

FROM VIRAL-BASED GOVERNANCE TO DIGITAL PUBLIC VALUE GOVERNANCE: A MANAGEMENT MODEL FOR CITIZEN REPORTING, REAL-TIME DATA, AND PUBLIC TRUST IN LOCAL GOVERNMENT SERVICES

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ABSTRACT

Digital transformation in local government services is expected to accelerate responses to citizens' problems, strengthen transparency, improve accountability, and build public trust. However, in practice, various public issues such as damaged roads, clogged drainage, unmanaged waste, neglected public facilities, vulnerable citizens who remain unassisted, and outdated population data often receive attention only after becoming viral on social media. This phenomenon indicates the emergence of viral-based governance, namely a pattern of public service response that is more sensitive to viral pressure than to an integrated formal reporting system. This article aims to formulate a Digital Public Value Governance model for local government services based on citizen reporting, real-time data, and public trust. This study employs a conceptual qualitative approach through a narrative review of recent literature, policy document analysis, and contextual synthesis of digital public service practices, e-government, citizen complaint channels, and public trust. The findings show that local government digitalization should not be measured merely by the number of applications, websites, dashboards, or social media channels, but by its ability to solve citizens' real problems in a fast, measurable, transparent, inclusive, and accountable manner. This article proposes a model based on seven pillars: accessible citizen reporting, RT/RW as micro-level data nodes, real-time dashboards, cross-agency response, transparent follow-up, digital inclusion, and public trust. The contribution of this article lies in interpreting local government digitalization not as an application project, but as a public value management system oriented toward solving citizens' real problems before they become viral.

Keywords: citizen reporting, digital public value governance, local government services, public trust, real-time data

1. INTRODUCTION

Digital transformation has become a central agenda in bureaucratic reform and public service improvement. Both central and local governments are increasingly expected to provide services that are faster, more transparent, integrated, accountable, and accessible to citizens. In Indonesia, this transformation is reflected in the implementation of the Electronic-Based Government System, known as *Sistem Pemerintahan Berbasis Elektronik* or SPBE. At the global level, Indonesia has also shown progress in digital government development. The United Nations E-Government Knowledgebase reports that Indonesia achieved an EGDI score of 0.7991 in 2024, ranked 64th globally, and was classified in the *Very High E-Government Development Index* category. At the national level, the Indonesian government reported that the national SPBE index increased from 2.34 in 2022 to 2.79 in 2023, moving from the “Adequate” to the “Good” category.

However, progress in digital government rankings and the increasing number of digital platforms do not automatically prove that public services are truly responsive to citizens’ everyday problems. In many local contexts, citizens still encounter basic public service issues such as damaged roads, potholes in main roads, clogged drainage, accumulated waste, poorly maintained public facilities, dirty government office areas, homeless people and street families who remain unassisted, and vulnerable citizens who are not immediately recorded or supported. These issues often receive rapid attention only after going viral on social media or after citizens tag the accounts of governors, mayors, regents, or relevant government agencies.

This phenomenon indicates the tendency of viral-based governance, namely a public service governance pattern that moves faster because of viral pressure than because of a routine, integrated, and accountable formal reporting system. In this pattern, social media becomes an alternative complaint channel because citizens perceive formal channels as difficult to access, slow to respond, or unclear in accountability. When citizens must repeatedly appeal in the comment sections of public officials’ social media accounts to get damaged roads, waste, drainage, or social issues handled, this reflects weaknesses in early detection systems, citizen reporting mechanisms, data integration, bureaucratic response, and follow-up transparency.

At the same time, local government digitalization is often trapped in symbolic and administrative orientation. Local governments may have numerous applications, websites, social media channels, dashboards, banners, billboards, public boards, and digital ceremonies, but citizens’ basic problems may remain unresolved. The existence of many applications does not necessarily make public services easier. Citizens may instead become confused about where to report a pothole, a clogged drain, unmanaged waste, extreme poverty, or damaged public facilities. This condition shows that the main challenge of digitalization is not merely technological availability, but the quality of governance behind the technology.

Local government digital services should move from an application-oriented bureaucracy toward public-value-oriented governance. This means that local governments should not merely create applications, but must ensure that digital systems generate public value. Such public

value includes faster services, citizen reports that are followed up, updated data, coordinated cross-agency responses, transparent service status, and increased public trust in government.

