



## **Digitalization of Bureaucracy and Public Service Delivery in Aceh: Integrating Islamic Sharia Principles**

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**Abstract:** The rapid advancement of information technology over the past two decades has significantly transformed societal dynamics, presenting new challenges and opportunities for public administration. The digital era, characterized by unprecedented access to information and accelerated technological and scientific innovation, has compelled governments to continuously adapt their bureaucratic systems to deliver public services that are effective, efficient, and responsive to citizens' needs. This study examines the digitalization of bureaucracy and public services in Aceh Province from an Islamic Sharia perspective. The research employs qualitative data analysis using NVivo 12 Plus, specifically utilizing the crosstab and NCapture features to identify patterns and relationships within the data. The findings indicate that the digitalization of bureaucracy and public services in Aceh has been largely successful, with technological innovation emerging as the most influential factor. Additional key determinants include strategic planning, human resource capacity, leadership, and community participation. Nevertheless, the effective implementation of digital public services requires strict adherence to fundamental public administration principles, particularly accountability, transparency, affordability, and responsiveness. From an Islamic Sharia perspective, digitalization is expected to prioritize public convenience and social benefit (maslahah) while ensuring justice and equality for all members of society. These findings highlight the importance of aligning technological innovation with ethical and normative values in the governance of digital public services.

**Keywords:** Digitalization, bureaucracy, public services, Islamic law

**Abstrak:** Perkembangan pesat teknologi informasi di era digital dalam dua dekade terakhir telah mengubah berbagai tantangan kehidupan manusia. Era ini ditandai dengan kemudahan akses informasi sehingga terjadi lompatan teknologi dan ilmu pengetahuan. Tantangan yang dihadapi oleh birokrasi dalam penyediaan layanan publik adalah cerminan dari perubahan sosial, teknologi, dan politik yang sedang terjadi. Pemerintah harus terus beradaptasi dengan perkembangan tersebut untuk memastikan bahwa birokrasi dapat memberikan layanan yang efektif, efisien dan relevan kepada masyarakat. Fokus penelitian ini akan menganalisis digitalisasi birokrasi dan pelayanan publik di Aceh melalui perspektif Syariah Islam. Analisis data menggunakan teknik analisis Nvivo 12 Plus melalui fitur Crosstab dan Ncapture. Hasil penelitian menunjukkan bahwa digitalisasi birokrasi dan pelayanan publik di Provinsi Aceh telah berhasil, dengan faktor inovasi teknologi sebagai yang paling signifikan. Indikator utama lainnya termasuk strategi, sumber daya manusia, kepemimpinan, dan partisipasi masyarakat. Namun, penerapan prinsip-prinsip administrasi publik seperti akuntabilitas, transparansi, keterjangkauan, dan responsif sangatlah penting. Perspektif Islam menekankan kemudahan dan manfaat bagi rakyat, sedangkan digitalisasi harus dilakukan dengan keadilan dan kesetaraan.

**Kata Kunci:** Digitalisasi, Birokrasi, pelayanan publik, syariat Islam

## Introduction

Over the past two decades, the rapid advancement of information and communication technology has fundamentally transformed the landscape of contemporary society. The digital era is characterized by unprecedented access to information, which has accelerated technological innovation and scientific progress. This transformation has reshaped the delivery of public services across multiple sectors, including health, tourism, education, economic services, and broader social welfare systems. The integration of digital platforms has not only enhanced efficiency and accessibility but also redefined institutional practices and citizen expectations in service provision.<sup>1</sup> In response to the dynamics of the Fourth Industrial Revolution (Industry 4.0), Indonesia has undertaken strategic initiatives to modernize its governance and public service infrastructure. The transition from conventional, manual systems to cyber-based and visually integrated digital systems reflects a broader cultural and administrative shift toward technological adaptation.<sup>2</sup>

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<sup>1</sup> Arif Zainudin, et.al., "Trends in social inclusion and its impact on public services: Research by CiteSpace," *Cogent Social Science* 10, No. 1 (2024). Deepak Chaudhary, "Public Service Delivery and Its Challenges at the Local Government in Nepal," *International Research Journal of Multidisciplinary Scope* 7, No. 1 (2026), p. 187-197.

<sup>2</sup> Ina Heliany, "Wonderful Digital Tourism Indonesia Dan Peran Revolusi Industri Dalam Menghadapi Era Ekonomi Digital 5.0," *Destinesia: Jurnal Hospitaliti dan Pariwisata* 1, No. 1 (2025), p. 21-35. Hafidzatul Amanah and Sry Reski Mulka, "Quality of Digital Public Services in

As part of its commitment to improving the quality of public services, the Indonesian government enacted Law Number 25 of 2009 concerning Public Service Delivery. This law establishes fundamental principles to ensure the effective and accountable implementation of public services. These principles include accountability, transparency, legal certainty, equality of rights, proportionality between rights and obligations, responsiveness, accessibility, and convenience. Collectively, they serve as normative guidelines for government institutions and public service providers in delivering high-quality, citizen-centered services. Through this regulatory framework, the state seeks to institutionalize good governance practices and align public administration with the demands of a digitally driven society.

Based on the principles of public service as stipulated in Law Number 25 of 2009 concerning Public Service Delivery, the implementation of complaint management has not yet fully complied with the legal mandate. In practice, the public's right to submit complaints in an appropriate, accessible, and legally guaranteed manner has not been adequately fulfilled. This shortcoming is evident in the suboptimal handling of administrative service complaints across various sectors, particularly due to the absence of dedicated facilities or institutional mechanisms specifically designed to receive and process public grievances. As a result, complaint management remains fragmented and lacks the institutional support necessary to function effectively. In principle, public service delivery should be participatory, actively involving citizens in both the formulation and evaluation of service programs, as well as in broader community-based activities. Such participation is essential for ensuring the transparency and accuracy of service-related information and for fostering public trust in government institutions. However, the limited implementation of participatory mechanisms in complaint management indicates that the core principles of public service, namely responsiveness, accessibility, and accountability have not been fully realized. Although some efforts have been initiated, further improvements are required, including the enhancement of public literacy regarding citizens' right to lodge complaints and the strengthening of integrated, electronic-based complaint recording and monitoring systems.<sup>3</sup>

These public service principles are closely aligned with the broader framework of good governance, which emphasizes transparency, accountability, effectiveness, and public participation as foundations for good government. Public services, as provided by the state and public institutions, are intended to

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Pelabuhan Village, Samarinda, Indonesia,” *Golden Ratio of Mapping Idea and Literature Format* 6, No. 2 (2026), p. 1298-1310.

