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PUBLIC SERVICE ETHICS IN THE ONLINE QUEUE SYSTEM AT THE PUBLIC SERVICE MALL OF BONE BOLANGO REGENCY: AN ANALYSIS OF SERVICE EQUITY AND ACCESSIBILITY

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ABSTRACT

This study examines public service ethics in the implementation of an online queuing system, focusing on the aspects of fairness and service accessibility at the Bone Bolango Regency Public Service Center. The background of this study is rooted in the development of information technology, which has driven the transformation of public services toward a digital model to enhance the effectiveness, efficiency, and transparency of services provided to the public. The objective of this study is to analyze how the implementation of the online queuing system in public service is viewed from the perspective of public service ethics, particularly regarding equitable access to services. This study employs a qualitative approach using the library research method. Data were obtained from various literature sources, such as scientific journals, books, and articles relevant to the topic of digital public service. Data analysis was conducted using the Miles and Huberman model, which includes data reduction, data presentation, and drawing conclusions, and is supported by the SERVQUAL theory, which covers the dimensions of tangibles, reliability, responsiveness, assurance, and empathy. The results of the study indicate that online queuing systems can improve the quality of public services through ease of access, time efficiency, and certainty of service schedules. However, their implementation still faces challenges in the form of system disruptions, limited internet infrastructure, and low digital literacy among the public, which result in suboptimal accessibility.

Keywords : Public Service Ethics; Online Queuing System; SERVQUAL Service Accessibility

ABSTRAK

Penelitian ini mengkaji etika pelayanan publik dalam penerapan sistem antrian online dengan fokus pada aspek keadilan dan aksesibilitas layanan di Mal Pelayanan Publik Kabupaten Bone Bolango. Latar belakang penelitian ini didasarkan pada perkembangan teknologi informasi yang mendorong transformasi pelayanan publik berbasis digital guna meningkatkan efektivitas, efisiensi, dan transparansi pelayanan kepada masyarakat. Tujuan penelitian ini adalah untuk menganalisis bagaimana implementasi sistem antrian online dalam pelayanan publik ditinjau dari perspektif etika pelayanan publik, khususnya terkait pemerataan akses layanan. Penelitian ini menggunakan pendekatan kualitatif dengan metode studi kepustakaan

(*library research*) . Data diperoleh dari berbagai sumber literatur seperti jurnal ilmiah, buku, dan artikel yang relevan dengan topik pelayanan publik digital. Analisis data dilakukan menggunakan model Miles dan Huberman yang meliputi reduksi data, penyajian data, dan penarikan kesimpulan, serta didukung oleh teori SERVQUAL yang mencakup dimensi tangibles, reliability, responsiveness, assurance, dan empathy.Hasil penelitian menunjukkan bahwa sistem antrian online mampu meningkatkan kualitas pelayanan publik melalui kemudahan akses, efisiensi waktu, serta kepastian jadwal pelayanan. Namun demikian, implementasinya masih menghadapi kendala berupa gangguan sistem, keterbatasan infrastruktur internet, dan rendahnya literasi digital masyarakat yang menyebabkan belum optimalnya aksesibilitas layanan bagi seluruh kelompok masyarakat. Oleh karena itu, diperlukan penguatan infrastruktur teknologi, peningkatan literasi digital, serta penerapan layanan yang lebih inklusif agar pelayanan publik dapat berjalan secara adil, merata, dan berkelanjutan.

Kata kunci: Etika Pelayanan Publik, Sistem Antrian Online, SERVQUAL, Aksesibilitas Layanan

INTRODUCTION

The development of information technology in the public service sector has encouraged significant transformation in the way governments deliver services to the public, including through online queue systems. These systems have been introduced to improve efficiency, reduce waiting times, and enhance the quality of interaction between service providers and citizens. However, the implementation of online queue systems is not limited to technical considerations. It also concerns public service ethics, which require the application of fairness, transparency, and accessibility for all segments of society (Hariputra et al., 2022).