One important element that is often overlooked is the role of RT and RW as micro-level social data nodes. In Indonesia's local governance structure, RT/RW are closest to citizens and have the ability to detect social changes in their neighborhoods. Data on births, deaths, population mobility, sick residents, poor households, uninhabitable houses, MSME actors, unemployment, elderly residents, and even local assets such as livestock can actually be updated more routinely through micro-level data collection. If RT/RW data are digitally integrated with village or urban ward offices, subdistricts, and relevant agencies, local governments can build social data that are more real-time than periodic surveys or long-interval census mechanisms.

Recent studies also show that government digital transformation can be associated with public trust and citizen participation. Nurlinah et al. (2025), in a study of Gowa Regency, found that digital transformation is related to trust in government and citizen participation, while its effectiveness is influenced by urban, semi-urban, and rural disparities. The study involved 394 respondents and examined digital transformation, citizen participation, digital governance, and urban-rural disparities as important aspects of digital public services.

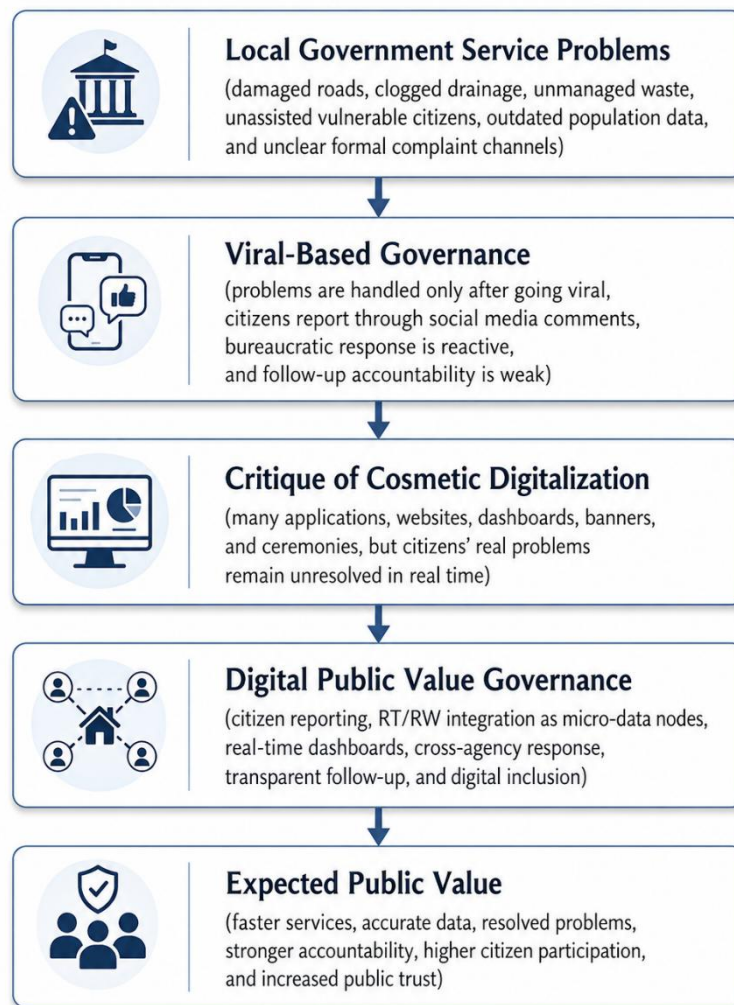
From a Master of Management perspective, this topic is highly relevant because it involves public service management, digital governance, service innovation, accountability, system integration, digital literacy, service performance control, citizen participation, and public trust. Therefore, local government digitalization should not be understood merely as an information technology issue, but as a public value management issue.

The novelty of this article lies in shifting the perspective from viral-based governance to Digital Public Value Governance. Unlike studies that focus mainly on e-government, SPBE, or online services, this article proposes a local government service governance model based on citizen reporting, RT/RW data integration, real-time dashboards, cross-agency response, transparent follow-up, digital inclusion, and public trust. This article argues that the main problem is not the lack of applications, but the fact that digital systems have not always become instruments for solving citizens' real problems.