<sup>3</sup> Bagus Riswanto and Yunita Reykasari, “Implementasi Pengelolaan Pengaduan Sebagai Upaya Peningkatan Kualitas Pelayanan Administrasi Terpadu Kecamatan Rambipuji Kabupaten Jember Berdasarkan Undang-Undang Nomor 25 Tahun 2009 Tentang Pelayanan Publik,” *Indonesian Journal of Law and Justice* 3, No. 3 (2026), p. 8.

meet the diverse needs and interests of society and to enhance citizens' quality of life, security, welfare, and overall satisfaction.<sup>4</sup> In this context, the evolution of bureaucracy in public service delivery reflects ongoing social, technological, and political transformations. Governments, including that of Indonesia, must continuously adapt to these changes to ensure that bureaucratic structures remain effective, efficient, and responsive to public needs. Digitalization, in particular, represents a socio-technical process involving not only the adoption of digital technologies but also institutional and cultural adjustments within organizations and society at large.<sup>5</sup>

Monitoring conducted by the Ministry of Administrative and Bureaucratic Reform indicates that several government agencies in Aceh have not yet optimized the management of the National Public Service Information System (SIPPN), resulting in suboptimal quality of public service information. In response to these findings, the Aceh Government has been encouraged to strengthen information transparency by disseminating service standards more broadly, clearly, and in formats that are easily accessible to the public. Recorded data show 1,515 public service searches conducted through SIPPN, reflecting a high level of public demand for transparent, standardized, and reliable service information. Nevertheless, many service-related problems experienced by citizens stem from incomplete or unclear information regarding service standards, leading to misunderstandings about requirements, procedures, and the certainty of service completion times.<sup>6</sup>

More broadly, advancements in information technology have fundamentally reshaped the structure and practices of modern bureaucracy. Governments worldwide have increasingly adopted e-government initiatives to enhance efficiency, improve service quality, and expand accessibility for citizens. Within this context, sustained efforts to develop an efficient, transparent, and accountable public service bureaucracy remain closely linked to broader public administration reform agendas. In the Indonesian context, fatwas issued by the Indonesian Ulema Council (MUI) demonstrate that Islamic legal instruments are capable of providing functional and socially relevant guidance amid rapid

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<sup>4</sup> Siti Afiyah, "Transformasi Birokrasi Pemerintah Dalam Penerapan E-Government Pada New Normal," *HUMANIS: Jurnal Ilmu-Ilmu Sosial dan Humaniora* 14, no. 1 (2022) p. 55–61. Mohamad Sukarno and Dyah Mutiarin, "Mapping Publication Trend of E-Government Development Index (Social Science Discipline Analysis)," *Jurnal Ilmiah Peuradeun* 12, No. 1 (2024).

<sup>5</sup> Pauzi Muhammad, "Actualizing Islamic Economic Law in the Digital Era: A Study of the Application of Khiyar al-Majlis in Electronic Contracts," *JURIS (Jurnal Ilmiah Syariah)* 23, No. 2 (2024), p. 205.

<sup>6</sup> Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi (PANRB), "Aceh Berbenah Perbaiki Informasi Pelayanan Publik" (Jakarta, 2020), <https://www.menpan.go.id/site/berita-terkini/aceh-berbenah-perbaiki-informasi-pelayanan-publik>.

technological transformation. Through dissemination via digital platforms, such fatwas contribute to shaping public understanding and ethical responses to emerging issues in the digital era, illustrating the adaptive capacity of Islamic law within modern governance and information environments.<sup>7</sup>

Aceh Province is one of the regions in Indonesia that has been granted special autonomy to implement Islamic Sharia law.<sup>8</sup> Within this framework, the Islamic Sharia perspective exerts a significant influence on bureaucratic practices and the provision of public services.<sup>9</sup> Islamic-based public services refer to an administrative approach in which government institutions deliver services by incorporating Islamic values, principles, and teachings. This approach seeks to ensure that public service delivery aligns with Islamic norms, particularly in upholding justice, promoting social welfare, and maintaining moral integrity. Accordingly, public services informed by Islamic principles are applied across various sectors, including education, finance, and social services.

The development of bureaucracy and public services in Aceh from an Islamic Sharia perspective has far-reaching implications for social life. For some segments of the society, the implementation of Sharia-based governance enhances perceptions of justice, ethical conduct, and moral order in everyday interactions with the state. Nevertheless, this model of governance also generates debates and challenges, particularly with regard to ensuring fairness, inclusivity, and legal certainty within the broader framework of Indonesia's national legal system. Despite the formal application of the Sharia, it remains imperative that bureaucratic practices continue to uphold human rights, transparency, and accountability. Consequently, public administration in Aceh must strike a careful balance between the institutionalization of Islamic values and the protection of individual rights. The central objective of Sharia-oriented bureaucracy and public services is therefore to ensure that governance and service delivery are consistent with Islamic legal norms while remaining responsive to pluralistic social realities.

Based on this contextual background, the present study focuses on analyzing the digitalization of bureaucracy and public services in Aceh from an Islamic Sharia perspective. The study aims to identify key challenges and constraints within bureaucratic processes and public service delivery, particularly in relation to digital transformation, in order to formulate appropriate and context-sensitive solutions for the development of digitalized governance in the region.

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<sup>7</sup> Muhammad Shuhufi and Muhammad Qadaruddin, "Hukum Islam dan Media Sosial: Menganalisis Fatwa Majelis Ulama Indonesia Tentang Interaksi di Platform Digital," *Samarah: Jurnal Hukum Keluarga dan Hukum Islam* 6, no. 2 (2022), p. 823–843.

<sup>8</sup> Helmi Satria, et.al., "Peran Badan Pengelolaan Keuangan Aceh Dalam Manajemen Pengelolaan Gaji Aparatur Sipil Negara (ASN) Di Kota Banda Aceh," *Jurnal al-Ahkam* 3, no. 1 (2023), p. 1–12.