The Bone Bolango Regency Public Service Mall is an integrated service unit that brings together various government administrative services in a single location. As part of efforts to improve service quality, the Bone Bolango Regency Public Service Mall has implemented an online queue system as a component of digital public service transformation. The system is expected to facilitate access, accelerate service delivery, and create a more orderly queuing process. However, its implementation continues to face several challenges, including limited digital literacy among citizens and inadequate internet access in certain areas.

From the perspective of service quality theory, Parasuraman et al. (1988) through the SERVQUAL model, explain that service quality is determined by five main dimensions, namely tangibles, reliability, responsiveness, assurance, and empathy. In the context of digital public services, these dimensions should ensure that the online queue system provides reliable, responsive, and accessible services. Meanwhile, Denhardt (2003) through the concept of New Public Service, emphasises that public services should be oriented towards the interests of citizens, as reflected in the principle of “serve citizens, not customers”.

Therefore, fairness and public participation should become key priorities in the delivery of digital services, including online queue systems.

Accordingly, the implementation of an online queue system must consider the principles of fairness, transparency, and ease of access for all citizens. Public service accessibility refers to the ease with which citizens can obtain services quickly and conveniently. In digital services, accessibility is influenced by internet connectivity, technological devices, and users' ability to operate applications (Choirunnisa et al., 2023). In addition, Pasciana (2023) found that online queue systems could improve service quality by providing smartphone-based access. However, technical problems and low levels of digital literacy continued to prevent these services from operating optimally.

The development of information technology has transformed the delivery of public services, including through the adoption of online queue systems. These systems form part of the digital transformation of public services, which aims to improve efficiency, transparency, orderliness, and ease of access for the public. In this study, the online queue system is understood not merely as a technical innovation for organising queues, but also as a form of public service practice that must uphold ethical values, particularly fairness and service accessibility.

Therefore, this study examines how the online queue system can provide services that are fast, orderly, transparent, and equally accessible to all segments of society. Previous studies have shown that the digitalisation of public services produces positive effects on service quality. publik memberikan dampak positif terhadap peningkatan kualitas layanan. Sari et al. (2020) explained that the use of an online queue application at a Public Service Mall could improve service accessibility and efficiency. Firman (2021) similarly found that the implementation of electronic administrative service systems facilitated public access to services, although limitations remained in citizens' ability to use technology. Furthermore, Hanasi (2025) stated that the digitalisation of public administration could improve service effectiveness and transparency. However, its implementation continued to face constraints, including limited internet connectivity, inadequate socialisation, and low levels of public readiness to use digital services. Descania (2023) also emphasised that online queue systems could improve service orderliness, although their implementation remained affected by system disruptions and users limited technological abilities.

Although previous studies have widely discussed the benefits of public service digitalisation in terms of efficiency, effectiveness, and convenience, studies that specifically analyse online queue systems from the perspective of public service ethics remain relatively limited,

particularly in the context of the Bone Bolango Regency Public Service Mall. Most previous studies have focused on the technical success of the system, while issues related to equitable access, the protection of vulnerable groups, equal treatment, and citizens' ability to use digital services have received limited attention.

In public service delivery, the success of digital innovation should not be measured solely by system speed and convenience. It should also be assessed by the extent to which services can be accessed fairly by all citizens, including older people, individuals with low levels of digital literacy, and communities living in areas with limited internet access. This argument is consistent with Palenewen (2019) , who stated that digital public services must consider equitable access and service accountability. Therefore, public service ethics are essential to ensure that online queue systems operate fairly, transparently, and accessibly for all citizens.

Based on the analysis conducted in this study, online queue systems have the potential to improve the quality of public services by making services faster, more orderly, more transparent, and more predictable through the provision of scheduled service times. However, the findings also indicate that these systems continue to face several obstacles, including network disruptions, limited technological infrastructure, low digital literacy, inadequate socialisation, and insufficient assistance for citizens who experience difficulties using online services. If these barriers are not addressed seriously, they may create inequalities in access to public services.