The research question of this article is: How can Digital Public Value Governance be formulated as a management model for local government services based on citizen reporting, real-time data, and public trust to overcome the tendency of viral-based governance?

The objective of this study is to formulate a conceptual model of Digital Public Value Governance that can help local governments move from viral-reactive services toward proactive, responsive, integrated, data-driven, transparent, inclusive, and trusted public services.

Figure 1. Research Framework



Source: Author's elaboration, 2026.

2. LITERATURE REVIEW

2.1 Digital Government and Local Public Service Transformation

Digital government refers to the use of digital technology to improve government administration, public service effectiveness, transparency, accountability, and citizen participation. In Indonesia, digital government is institutionalized through SPBE, which aims to integrate information technology into government processes and public service delivery.

The improvement of Indonesia's EGDI score and national SPBE index indicates that digital government transformation has formally progressed. Indonesia ranked 64th globally in the 2024 UN E-Government Survey with an EGDI score of 0.7991. The national SPBE index also increased from 2.34 in 2022 to 2.79 in 2023. Nevertheless, such achievements should be interpreted critically. Local government digitalization should not be assessed only through

rankings, indexes, or the number of applications, but through the extent to which digital services can resolve public problems quickly, clearly, inclusively, and accountably.

Therefore, local governments need to move from application-based digitalization toward public-value-based digital governance. Local governments should not only ask, “What application has been created?” but also, “What citizen problems have been solved through the digital system?”

2.2 Viral-Based Governance as a Symptom of Weak Formal Service Response

Viral-based governance can be understood as a governance symptom in which public institutions tend to respond when a public issue has become viral on social media. In this pattern, government response is not fully built through stable formal reporting systems, but through public pressure, media exposure, or direct attention from public officials.

This phenomenon indicates weaknesses in several aspects of public service management. First, formal complaint channels may not be easy enough to use. Second, citizens may not trust that formal reports will be followed up. Third, cross-agency response systems may not be integrated. Fourth, follow-up status may not be transparent. Fifth, field data may not be updated in real time. As a result, social media becomes an alternative space for citizens to demand government attention.

From a public management perspective, virality should not be the main mechanism for service improvement. Local governments need early detection systems, citizen reporting systems, public problem dashboards, response time standards, and transparent follow-up mechanisms so that problems do not have to become viral before being handled.

2.3 Public Value in Digital Local Government Services

Public value emphasizes that government service success should not only be measured by administrative outputs, but also by the benefits citizens actually experience. In local digital government services, public value may include easier access, faster response, transparent service status, procedural certainty, reduced cost and time, citizen participation, and increased trust in government.

However, digitalization may fail to create public value when services are fragmented, difficult to use, unresponsive, or treated merely as technology projects. Applications that do not solve citizens’ problems may become empty symbols of digitalization. Therefore, digital services must be designed as public value systems that integrate technology, bureaucratic processes, field data, public officials, and citizen experience.

2.4 RT/RW as Micro-Level Data Nodes in Real-Time Governance

RT and RW hold a strategic position in local governance because they are closest to citizens. They can become micro-level data nodes that detect social change more quickly, such as births, deaths, population movements, poor households, uninhabitable houses, elderly

residents, people with disabilities, MSME actors, unemployment, local livestock, and household-based enterprises.

If RT/RW data collection is digitally integrated with village or urban ward offices, subdistricts, and related agencies, local governments can build more updated social databases. Data would no longer depend solely on censuses or periodic surveys; instead, they could be updated gradually and continuously. In this context, RT/RW can be positioned as micro-data nodes within Digital Public Value Governance.

2.5 Digital Transparency, Accountability, and Public Trust

Transparency is a fundamental principle in digital government services. Citizens need to know service procedures, costs, completion time, report status, responsible agencies, and follow-up results. Digital transparency makes service processes traceable and reduces uncertainty.

Relevant studies by Widyatama University scholars strengthen this dimension. Latif and Roespinoedji (2021) examined e-government as part of corruption prevention in Indonesia and emphasized public transparency as an important aspect of governance. This indicates that e-government should be linked not only to technology use, but also to transparency and the prevention of governance irregularities.