<sup>9</sup> Mursyid Djawas, et.al., "Harmonization of State, Custom, and Islamic Law in Aceh: Perspective of Legal Pluralism," *Hasanuddin Law Review* 10, No. 1 (2024).

Methodologically, this research adopts a descriptive qualitative approach. Qualitative research is particularly suited to achieving an in-depth understanding of social phenomena, cultural contexts, and patterns of human behavior. Data were collected from a range of sources, including academic journals, official government websites, social media platforms, online news portals, legal documents, as well as network and content analysis materials. Data analysis was conducted using NVivo 12 Plus, employing features such as crosstab analysis and NCapture to systematically organize and interpret qualitative data. NVivo 12 Plus is a widely used qualitative data analysis software developed by QSR International, designed to support researchers in managing complex datasets and enhancing analytical rigor in qualitative research.<sup>10</sup>

## Digitalization of Bureaucracy and Public Services

### 1. The Strategy

The concept of strategy refers to a coherent set of decisions and actions formulated by an organization to achieve specific objectives or to address particular challenges. Strategy functions as an integrated plan that provides direction for organizational behavior and decision-making, ensuring alignment between goals, resources, and actions.<sup>11</sup> A comprehensive digitalization strategy should incorporate clearly articulated vision and mission statements that define the long-term direction and desired outcomes of bureaucratic transformation. These elements serve as normative and operational foundations for aligning digital initiatives with broader organizational and public policy objectives.<sup>12</sup>

### 2. Technological Innovation

Technological innovation refers to the processes of developing, adopting, and implementing new ideas, concepts, or technologies that provide enhanced utility or novel solutions to specific challenges.<sup>13</sup> It is a multidimensional concept whose scope and effectiveness are shaped by a range of supporting and influencing factors, including institutional capacity, organizational culture, and

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<sup>10</sup> Kristi Jackson dan Patricia Bazeley, *Qualitative Data Analysis with NVIVO*. *Journal of Education for Teaching*. 2nd ed. SAGE Publications, 2014.

<sup>11</sup> Brais Suárez-Eiroa, et.al., "Operational Principles of Circular Economy for Sustainable Development: Linking Theory and Practice." *Journal of Cleaner Production* 214 (2019), p. 952–961.

<sup>12</sup> Eka Mistiko Rini, et.al., "Pengembangan Web Mash-Up Promosi Wisata Dan Budaya Desa Kampung Anyar Dengan Perlindungan Nilai Lokal Melalui Content Curation," *Jurnal Ilmiah Teknologi Informasi dan Robotika* 1, no. 2 (2019), p. 1–6.

<sup>13</sup>Venna Silvia Febrianti, et.al., "Transformasi Pelayanan Publik Melalui Digital Governance (Studi Pendayagunaan Website Rampak Pintar Di Desa Kesambi Rampak Situbondo)," *Prosiding Simposium Nasional "Tantangan Penyelenggaraan Pemerintahan di Era Revolusi Industri 4.0"* (2020), p. 464–492.

environmental conditions.<sup>14</sup> In the context of public services, technological innovation is directed toward improving service quality, effectiveness, and accessibility through the strategic application of technological advances.<sup>15</sup> In contemporary public administration, various technological solutions, such as information and communication technology (ICT), big data analytics, and artificial intelligence have been increasingly utilized as instruments of innovation in public service delivery. These technologies enable governments to redesign administrative processes, enhance decision-making accuracy, and improve interactions between the state and citizens. Technological innovation typically originates from new ideas and creative thinking aimed at overcoming existing constraints or refining established procedures.

The development of technology represents a critical phase in the innovation process, transforming abstract ideas into practical and functional solutions through research, development, testing, and experimentation.<sup>16</sup> However, the successful application of technological innovation in public services requires careful alignment between technological capabilities and societal needs. Achieving this balance is essential to ensure acceptance, sustainability, and meaningful impact.<sup>17</sup> From a productivity perspective, technological innovation must generate added value, whether in the form of increased efficiency, enhanced productivity, or more effective problem-solving mechanisms.<sup>18</sup> Importantly, innovation should be understood as a continuous and dynamic process, involving ongoing adaptation, learning, and responsiveness to evolving environmental conditions and public expectations.

### 3. Leadership

Leadership is very important, symbolized by a leader having a vision and mission, with a clear understanding of the direction and goals of the organization or team. This mission is formulated in a way that inspires and motivates others.<sup>19</sup>

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<sup>14</sup> Yanto Susilo, Erna Wijayanti, dan Sugeng Santoso, "Penerapan Transformasi Digital Pada Pemasaran Ekonomi Kreatif Kuliner Minuman Boba," *Jurnal Ekonomi Manajemen Sistem Informasi* 2, no. 4 (2021), p. 457–468.

<sup>15</sup> L Hadi Adha, et.al., "Digitalisasi Industri Dan Pengaruhnya Terhadap Ketenagakerjaan Dan Hubungan Kerja Di Indonesia Industrial," *Jurnal Kompilasi Hukum* 5, no. 2 (2020), p. 268–298.

<sup>16</sup> Ray Septianis Kartika, "Penyusunan Petunjuk Teknis Penilaian Inovative Government Award (IGA) Tahun 2017 (Perkembangan Petunjuk Teknis Inovative Government Award (Iga) Assessment 2017)," *Inovasi* 15, no. 2 (2018), p. 65–76.

<sup>17</sup> Febrianti, Khuroydi, dan Setiawan, "Transformasi Pelayanan Publik Melalui Digital Governance (Studi Pendayagunaan Website Rampak Pintar Di Desa Kesambi Rampak Situbondo)."

<sup>18</sup> Muhammad Ardiansyah, et.al., "Manajemen Bencana dan Tanggap Darurat: Meningkatkan Koordinasi dan Kesiapan Akses Terbuka" (2024).

<sup>19</sup> Safrida, "Faktor-Faktor Yang Mempengaruhi Kinerja Karyawan Di Pt Indonesia Air Asia Medan," *Jurnal Manajemen dan Bisnis* (2019), p. 1–14.

