintains data security. The existence of a user privacy agreement at the beginning of using the application also increases the sense of security and public trust.
- Empathy: Personalisation features such as training history, competency-based vacancy recommendations, and activity calendars show that SIAPkerja is not only administrative, but also pays attention to users' personal experiences.

This finding shows that SIAPkerja is in the transition phase of digitally enabled governance, which still needs technical policy support, public education, and improved digital infrastructure. Therefore, SIAPkerja inherently contains the core values of good governance, namely transparency, accountability, efficiency, and public participation.

- Transparency: The system displays all labour data openly, including training lists, job vacancies, and registration status. This supports the principle of public information disclosure as mandated by Law No. 14 of 2008.
- Accountability: The training reporting feature, activity log, and post-service feedback mechanism provide a digital audit trail for the Ministry. Periodic evaluations every 6 months by technical units serve as a measure of structural accountability (Permenaker 17/2024 Article 15).

- Efficiency and Effectiveness: Digitisation of services reduces administrative burden and shortens service time. Users no longer feel the need to physically visit the office.
- Participation: The public is encouraged to register for training, upload portfolios, and provide feedback. This increases active participation in the process of improving national labour human resources.

Theoretically, SIAPkerja reflects the new paradigm of ‘collaborative e-governance’ (Janssen & Estevez, 2013), where the role of the public in digital platforms is not only as passive users, but also as partners who contribute to policy direction and evaluation of public services.

Then how is the implementation of SIAPkerja in accordance with Permenaker No. 17 of 2024? Analysis of the Permenaker No. 17 Year 2024 policy document shows that SIAPkerja is a strategic instrument in the implementation of the regulation. Articles 1 and 2 clearly state that SIAPkerja is a ‘digital ecosystem that integrates all labour sector services nationally.’ Field findings prove the suitability of SIAPkerja’s implementation to the regulatory mandate, namely:

- Service integration: all labour service domains (training, placement, supervision, industrial relations) are available in SIAPkerja as per Article 4 of the Permenaker.
- One labour data: the application collects and presents data in an interoperable format according to the principle of Satu Data Indonesia (Article 3).
- System interoperability: SIAPkerja is connected to Dukcapil, BPJS Ketenagakerjaan, and partner training systems through APIs and shared platforms.
- Monitoring and evaluation: The Ministry periodically conducts system evaluations as mandated in Article 15 of Permenaker 17/2024.

Thus, it can be concluded that the implementation of SIAPkerja is not only within the framework of national policy, but also a direct practice of digital-based public service reforms contained in formal legal norms.

### 3.2. DISCUSSION

Based on the results of the analysis of the implementation of SIAPkerja as described in the results section, the following discussion examines theoretically and conceptually the impact of digital transformation on labour public services. However, to understand more comprehensively the position and contribution of SIAPkerja in the context of modern public services, it is necessary to conduct a critical review based on theory and scientific literature.

#### Analysis of SIAPkerja Service Quality in the Perspective of SERVQUAL Theory

The SERVQUAL model developed by Parasuraman, Zeithaml & Berry (1988) states that service quality can be measured based on five main dimensions: tangible, reliability, responsiveness, assurance, and empathy. These five dimensions are the basic elements in assessing user satisfaction with public services.

The results showed that SIAPkerja fulfills almost all service quality indicators with relatively good performance:

- Tangible (physical evidence): The informative, structured, and easy-to-use interface of SIAPkerja shows the government's attention to the visual aspects and functionality of the system. This is in line with the findings of Ali & Ahmad (2022) that a good interface can increase perceptions of efficiency and legitimacy of digital services.
- Reliability: SIAPkerja demonstrated the ability to present accurate data and information that meets user needs. This affirms Grönroos' (2007) opinion that system reliability is a key indicator of the success of digital transformation of public services.

- Responsiveness: The existence of a live helpdesk feature and quick responses from technical officers indicate the readiness of the system to accommodate the dynamics of user needs. This dimension reflects the responsiveness that characterises modern technology-based public services.
- Assurance: SIAPkerja has implemented NIK-based user authentication and data privacy mechanisms, which theoretically contribute to trust-building in the service institution.
- Empathy: Although interactions are conducted online, the presence of educational features, personalised service recommendations and technical assistance reflect attention to individual needs. This dimension of empathy can still be improved through the development of more socially adaptive services, such as the use of AI-based chatbots that are able to answer personally or the integration of local call centre services through more adaptive social interactions, for example with the integration of AI chatbot-based services or local call centres in the regions.

Thus, SIAPkerja can be categorised as a platform that has internalised the principles of citizen-centric service. However, there is still room for improvement, especially in reaching users with limited digital infrastructure.

### **SIAPkerja as e-Government Practice: Technocratic and Participatory Approach**

SIAPkerja reflects e-Government practices based on a technocratic and integrative approach. This is in accordance with the Maturity Stage of e-Government model by Layne & Lee (2001), which divides e-Government stages into four levels: catalogue, transaction, vertical integration, and horizontal integration. SIAPkerja can be classified at the horizontal integration stage, as it combines various service domains and involves cross-agencies through data integration (Dukcapil, BPJS, BNSP, etc.).