Therefore, local government digital services should be designed as accountability mechanisms. A good citizen reporting system should provide report numbers, report status, response time, responsible agencies, follow-up documentation, and citizen assessment after the report has been completed.

2.6 Digital Inclusion and Citizen Literacy

Digital public services must not ignore unequal access and citizen literacy. Not all citizens have adequate devices, stable internet access, or the ability to use applications. Elderly citizens, low-income groups, rural communities, and citizens with low digital literacy may be left behind when public services are fully shifted to digital platforms without assistance.

Nurlinah et al. (2025) show that urban, semi-urban, and rural disparities influence the effectiveness of government digital transformation on trust and participation. Therefore, Digital Public Value Governance must include digital inclusion as a central pillar. Digital services need to be supported by offline assistance, RT/RW facilitation, help desks at local administrative offices, and simple user-friendly application design.

2.7 Research Gap and Novelty Position

Previous studies have discussed e-government, SPBE, digital transformation, transparency, accountability, citizen participation, and public trust. However, many studies still discuss these aspects separately. E-government studies often focus on technological implementation, while public trust studies often focus on citizen perception. Meanwhile, viral-based governance as a

symptom of weak formal complaint channels has rarely been positioned as a public service management problem in local government.

This article fills this gap by proposing a Digital Public Value Governance model that integrates citizen reporting, RT/RW as micro-level data nodes, real-time dashboards, cross-agency response, transparent follow-up, digital inclusion, and public trust. Thus, this article does not treat digitalization merely as application use, but as a management system to solve citizens' problems before they become viral.

Table 1. Literature Mapping and Article Position

Research Area	Common Focus in Literature	Research Gap	Position of This Article
E-government	Digital applications, SPBE, online services	Often focuses on technical implementation	Positions digitalization as a public value system
Public value	Service benefits for citizens	Not always linked to real-time reporting	Measures public value through resolved citizen problems
Citizen trust	Citizen perception and trust	Often studied separately from service design	Links trust with response and follow-up transparency
Public complaints	Complaint channels and citizen participation	Cross-agency response and integration are often weak	Makes citizen reporting the core of the model
Local government data	Administrative data and periodic surveys	Micro-level data are not yet real-time	Positions RT/RW as micro-level data nodes
Digital inclusion	Access and digital literacy	Often treated as a supporting issue	Makes inclusion a core governance pillar

Source: Author's elaboration, 2026.

3. METHODS

This study uses a conceptual qualitative approach through narrative literature review, policy document analysis, and conceptual model synthesis. This approach is appropriate because the purpose of this article is not to statistically test causal relationships, but to formulate a Digital Public Value Governance model for local government services.

The data sources consist of three groups. First, recent academic articles published within the last five years discussing e-government, digital governance, citizen trust, public value, public service innovation, and digital inclusion. Second, policy documents and official data related to SPBE and e-government development in Indonesia. Third, contextual synthesis of local public service problems, citizen reporting, social media as an alternative complaint channel, and the need for RT/RW-based real-time data.

The analysis was conducted in four stages. First, identifying the viral-based governance phenomenon and local government service problems. Second, mapping literature on digital governance, public value, citizen trust, and digital public services. Third, categorizing issues into citizen reporting, real-time data, service response, transparency, inclusion, and public trust.