Leaders create an environment that motivates team or organizational members, inspiring them to achieve shared goals. Integrity-based leadership emphasizes honesty, ethics, and consistency in actions and decisions. A leader's effectiveness can be measured through sound decision-making, which involves taking calculated risks to achieve goals while carefully considering the potential consequences and opportunities.<sup>20</sup>

Leadership also includes encouraging positive change in oneself and others, and fostering a culture of innovation and development.<sup>21</sup> Delegating responsibility and granting autonomy to team members helps increase their sense of ownership and motivation. Leadership style must be tailored to the specific circumstances or situation, recognizing that no single leadership style fits all contexts. Leaders must be open to constructive feedback and willing to learn and develop.<sup>22</sup> The concept of leadership also encompasses an individual's ability to communicate, listen, and motivate others. This reflects the capacity to adapt to change and respond flexibly to dynamic environmental conditions.

#### 4. Community Participation

Citizen participation in the provision of public services refers to the active involvement of individuals and community groups in the planning, decision-making, implementation, and evaluation of government policies and programs.<sup>23</sup> This participatory approach ensures that citizens are not merely recipients of services but are directly engaged in processes that affect their daily lives. By institutionalizing mechanisms for participation, governments can foster inclusiveness, strengthen democratic legitimacy, and enhance the responsiveness of public administration.<sup>24</sup> At the planning stage, public participation may take the form of public hearings, deliberative forums, stakeholder consultations, or digital platforms that facilitate online engagement. Such mechanisms provide opportunities for citizens to articulate their needs, preferences, and concerns before policies and programs are formally adopted.<sup>25</sup> Ensuring access to accurate

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<sup>20</sup> Purnaman Natakusumah, "Perkembangan Reformasi/Transformasi Birokrasi Di Indonesia (Pendekatan Berpikir Serba Sistem)," *Jurnal Wacana Kinerja: Kajian Praktis-Akademis Kinerja dan Administrasi Pelayanan Publik* 10, no. 2 (2020), p. 83–95.

<sup>21</sup> Muhammad Baiquni, "Peran Dewan Riset Daerah Dalam Perencanaan Pembangunan Di Kabupaten Sleman," *Jurnal Geografi* 12, no. 01 (2020), p. 224.

<sup>22</sup> Sinta Indi Astuti, et.al., "Pentingnya Kepemimpinan," *Analisis Standar Pelayanan Minimal Pada Instalasi Rawat Jalan di RSUD Kota Semarang* 3 (2015), p. 103–111.

<sup>23</sup> Agus Raikhani et.al., "Analisa Kontribusi Program Kampung Kb Dalam Upaya Peningkatan Program Kkbpk Di Kab. Jombang, Provinsi Jawa Timur," *Jurnal Ilmiah Kebidanan* 4, no. 2 (2018), p. 101–113.

<sup>24</sup> Muslih Faozanudin and Lilis Sri Sulistiani, *Pemberdayaan Masyarakat (Dialektika Partisipasi Publik Dan Pembangunan)*, Purwokerto: SIP Publishing, 2020.

<sup>25</sup> Budi Sutrisno dan Idil Akbar, "E-Partisipasi Dalam Pembangunan Lokal (Studi Implementasi Smart City Di Kota Bandung)," *Jurnal Sositologi* 17, no. 2 (2018), 191.

information, as well as providing education, training, and relevant resources, is essential for empowering citizens to contribute meaningfully to policy discussions.

During the implementation phase, citizen involvement can occur through direct engagement in program activities, community-based initiatives, or participatory monitoring and feedback mechanisms.<sup>26</sup> Public oversight and structured feedback systems contribute to improving service quality and identifying implementation gaps. Similarly, citizen participation in the evaluation of public service programs strengthens accountability by allowing policymakers to assess outcomes based on community experiences and expectations. The establishment of consultative forums and multi-stakeholder platforms further supports dialogue between government institutions, civil society organizations, and community representatives.

Ultimately, public participation enhances not only the democratic character of governance but also the effectiveness, efficiency, and relevance of public services. By incorporating diverse perspectives and lived experiences into policymaking processes, governments are better positioned to design solutions that correspond to actual societal needs.<sup>27</sup> Consequently, participatory public service delivery contributes to improved policy outcomes, stronger public trust, and more sustainable governance practices.

## 5. Human Resource Quality

The development of digital skills is a critical prerequisite for strengthening human resources within government institutions in the era of bureaucratic digitalization. Digital competencies encompass not only technical proficiency in the use of software, applications, and digital platforms, but also a broader understanding of how digital technologies can be strategically applied to improve administrative processes and public service delivery.<sup>28</sup> The implementation of digitalization also necessitates a fundamental shift in organizational culture. Human resources must demonstrate openness to change, adaptability, and a willingness to internalize new values associated with digital governance, such as innovation, agility, and data-driven decision-making. To support this transformation, systematic education and training programs are essential for enhancing staff competencies in the use of emerging technologies, strengthening

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<sup>26</sup> Umi Arifah, "Transformasi Birokrasi Melalui E-Government." *Cakrawala: Jurnal Manajemen Pendidikan Islam dan Studi Sosial* 4, no. 2 (2020).

<sup>27</sup> Natakusumah, "Perkembangan Reformasi / Transformasi Birokrasi Di Indonesia ( Pendekatan Berpikir Serba Sistem )."

<sup>28</sup> Melkior NN Sitokdana dan Andeka Rocky Tanaamah, "Strategi Pembangunan E-Culture Di Indonesia," *Jurnal Teknik Informatika dan Sistem Informasi* 2, no. 2 (2016).

digital literacy, and enabling the effective integration of digital solutions into public service systems.<sup>29</sup>

In addition to technical capacity, supportive and visionary leadership plays a decisive role in advancing digital transformation. Organizational leaders at all levels must articulate a clear strategic vision regarding the potential of digitalization to enhance efficiency, transparency, and service quality.<sup>30</sup> Effective leadership also involves fostering an environment that encourages experimentation and innovation, while providing guidance and institutional support for change. Furthermore, human resources must possess the capacity to manage and coordinate organizational change, which requires an understanding of change management strategies, effective communication skills, and the ability to address and mitigate resistance to change.<sup>31</sup>

A comprehensive understanding of information security and data management constitutes a fundamental requirement in the digitalization of public services. Government institutions increasingly manage vast amounts of sensitive data, including personal and administrative information, which must be protected against misuse, breaches, and unauthorized access. Accordingly, human resources must possess not only technical competence in cybersecurity practices but also a strong awareness of digital ethic.<sup>32</sup> In line with these demands, recruitment and selection systems within the public sector must evolve to accommodate the requirements of digital transformation. It is essential to prioritize candidates who demonstrate technological literacy, analytical capability, and adaptability to rapidly changing digital environments.