Therefore, this study is important for analysing public service ethics in the implementation of online queue systems, particularly in relation to fairness and service accessibility. It also seeks to clarify that digital transformation in public services must be implemented in an inclusive, transparent, and responsive manner that reflects the needs of citizens.

Accordingly, this study was conducted at the Bone Bolango Regency Public Service Mall to analyse public service ethics in the online queue system. Through an analysis based on the SERVQUAL dimensions, the study is expected to provide an overview of the service quality of the online queue system and demonstrate that effective digital public service is not limited to efficiency. It must also be fair, accessible, and capable of protecting the right of every citizen to receive equal public services.

RESEARCH METHOD

This study employed a qualitative approach using the library research method. A qualitative approach was selected because the study focuses on developing an in-depth understanding of a social phenomenon, particularly public service ethics in the implementation of an online queue system as examined from the perspectives of service equity and accessibility. According to Sugiyono (2019), qualitative research is used to understand the meanings underlying naturally occurring social phenomena, with the researcher serving as the primary instrument in interpreting data obtained from various sources. This study focuses on the Bone Bolango Regency Public Service Mall.

The library research method was conducted by collecting data from various relevant written sources, including books, scientific journal articles, research publications, policy reports, and official documents related to digital public services. Zed (2014) explains that library research involves reading, recording, and processing relevant literature to establish a theoretical foundation and address the research problem. In this study, data were collected through documentation by tracing, selecting, and identifying literature relevant to the research focus, including public service ethics, online queue systems, service equity, and digital service accessibility.

The collected data were analysed using the qualitative data analysis model developed by Miles and Huberman, which consists of three main stages: data reduction, data display, and conclusion drawing (Miles et al., 2014). During the data reduction stage, the researcher selected information relevant to the research focus and subsequently simplified and classified the data according to major themes, including service ethics, accessibility, and service equity.

At the data display stage, the reduced data were systematically organised in narrative form to facilitate understanding and analysis. The final stage involved conclusion drawing and verification, in which the findings from the literature analysis were interpreted to answer the research questions consistently and logically. Through this qualitative library research approach, the study is expected to provide a comprehensive overview of the implementation of public service ethics in online queue systems, particularly in relation to equity and accessibility in digital public service delivery.

RESULT AND DISCUSSION

The implementation of the online queue system at the Bone Bolango Regency Public Service Mall indicates that the digitalisation of public services has made a significant contribution to improving service efficiency, effectiveness, and transparency. This finding is

consistent with the concept of e-government value creation, which emphasises that the use of information technology in the public sector can improve service quality by accelerating bureaucratic processes and reducing reliance on manual service procedures (Twizeyimana & Andersson, 2019). In addition, according to the DeLone and McLean Information Systems Success Model, system quality and information quality are important factors in determining the success of digital public services, including online queue systems. In addition, according to the DeLone and McLean Information Systems Success Model, system quality and information quality are important factors in determining the success of digital public services, including online queue systems.Nevertheless, the implementation of this system also reveals a digital divide. Reynolds (2021) explains that inequality in access to technology is not limited to physical access, such as internet connectivity, but also includes digital skills and user motivation. This condition is evident among people with low levels of digital literacy, older adults, and communities living in areas with limited network infrastructure. These barriers restrict the implementation of inclusivity principles in digital public service delivery.

From an e-government perspective, Heeks (2020) emphasises that the success of digital transformation is determined not only by technological capacity but also by institutional readiness and the ability of citizens to adopt the system. Therefore, the effectiveness of an online queue system should not be measured solely in terms of efficiency. It must also be evaluated based on the level of public acceptance and the accessibility of services across all segments of society.

This study analyses service quality using the SERVQUAL model developed by Parasuraman et al. (1988), which consists of five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. This model has been widely applied in public service research to measure the gap between citizens' expectations and their perceptions of service quality.