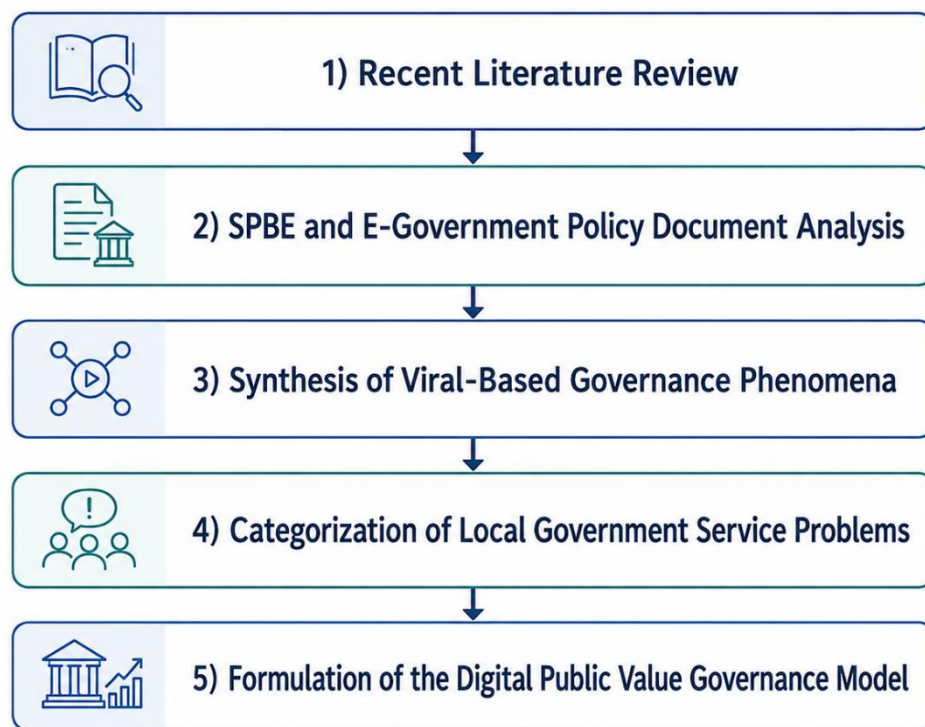
Fourth, formulating Digital Public Value Governance as a management model for local government services.

Table 2. Research Analysis Stages

Stage	Analytical Activity	Expected Output
Issue identification	Identifying viral-based governance and local service problems	Public service problem map
Literature review	Reviewing studies on e-government, digital governance, public value, and trust	Conceptual foundation
Issue categorization	Grouping issues into reporting, data, response, transparency, and inclusion	Analytical framework
Model synthesis	Formulating Digital Public Value Governance	Conceptual model

Source: Author's elaboration, 2026.

Figure 2. Conceptual Research Method Flow



Source: Author's elaboration, 2026.

4. RESULTS AND DISCUSSION

4.1 Local Government Digitalization: Between Formal Progress and Citizens' Real Problems

Local governments increasingly adopt digital services through websites, applications, online licensing systems, complaint channels, public information portals, data dashboards, and

official social media accounts. This progress indicates that digitalization has become part of local bureaucratic reform.

However, digitalization has not always reached citizens' real problems. Damaged roads, clogged drainage, accumulated waste, broken public facilities, inaccurate vulnerable citizen data, and social issues in public spaces may still occur even when local governments already have various digital channels. Therefore, local government digitalization needs to be evaluated not only from the availability of applications, but also from the actual service impact experienced by citizens.

4.2 Viral-Based Governance: When Problems Must Go Viral to Be Handled

The phenomenon of viral-based governance shows that citizens often perceive social media as more effective than formal service channels. When citizen reports submitted through applications or public offices have unclear follow-up, citizens may choose to post on social media, tag public officials, or complain in comment sections.

This condition is problematic for governance quality. Government becomes reactive rather than proactive. Problems that do not go viral may remain unresolved. Citizens who do not have social media access or the ability to create viral attention may be ignored. Ultimately, public service becomes dependent on exposure rather than on a reliable system.

4.3 Critique of Cosmetic Digitalization and Application-Oriented Bureaucracy

Cosmetic digitalization occurs when government has many applications, websites, digital banners, or ceremonial programs but fails to produce real improvement in service quality. In this condition, digitalization appears more as an administrative project than as an instrument for problem solving.

Multiple applications may also create fragmentation. Citizens may be confused about which application to use. Agencies may work within separate systems. Data may not be connected. Reports may not automatically move to the right agency. As a result, digitalization may create new complexity instead of solving old bureaucratic problems.

4.4 Citizen Reporting as the Core of Digital Public Value Governance

Citizen reporting should become the core of local government digital services. Citizens need accessible, clear, and trusted channels to report public problems. Citizen reports should cover damaged roads, waste, drainage, street lighting, public facilities, vulnerable citizens, public order, environmental issues, and administrative services.

A strong reporting system should include report categories, map-based location, photo evidence, ticket numbers, follow-up status, responsible agencies, response deadlines, and citizen feedback. Through this mechanism, citizens should not need to make problems viral to receive attention.