At the institutional level, regional governments in Indonesia have sought to strengthen public service delivery through the establishment of public service offices in accordance with Regulation No. 23 of 2017 concerning the Utilization of State Civil Apparatus and Bureaucratic Reform. These offices function as designated centers for delivering government-related products, services, and assistance, with the aim of expanding integrated services at both central and regional levels. Within the broader administrative structure, including state-owned enterprises (BUMN), public service institutions are expected to provide services that are simple, reliable, professional, and secure. Despite these institutional efforts, public service delivery continues to encounter substantial

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<sup>29</sup> L Hadi Adha, et.al., “Digitalisasi Industri Dan Pengaruhnya Terhadap Ketenagakerjaan Dan Hubungan Kerja Di Industri Indonesia.”

<sup>30</sup> Baiquni, “Peran Dewan Riset Daerah Dalam Perencanaan Pembangunan Di Kabupaten Sleman.”

<sup>31</sup> Farid Riadi, Nenny Rinawati, dan Retno Resawati, “Pengaruh Motivasi Dan Disiplin Kerja Terhadap Kinerja Karyawan,” *Acman: Jurnal Akuntansi dan Manajemen* 1, no. 2 (2021): 61–66.

<sup>32</sup> Said Amirulkamar dkk., “Strategi Penguatan Etika dan Integritas untuk Mencegah Korupsi di Indonesia” 12, no. 3 (2023), p. 564–574.

challenges. Rapid environmental change, scientific advancement, and technological innovation have intensified public expectations and increased the complexity of service demands. Citizens not only seek efficient and satisfactory services but also expect government actions that are responsive, fair, ethically grounded, and prudent. Consequently, public services have become a critical arena of interaction between communities and governmental authorities. To meet increasingly dynamic and multifaceted societal demands, the public sector must continuously adapt through institutional reform, technological innovation, and strengthened governance practices that integrate efficiency with ethical and social considerations.<sup>33</sup>

### Public Service in the Islamic Perspectives

Public policy constitutes a central component of governmental bureaucracy across diverse political systems worldwide, including democratic, socialist, capitalist, and monarchical regimes. Through public policy, the state formulates and implements programs designed to regulate social life, allocate resources, and provide services to citizens. Public administration serves as the institutional mechanism through which such policies are operationalized. In the context of Indonesia, public services are formally defined and regulated under Law Number 25 of 2009 concerning Public Service Delivery, which establishes the normative foundation for service provision. According to this law, citizens are entitled to receive appropriate and standardized services that meet established service criteria and ensure public satisfaction. Public services encompass a wide range of activities carried out by state institutions in accordance with prevailing legal frameworks, and they are provided to all citizens without discrimination, whether as individuals or as members of broader social groups. The overarching objective of public service delivery is to enhance public welfare and to contribute to the realization of the national goals articulated in the 1945 Constitution of Indonesia, particularly the advancement of general welfare.<sup>34</sup>

Public administration thus plays a decisive role in shaping national life, as it determines how government functions are organized and implemented. Historically, systems of public administration have evolved in response to political, social, and territorial developments. Administrative practices were already evident during the formative periods of Islamic civilization, encompassing governance structures, fiscal management, and military organization. As territorial expansion accelerated, administrative systems became more sophisticated and institutionalized. Significant reforms were introduced during the caliphate of Umar ibn al-Khattab, who implemented structural

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<sup>33</sup> Gina Salsabila, et.al., "Public Service: Innovation, Public Service Mall, Improving Public Services, Cirebon Regency," *Jurnal Polisci* 3, No. 1 (2025), p. 42-53.

<sup>34</sup> Alis Warosatul Hasanah and Wawan Kurniawan, "Kualitas Pelayanan Publik Di Desa Dalam Perspektif Islam," *Jurnal Ekonomi Syariah Islam* 2, No. 1 (2023).

improvements in governance, financial administration, and state organization. These reforms built upon the foundations established during the leadership of Abu Bakr, Uthman ibn Affan, and Ali ibn Abi Talib.<sup>35</sup>

From an Islamic perspective, public service is a holistic concept that integrates religious principles with governmental practices to achieve justice, accountability, and the welfare of society. This framework is rooted in the teachings of the Quran and Hadith, which emphasize core values such as justice (*'adl*), responsibility (accountability), consultation (*shura*), and public welfare (*maslahah*). In Islam, the provision of public services transcends mere administrative transactions; it carries moral and spiritual dimensions, whereby delivering high-quality services is considered both an act of worship and a form of obedience to God. Consequently, public service in the Islamic paradigm encompasses diverse sectors, including education, healthcare, legal administration, and socio-economic welfare, with the overarching aim of promoting fairness, ethical conduct, and societal well-being. In the modern context, particularly in Indonesia, the integration of Islamic values has proven instrumental in guiding bureaucratic reforms and improving the quality of public services. Despite challenges such as limited resources and insufficient inter-institutional coordination, examples such as Islamic hospitals and Sharia-compliant service institutions demonstrate the potential of Islamic principles to produce more just, humane, and high-quality public services.<sup>36</sup>

At the policymaking level, contemporary public service presents unique challenges that require careful consideration of social, cultural, and religious diversity. Implementing Islamic values in public policy in Indonesia must navigate the nation's pluralistic context, which includes multiple religions, ethnicities, and cultural traditions. While Islam has historically influenced governance and policy frameworks due to the majority Muslim population, its application has often been confined to specific sectors or programs. To effectively utilize Islamic principles in contemporary policymaking, rigorous research is required to identify how these values can address modern societal challenges. The Quran, as a foundational guide for human conduct, serves as a key reference in this process, offering ethical and normative guidance for public administration. By grounding policy decisions in both Islamic values and evidence-based