In addition, SIAPkerja opens space for public participation in the service process, from training registration, data entry, to post-service evaluation. This phenomenon shows a shift from a closed bureaucracy model to a collaborative governance model, where citizens are not only service recipients, but also data owners and actors in the service decision-making process (Janssen & Estevez, 2013).

However, the implementation of e-Government in Indonesia has not fully escaped the classic challenges, such as bureaucratic resistance, digital divide between regions, and limited regional budgets. Therefore, although SIAPkerja is already on a progressive path of digital transformation, its success nationally depends heavily on the synergy between the centre and the regions.

### **Relevance of SIAPkerja to Good Governance Principles**

After reviewing SIAPkerja from the technical and participatory aspects, it is important to assess its contribution to realising good governance principles. From a good governance perspective, SIAPkerja has fulfilled several important pillars: transparency, accountability, efficiency, and public participation.

- Transparency: Information on job vacancies, training programmes, and certification processes is openly available in the application. This openness answers the criticism of limited access to information, which has been the main complaint of job seekers.
- Accountability: The existence of a user feedback mechanism as well as a periodic evaluation system every six months (as per Permenaker 17/2024 Article 15) shows that the government not only provides the service, but also monitors and takes responsibility for its quality.
- Efficiency: Digitisation reduces administrative burdens, shortens service times, and lowers transaction costs of public services.

- Public participation: Users are involved in the process from data input, service access, to feedback, reflecting a participatory governance approach.
- This discussion reinforces Osborne & Gaebler's (1992) idea in Reinventing Government that modern bureaucracy must transform from rule-driven to result-driven and from bureau-centric to citizen-centric.

### **Contribution to National Policy: Regulation and One Data**

SIAPkerja is structurally an implementing instrument of national policy, specifically Permenaker No. 17 of 2024. The regulation confirms the need for an integrated labour information system and is part of Indonesia's one data.

This implementation is in line with the national SPBE policy (Perpres No. 132 of 2022), where all digital-based public services must prioritise system integration, data interoperability, and cross-sector efficiency. With this achievement, SIAPkerja has the opportunity to become an integrated digital policy model across ministries/agencies.

Going forward, SIAPkerja has the potential to become a prototype for integrated digital services in other fields such as vocational education, MSMEs, or social security. For this reason, government policies need to strengthen synergies between sectors and ensure technological sustainability and funding for this platform.

### **Academic and Practical Implications**

From an academic perspective, this study confirms that the SERVQUAL dimensions are still very relevant in evaluating the quality of digital services. The findings extend the validity of SERVQUAL theory in the context of Indonesia's digital public services, which was previously more often applied to the private sector and manual services.

The context of digitalisation does not erase the importance of empathy or assurance aspects, but rather expands their meaning into the realm of data protection and service personalisation. This study also shows that the success of e-Government is not only determined by technological sophistication, but also by organisational readiness and user capacity.

From a practical perspective, the results of this study provide strategic input for the Ministry of Manpower to improve the design of the SIAPkerja service, improve the training of human resources operators, and expand digital literacy campaigns to the public. This research is also useful as a reference for other regions and ministries in developing digital service systems that are efficient, inclusive, and based on good governance principles.

## **4. CONSLUSION**

Digital transformation has become a necessity in modern governance, including in the labour sector. Public demands for fast, transparent and responsive public services can no longer be met through conventional administrative approaches. Along with the development of information technology, governments in various countries are competing to develop digital service systems that can improve bureaucratic efficiency and strengthen public accountability (Dwiyanto, 2023). In Indonesia, bureaucratic reform through digitisation of public services is further reinforced by the Electronic-Based Government System (EBSS) agenda, which places technology-based services as the main instrument in strengthening the principles of good governance. In this context, the Ministry of Manpower of the Republic of Indonesia has launched SIAPkerja (Sistem Informasi dan Aplikasi Pelayanan Ketenagakerjaan), a national digital ecosystem designed to integrate comprehensive employment services-from vocational training, labour placement, to social security and industrial relations. Based on Minister of Manpower Regulation No. 17 of 2024, SIAPkerja

is designated as a key pillar in the transformation of public services in the employment sector, as well as a strategic instrument to strengthen the national labour data system. However, this digital transformation faces significant challenges, such as gaps in access to technology, limited digital infrastructure in the regions, and low levels of digital literacy among the public and implementing apparatus. These challenges raise critical questions about the effectiveness and quality of SIAPkerja's implementation as the new face of public services in the labour sector. The urgency of this research lies in the need to evaluate how the quality of public services undergoes significant changes when switching from manual to digital systems. This evaluation becomes even more important because SIAPkerja touches strategic aspects that impact millions of job seekers and employers in Indonesia. Without an improvement in service quality, digitalisation risks becoming a mere bureaucratic formality without providing added value to the public. Therefore, an academic study of the quality of service dimensions in SIAPkerja is crucial—not only to assess the performance of the application, but also as a reflection of the success of digital bureaucratic reform in the labour sector.

## 5. ACKNOWLEDGEMENT

I would like to express my deepest gratitude to all parties involved in this writing. May this writing bring benefits to those who need it.

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