4.5 RT/RW as Real-Time Data Nodes

RT/RW can become micro-level data nodes in local digital governance. They know citizen-level changes directly, including new residents, deaths, births, sick residents, poor households, micro-enterprises, unemployment, and environmental conditions.

RT/RW data integration can help local governments build more dynamic social data. Urban wards can identify vulnerable citizens without waiting for annual data collection. Subdistricts can detect environmental problem patterns. Social affairs agencies can more quickly identify families needing assistance. Environmental agencies can identify waste accumulation and drainage problem points. Thus, RT/RW should not be viewed only as administrative structures, but as part of a real-time data system.

Figure 3. RT/RW-Based Real-Time Data Flow



Source: Author's elaboration, 2026.

4.6 Cross-Agency Response and Follow-Up Transparency

Citizens' problems often do not fall under a single agency. Clogged drainage may involve the Public Works Agency, Environmental Agency, subdistrict, and urban ward office. Vulnerable citizens may involve the Social Affairs Agency, Population Administration Agency, Health Agency, and village government. Therefore, citizen reporting systems must be integrated across agencies.

Follow-up transparency is essential. Citizens need to know whether their reports have been received, verified, processed, rejected, transferred, or completed. Without transparency,

citizens may assume that their reports have disappeared. With transparency, government can demonstrate that services are running and accountable.

4.7 Objective Mapping: Old Problems and New Governance Needs

Table 3. Mapping of Service Problems and New Governance Needs

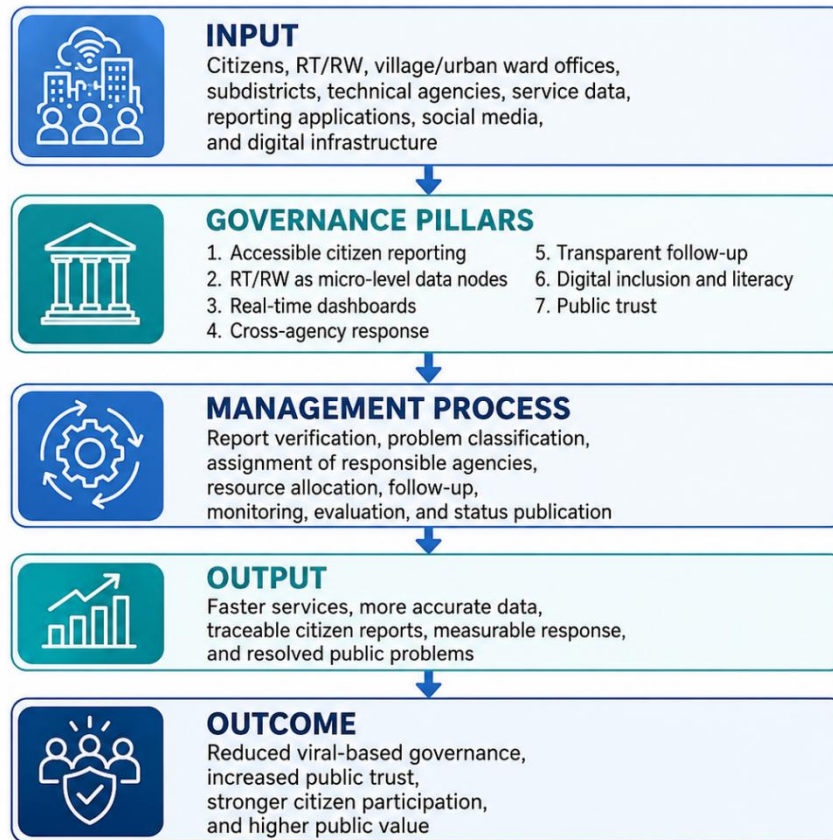
Field Problem	Old Pattern	Risk	New Governance Need
Damaged roads	Waiting for manual reports or viral attention	Threatens road users' safety	Location-based citizen reporting and Public Works dashboard
Clogged drainage	Handled after flooding or viral exposure	Flooding and environmental damage	Risk-point detection and cross-agency response
Accumulated waste	Complaint channels are unclear	Dirty environment and disease risk	Real-time Environmental Agency reporting and follow-up schedule
Vulnerable citizens	Detected through periodic data collection	Delayed assistance	Real-time RT/RW data and Social Affairs integration
Too many applications	Not integrated	Citizens become confused and reports are scattered	One-stop citizen reporting system
Banners and billboards	Symbolic communication	High cost and low impact	Data-, service-, and impact-based communication
Officials' social media	Becomes the main complaint channel	Service depends on virality	Formal channels that are easy and trusted

Source: Author's elaboration, 2026.