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<sup>35</sup> Sahri Muharam, et.al., "Kebijakan Publik Dalam Pandangan Islam," *Bhakti Nagori (Jurnal Pengabdian kepada Masyarakat)* 3, No. 2 (2023), p. 134-140

<sup>36</sup> Nur Wahidillah, et. al., "Pelayanan Publik dalam Perspektif Islam: Landasan, Prinsip, dan Implementasi di Era Kontemporer," *Kajian Administrasi Publik dan Ilmu Komunikasi* 2, No. 3 (2025), p. 1-16.

research, governments can design policies that are ethically sound, socially responsive, and culturally sensitive.<sup>37</sup>

Public service encompasses all activities undertaken by public service providers to meet the needs of service recipients while ensuring compliance with statutory regulations. Central to effective public service delivery is the principle of transparency, which requires that services be open, accessible, and provided in a manner that is clear, adequate, and understandable to all who require them. Complementing transparency are a range of other guiding principles, including accountability, conditionality, participation, equality of rights, simplicity, clarity, certainty of service time, accuracy, security, responsibility, completeness, access, discipline, politeness, friendliness, and comfort. Together, these principles provide a comprehensive framework for ensuring high-quality and ethically grounded public services. From an Islamic perspective, the approach to public service integrates both teleological and deontological dimensions. The teleological approach emphasizes the outcomes or consequences of actions, asserting that public officials' decisions should aim to maximize overall benefits and minimize harm. This perspective prioritizes a comprehensive evaluation of the good or bad consequences of policies and actions. In contrast, the deontological approach is grounded in moral principles that must be upheld irrespective of outcomes, emphasizing duties, obligations, and intrinsic ethical norms. Both approaches underscore the importance of embedding moral values in public service management, a process that requires transformative efforts to shift the mindset of bureaucrats and internalize ethical and professional standards within the institutional culture.<sup>38</sup>

Professionalism is a core requirement in public service delivery. As highlighted in the Quran, QS. Al-Isra verse 84 states: "*Say (O Muhammad): 'Every person acts according to his own character. Indeed, Allah knows best who is most just in his way.'*" This verse underscores that all actions, regardless of profession, must be conducted with expertise and integrity. Professionalism ensures that tasks are executed competently to achieve excellent outcomes, reflecting both ethical responsibility and technical proficiency. Effective service delivery further necessitates awareness among public officials and citizens that faith and cultural values form an integral aspect of social and organizational identity. In Islam, this integration is expressed through a holistic teaching system that encompasses faith (iman), sharia law (syariah), and moral conduct (akhlaq),

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<sup>37</sup> Rifki Fakhudin, "Formulation of Public Policy Based on Islamic Legal Studies as a Solution in the Contemporary Era," *Contemporary Issues on Interfaith Law and Society* 2, No. 2 (2023).

<sup>38</sup> Jailani Jailani, "Pelayanan Publik: Kajian Pendekatan menurut Perspektif Islam," *al-Bayan* 19, No. 1 (2013).

providing both ethical guidance and practical orientation for governance and public administration.<sup>39</sup>

## Digitalization of Bureaucracy and Public Services: An Islamic Sharia Perspective in Aceh

### 1. Indicators of Digitalization of Bureaucracy and Public Services

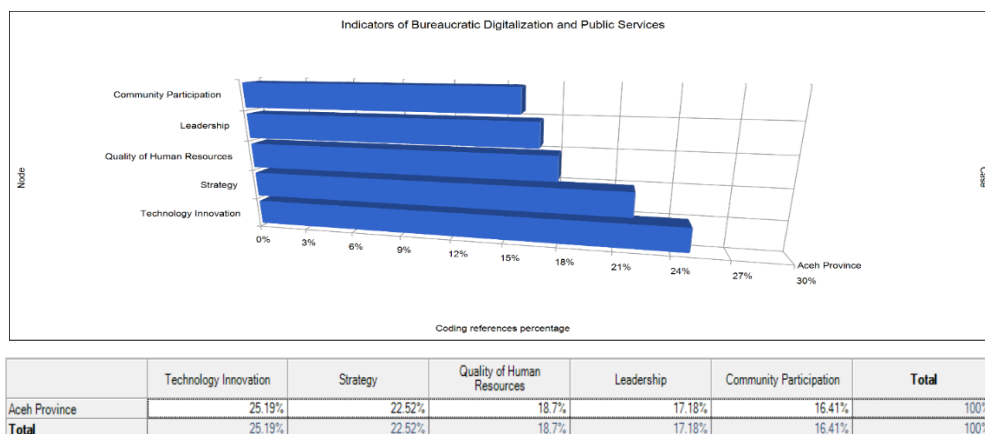


Figure 1. Indicator Chart for Bureaucratic and Public Service Digitalization in Aceh, 2024

The analysis of digitalization in bureaucracy and public services reveals that the effectiveness of such programs is influenced by several key indicators. Among these, technological innovation emerged as the most significant factor, contributing 25.19% to overall effectiveness. This reflects the widespread adoption of technology-based public services in Aceh Province, including online service platforms and digital data registration systems, which have improved accessibility and convenience for the public. The integration of technology facilitates more efficient service delivery and enhances the responsiveness of government institutions to citizens’ needs.

The second most influential indicator is strategy, accounting for 22.52% of the effectiveness score. A well-defined and efficiently executed strategy is essential for guiding the implementation of digital services, ensuring that technological tools and institutional processes are aligned to achieve intended outcomes. Human resource quality ranks third, contributing 18.7% to overall effectiveness. The competence and capability of service providers are critical, as the success of digital services depends largely on the skills, knowledge, and professionalism of employees operating the system. Leadership constitutes the fourth indicator, contributing 17.18%. Effective leadership is pivotal in fostering innovation, guiding organizational change, and motivating employees to adapt to

<sup>39</sup>Alis Warosatul Hasanah and Wawan Kurniawan, “Kualitas Pelayanan Publik.

new digital processes. Leaders play a central role in vision-setting, decision-making, and creating a culture conducive to digital transformation. Finally, community participation accounts for 16.41% of the effectiveness assessment. Engaging citizens in the planning, monitoring, and evaluation of public services enhances transparency, accountability, and responsiveness.