1) Tangibles

D In the context of digital services, the tangibles dimension no longer refers exclusively to physical facilities. It also includes digital infrastructure, such as applications, servers, and internet networks. Menurut (Rana et al., 2019) state that the quality of digital infrastructure is a key factor in the success of electronic public services. The findings indicate that the online queue system has contributed to the modernisation of public services. However, several constraints remain, including server disruptions, a user interface that is not sufficiently user-friendly, and dependence on the quality of internet connectivity. These conditions indicate

that digital infrastructure readiness must be further strengthened to ensure optimal service accessibility.

2) Reliability

Reliability refers to the system's ability to provide accurate, consistent, and timely services. From the perspective of e-service quality, reliability is a major factor influencing user satisfaction and trust (Zeithaml et al., 2002). The online queue system has improved service orderliness by providing certainty regarding queue numbers and service schedules. However, system disruptions and technical errors indicate that system stability remains a challenge that may affect public trust in digital services.

3) Responsiveness

Responsiveness in digital public services reflects the ability of the system and service providers to deliver information promptly and accurately. Moon (2002) states that effective e-government should improve the speed of technology-based public service responses. The online queue system has improved time efficiency because citizens are no longer required to wait physically for extended periods. However, limited user assistance and low levels of digital literacy prevent some citizens from using the service optimally. Consequently, service responsiveness has not yet become fully inclusive.

4) Assurance

The assurance dimension relates to users' sense of security, certainty, and trust in the system. In studies of e-government adoption, Carter & Bélanger (2005) emphasise that trust is a key factor in the success of digital public services. The online queue system provides transparent queue information, thereby increasing certainty and reducing the potential for unfair service delivery. However, system instability may reduce public trust in the consistency and reliability of the service.

5) Empathy

Empathy in digital public services relates to the government's capacity to understand the diverse needs of service users. According to the principle of inclusive digital government, public services must remain accessible to all citizens without exception, in accordance with the principle of leaving no one behind (Nations, 2022). In the context of this study, access disparities remain evident among vulnerable groups, particularly older adults and people with limited digital literacy. Therefore, inclusive strategies are required, including digital education, user assistance, and the continued provision of offline service alternatives.

Discussion of Public Service Ethics

From the perspective of New Public Service, Denhardt (2003) emphasises that public service delivery must be oriented towards citizens' interests and uphold the values of fairness, equality, and participation. This principle indicates that the implementation of an online queue system should not only achieve administrative efficiency but must also ensure social fairness.

Furthermore, the concept of equity in public service delivery emphasises that equal access is a major indicator of successful modern public service provision. Therefore, the online queue system must ensure that all citizens, regardless of their digital capabilities, retain equal rights and opportunities to access public services.

CONCLUSION

Based on the findings and discussion at the Bone Bolango Regency Public Service Mall, the implementation of the online queue system in public service delivery demonstrates an improvement in service quality, particularly in terms of time efficiency, queue orderliness, information transparency, and service schedule certainty. This system is part of a broader digital transformation in public services that reduces physical queues and facilitates more practical access for citizens.

The analysis using the SERVQUAL model indicates that the online queue system has contributed positively across several service dimensions. In the tangibles dimension, the use of applications and digital devices reflects the modernisation of public services. In the reliability dimension, the system contributes to more orderly and scheduled service delivery. In the responsiveness dimension, citizens can obtain queue numbers and service information more quickly. In the assurance dimension, the online queue system provides certainty and transparency in service processes. However, in the empathy dimension, services remain not fully inclusive, as not all citizens have equal capacity and access to digital services.

Therefore, the online queue system has not yet fully guaranteed fairness and accessibility in public service delivery for all citizens. Barriers such as system disruptions, limited internet connectivity, low levels of digital literacy, and insufficient socialisation remain major challenges, particularly for vulnerable groups such as older adults and communities in areas with limited infrastructure. Consequently, the implementation of the online queue system needs to be supported by improvements in technological infrastructure, assistance in using digital services, continuous public socialisation, and the provision of alternative offline services. These measures are essential to ensure that digital public services

are not only effective and efficient but also fair, inclusive, transparent, and accessible to all citizens.

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