4.8 Digital Public Value Governance Model

Based on the above analysis, this article proposes Digital Public Value Governance as a management model for local government services based on citizen reporting, real-time data, and public trust.

Figure 4. Digital Public Value Governance Model



Source: Author's elaboration, 2026.

Table 4. Pillars of the Digital Public Value Governance Model

Pillar	Focus	Success Indicator
Citizen reporting	Easy, fast, and clear complaint channels	Citizen reports have ticket numbers and status
RT/RW data nodes	Micro-level citizen and neighborhood data	Birth, death, mobility, and social problem data are more updated
Real-time dashboard	Integration of reports and service status	Government can identify priority problems
Cross-agency response	Coordination among agencies	Complex problems are not blocked by sectoral ego
Transparent follow-up	Open report status	Citizens know the handling process
Digital inclusion	Assistance for citizens with low digital literacy	All citizen groups can access services
Public trust	Citizen satisfaction and confidence	Trust increases because reports are handled

Source: Author's elaboration, 2026.

4.9 Evaluation Indicators of the Model

To develop this model into empirical research or a local government evaluation instrument, measurable indicators are required.

Table 5. Evaluation Indicators for Digital Public Value Governance

Dimension	Evaluation Indicator	Purpose
Reporting access	Ease of submitting citizen reports	Ensures complaint channels are user-friendly
Response speed	Initial response time and completion time	Measures government responsiveness
Data integration	Connectivity among RT/RW, village/urban ward, subdistrict, and agencies	Reduces data fragmentation
Transparency	Report status can be tracked by citizens	Strengthens accountability
Resolution quality	Problems are actually resolved in the field	Prevents administrative-only completion
Digital inclusion	Assistance for citizens with low digital literacy	Prevents service exclusion
Communication efficiency	Reduced dependence on banners and ceremonial communication	Redirects communication toward service impact
Public trust	Citizen satisfaction and confidence in services	Measures public value

Source: Author's elaboration, 2026.

5. CONCLUSION AND RECOMMENDATIONS

Local government digitalization should not be understood merely as the creation of applications, websites, dashboards, or social media channels. Digitalization creates public value only when it can solve citizens' real problems quickly, transparently, integratively, inclusively, and accountably. The phenomenon of viral-based governance shows that formal public service channels are not yet fully trusted and not sufficiently responsive. When citizens must make problems viral to get government attention, the problem lies not only in technology, but in the service management system.

This article proposes the Digital Public Value Governance model as a framework to shift local government from viral-reactive governance toward proactive digital public services based on citizen reporting and real-time data. The model positions citizen reporting, RT/RW as micro-level data nodes, real-time dashboards, cross-agency response, transparent follow-up, digital inclusion, and public trust as seven core pillars.

The main recommendation is that local governments should reduce digitalization practices that focus merely on applications and visual ceremonies, and instead strengthen systems that truly solve citizens' problems. Local governments should develop one-stop citizen reporting channels, integrate RT/RW data, provide cross-agency response dashboards, establish response time standards, disclose report status to citizens, and provide assistance for citizens with limited digital skills. Future research can empirically test this model through citizen surveys, interviews

with public officials, local government case studies, complaint data analysis, and public trust measurement.

Final Novelty Statement

The novelty of this article lies in interpreting viral-based governance as a symptom of weak formal reporting systems, weak data integration, reactive bureaucratic response, and limited accountability in local government services. This article proposes a Digital Public Value Governance model that integrates citizen reporting, RT/RW as micro-level data nodes, real-time dashboards, cross-agency response, transparent follow-up, digital inclusion, and public trust. Thus, local government digitalization is no longer understood as an application project, but as a public value management system for solving citizens' real problems before they become viral.

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