In this context, the indicators of bureaucratic and public service digitization in Aceh can be observed both directly at service delivery points and indirectly through reports published on official government and private websites. These sources provide measurable evidence of the extent to which digital transformation has been integrated into administrative practices and public service provision. The inability to deliver high-quality public services constitutes a significant governance concern, particularly because all public service providers are legally bound to comply with the principles of good governance as stipulated in Law Number 25 of 2009 concerning Public Services. These principles encompass accountability, transparency, accessibility, equality of rights and obligations, responsiveness, efficiency, and other standards designed to ensure that public services are delivered in a fair, effective, and citizen-oriented manner.

Technological innovation has become a central tool in facilitating interactions between service providers and the public. Online platforms, digital registration systems, and other technology-based mechanisms aim to streamline processes, improve efficiency, and enhance accessibility. Nevertheless, not all citizens possess sufficient understanding or familiarity with these digital systems. To address this gap, service providers regularly conduct workshops to enhance employee competency and carry out public outreach programs to educate citizens about the utilization of digital-based services. Low levels of public participation remain a challenge, as effective bureaucracy requires active engagement from service users to ensure that services meet real community needs. The relationship between service providers and recipients is therefore central to the success of digital transformation, highlighting the importance of collaborative and participatory governance. In response, the Aceh Provincial Government continues to implement strategic initiatives aimed at fostering synergy in the development and delivery of digital-based public services.

Furthermore, the scope of public services is reinforced by Decision of the Minister of State for Empowerment of State Apparatus Number 81 of 1993, which emphasizes that government agencies oriented toward public service must provide primary services that satisfy the needs of service recipients. Satisfactory service delivery is not only a responsibility of the provider but also a legal right of the recipient. In practice, all government agencies performing public service functions are expected to fulfill two primary operational roles: technical service functions, which pertain to the direct provision of services, and administrative service functions, which support organizational management and ensure compliance with regulatory requirements. Together, these functions constitute the

foundation for effective, accountable, and citizen-centered governance in Aceh's digital-era public administration.<sup>40</sup>

### **Bureaucratic Digitalization, Public Services, and *Sharia***

From a *Sharia* perspective, the digitalization of public services can be evaluated through several key dimensions, including ethics, justice, transparency, and efficiency. Islamic teachings emphasize that ethical conduct must guide all activities, including the development and use of technology. Within public services, digitalization should be implemented in accordance with Islamic moral and ethical values, such as honesty, responsibility, and transparency in the management of data and information. Furthermore, the digitalization of public services must uphold principles of justice and equality, ensuring that all members of society, regardless of social, economic, or other differences have equitable access to the benefits of digital platforms.

The *Sharia* approach to bureaucratic digitalization extends beyond normative guidance to include epistemological and structural dimensions of governance. Within the framework of *maqāsid al-sharī'ah*, digital public services can be understood as mechanisms to safeguard the five essential objectives of *Sharia*: the protection of religion (*ḥifẓ al-dīn*), life (*ḥifẓ al-nafs*), intellect (*ḥifẓ al-'aql*), property (*ḥifẓ al-māl*), and dignity (*ḥifẓ al-'ird*).<sup>41</sup> *Maqāsid al-sharī'ah* merupakan salah satu sumber hukum alternatif yang tepat yang berasal dari hukum Islam.<sup>42</sup> *Maqāsid al-sharī'ah* provides an alternative source of law, emphasizing regulations and practices that serve the public interest (*maslahah*) while ensuring ethical and equitable outcomes.

In practical terms, the *maqāsid al-sharī'ah* framework can be applied to initiatives such as the Public Service Mall, which seeks to centralize and streamline public services digitally. However, shortcomings in usability and accessibility have, at times, limited the system's ability to fully meet public information needs. Challenges include insufficient accountability, incomplete internal evaluation mechanisms, and restricted accessibility for certain user groups. Applying a *maqāsid al-sharī'ah* approach encourages the design and implementation of digital public services that are both functional and ethically grounded, aligning technological solutions with societal welfare. Its effective application requires interconnected systems and coordinated governance,

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<sup>40</sup> Alis Warosatul Hasanah and Wawan Kurniawan, "Kualitas Pelayanan Publik.

<sup>41</sup> Muhammad Zilal Hamzah and Dina Fornia Makarim, "Peran Dan Potensi Digitalisasi Manajemen Zakat: Sebuah Tinjauan Literatur Sistematis," *Jurnal Ilmiah Ekonomi Islam* 10, no. 01 (2024), p. 463–471.

<sup>42</sup> Muhammad Faisal Zulfikar, et.al., "Maqashid Syariat Asy-Syatibi Review of Marital Rape in the Sexual Violence Crime Law." *Nurani: Jurnal Kajian Syari'ah Dan Masyarakat* 23, No. 1 (2023), p. 97-110. Solahuddin Al-Ayyubi, et.al., "Maqasid *Sharia* in Tabarru' Contract Laws," *al-Dustur* 6, No. 1 (2023).

ensuring that digitalization contributes meaningfully to the common good and the broader objectives of public service provision.<sup>43</sup>

Transparent and accountable digitalization of public services plays a critical role in safeguarding public assets by preventing misuse of state resources, while simultaneously protecting individual dignity through the secure management of personal data. In this sense, the digital transformation of bureaucracy extends beyond administrative innovation, serving as a practical means to realize the objectives of Sharia within contemporary governance. Central to Islamic governance is the concept of *amanah*, or trust, which obliges public officials to exercise authority responsibly, manage resources judiciously, and ensure integrity in the handling of information. In digital systems, the principle of *amanah* is reflected in the accuracy of data, reliability of information, and honesty in public information management. Conversely, manipulative or opaque digital systems violate this principle by creating opportunities for structural injustice, demonstrating that ethical considerations are as important as technical efficiency in Sharia-compliant bureaucratic digitization.<sup>44</sup>

The principle of *maslahah* further underscores the social responsibilities associated with digitalization. Digital technologies must be employed to maximize social benefits while minimizing potential harms, ensuring that public services are inclusive and accessible to all members of society. From an Islamic social justice perspective, this entails particular attention to vulnerable groups, including the poor, elderly, and those residing in remote or underserved areas. Without such measures, digitalization risks exacerbating inequalities, contravening the objectives of Sharia. Transparency, another highly valued principle in Islam, requires that digitized public services provide clear, open, and easily accessible information to the public, thereby fostering trust in government institutions. Concurrently, Islam emphasizes the protection of privacy and the security of personal information, making data governance an ethical imperative. Policy studies of Sharia-based public administration affirm that *maslahah* serves as a foundational principle, prioritizing the common good and safeguarding society from harm. Accordingly, digitalization in public services should not only enhance efficiency and accessibility but also embody ethical, equitable, and socially responsible practices aligned with the objectives of Islamic law.<sup>45</sup>

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<sup>43</sup> Kana Akhsinawati and Ahmad Fauzan, "Penyelenggaraan Mal Pelayanan Publik Di Kabupaten Batang Perspektif Maqashid Syariah," *Manabia: Journal of Constitutional Law* 2, No. 2 (2022).

<sup>44</sup> Putri Handayani, "Reformasi Birokrasi Publik Berbasis Ekonomi Islam: Analisis Maqāṣid Syarī'ah dan Qawā'id Fiqhiyyah Pada Pelayanan Publik Di Kecamatan Tambang Abstrak Reformasi Biokrasi Publik Di Kecamatan Tambang," *Baitul Maal: Journal of Sharia Economics* 2, no. 2 (2025), p. 218–229.

<sup>45</sup> Ahmad Suhaimi, "Implementasi Prinsip Al-Maslahah Dalam Pelayanan Publik Berbasis Digital Di Ngunjuk: Perspektif Fiqh Siyasah" *Islamic Law: Jurnal Siyasah* 10, no. 2 (2025), p. 215–232.

In the Islamic legal tradition, the principle of *maslahah* serves as a foundational consideration in formulating public policies aimed at promoting social welfare. This principle aligns closely with modern governance theory, which emphasizes public welfare, transparency, and participatory decision-making. Consequently, the objectives of Islamic governance, particularly the values of *amanah* (trust) and justice are fully compatible with contemporary standards of good governance. The digitalization of public services must prioritize the protection of personal and sensitive information. Robust security systems are essential to safeguard individual rights and ensure ethical management of data. Moreover, Islam encourages the efficient use of resources, and digital technologies offer practical tools to enhance efficiency in public service delivery, streamline bureaucratic processes, and increase transparency in administrative decision-making.

Active public participation is a value strongly endorsed in Islam. Digital platforms provide opportunities for citizens to engage in decision-making, express opinions, provide feedback, and influence policy outcomes. By integrating these participatory mechanisms, the design and implementation of digital public services can remain consistent with Islamic principles while ensuring equitable social benefits. Ethical conduct is central to all aspects of Islamic governance, including the application of technology in public services. Digitalization must be implemented in accordance with moral and ethical values, emphasizing transparency, honesty, and responsibility in data and information management. Adhering to these values ensures that digital transformation is not merely a technical innovation but a socially responsible and ethically grounded process that supports both efficient governance and the broader objectives of *sharia*.

Islam places strong emphasis on facilitating access to services and ensuring that societal benefits are distributed equitably. Accordingly, the digitalization of public services is expected to simplify access, enhance efficiency, and maximize benefits for all members of the community. Such digitalization must be implemented in accordance with the Islamic principles of justice (*‘Adl*) and equality (*Musawah*), ensuring that all segments of society, regardless of social, economic, or demographic differences have equitable access to public services. Upholding these principles guarantees that digital platforms serve as inclusive tools for social welfare, reflecting the moral and ethical obligations emphasized in *sharia*.

The implementation of *sharia* in Aceh Province provides a unique context in which public service delivery is closely integrated with Islamic values. This integration reinforces transparency, accountability, ease of access, equal

treatment, and responsiveness to public complaints.<sup>46</sup> Islamic teachings further underscore the importance of openness in information dissemination, diligence in fulfilling entrusted responsibilities, assistance to those in need, fairness in interpersonal interactions, and responsiveness to societal concerns. Within this framework, responsibility (*amānah*) is considered a fundamental human quality that must be cultivated and exercised by both public officials and citizens.

In the context of Aceh, a region governed by the *Sharia* law, the integration of Islamic values with digital governance assumes a tangible institutional dimension. Bureaucratic digitization in Aceh is perceived not merely as an administrative reform but also as a mechanism to reinforce *Sharia* principles in public governance. Technology-based service systems, when designed with Islamic ethical considerations, can enhance values such as trustworthiness, justice, and public welfare. Consequently, the effectiveness of digitalizing public services in Aceh depends on institutional capacity to harmonize technological innovation with the normative framework of *sharia*.

This analysis illustrates that a *sharia* perspective provides an ethical and philosophical foundation that enriches contemporary digital governance. Principles such as trustworthiness, justice, *maslahah* (public benefit), privacy protection, and facilitation function not only as religious norms but also as universally relevant governance standards. Therefore, bureaucratic digitization in Aceh can be understood as an integrative process that combines administrative modernization with the internalization of Islamic values within the public service system.

## Conclusion

Based on the research findings, it can be concluded that the digitalization of bureaucracy and public services in Aceh Province is reflected in several key indicators. Technological innovation is the most significant factor, contributing 25.19% to the program's success, with initiatives such as online registration and data processing improving public access to services. Strategic planning, essential for effective implementation, contributed 22.52%, while the quality of human resources, at 18.7%, remains critical, as competent personnel are necessary for efficient service delivery. Leadership accounted for 17.18%, and community participation also plays a meaningful role. The successful implementation of digital services requires adherence to governance principles, including accountability, transparency, accessibility, and responsiveness. Continuous efforts to apply effective strategies are necessary to sustain a successful digital bureaucracy. From an Islamic perspective, the emphasis is on convenience, societal benefit, justice, and equality. Digital public services should be accessible

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<sup>46</sup> Syahrizal Abbas, et.al., "Dynamics of *Sharia* Law Taqin in Aceh 2013-2017: Analysis of Regulative Policies and Social Reality," *Petita* 9, No. 1 (2024).

to all members of society without discrimination, ensuring equitable benefits in line with Islamic principles.

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