

DIGITAL TRANSFORMATION OF PUBLIC TRANSPORTATION SERVICES: EXPLORING THE VALUES OF TRUSTWORTHINESS, INTEGRITY, AND NATIONALISM (A STUDY AT THE SOUTHEAST SULAWESI PROVINCIAL TRANSPORTATION AGENCY)

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Abstract

Digital transformation serves as a crucial instrument for enhancing the quality of public transportation service governance. This study aims to explore the digital transformation of transportation services at the Southeast Sulawesi Provincial Transportation Agency and to analyze the application of values such as trustworthiness, honesty, integrity, and nationalism. A qualitative approach with a case study design was employed. Data were gathered through interviews, observations, and documentation, and subsequently analyzed interactively via data condensation, presentation, and verification. The findings reveal four key stages: process digitalization, transparency, value internalization, and a focus on public orientation and nationalism. Integrating technology with ethical values strengthens traceability, public trust, and professionalism, while fostering transportation services that are fair, inclusive, and sustainable.

Keywords: Digitalization, Nationalism, Public Service, Transportation, Digital Transformation

Abstrak

Abstract Digital transformation has become an important instrument in improving the quality of public transportation service governance. This study aims to explore the digital transformation of transportation services at the Southeast Sulawesi Provincial Transportation Agency and to analyze the application of the values of trustworthiness, honesty, integrity, and nationalism. The study used a qualitative approach with a case study design. Data were collected through interviews, observations, and documentation, then analyzed interactively through data condensation, presentation, and verification. The results show four main stages, namely process digitalization, transparency, value internalization, and public orientation and nationalism. The integration of technology with ethical values strengthens traceability, public trust, professionalism, and fair, inclusive, and sustainable transportation services.

Keywords: Digitalization, Nationalism, Public Service, Transportation, Digital Transformation

INTRODUCTION

Digital transformation has become an important part of the change in public service governance (Latupeirissa et al., 2024; Tulungen et al., 2022). The development of information technology has encouraged government organizations to shift work processes that were previously manual into systems that are more integrated, documented, and data-based (Mukaromah, 2025). This change concerns not only the use of technological devices, but also creates changes in the relationship between the government and the community. Services that

previously required the public to interact directly with officers have begun to shift toward application-based services, information systems, cashless payments, and various digital channels (Muharam, 2019; Sedana et al., 2025).

In the public transportation sector, this transformation holds a strategic position. Transportation not only functions to move people and goods, but is also part of a basic service that determines community mobility, economic distribution, inter-regional connectivity, and access to education and health (Afra et al., 2026; Shalihah et al., 2026). The geographical condition of Southeast Sulawesi Province, which consists of mainland and archipelagic areas, makes the need for adaptive transportation services increasingly important (Jinca, 2009). Digitalization can be an instrument to accelerate services, improve data management, increase transaction transparency, and expand public access to information (Suryanto & Dai, 2025).

Studies on digital transformation in the public sector show that technology has the ability to improve administrative processes and strengthen the relationship between government and society (Sjachrawy et al., 2025; Yulanda & Adnan, 2023). Ramadhany et al. (2025) position digital transformation as part of the change in public sector management, while Rejeki & Solihin (2026) emphasize the importance of community participation in overseeing digital-based public services to support transparent governance. Digitalization therefore cannot be separated from issues of governance, accountability, and public trust (Khotimah et al., 2025).

From the perspective of transportation services, technology has also been used to improve service quality (Afandi et al., 2025). The use of information systems, digital payments, e-ticketing, e-levies, monitoring dashboards, and data integration can reduce dependence on manual processes (Basir, 2025). Technology enables every transaction and service process to leave a traceable digital footprint (Evi, 2023). This condition provides an opportunity for the government to increase transparency while strengthening internal oversight (J. A. Putra et al., 2025).

However, technology is essentially only a tool. Digitalization does not automatically produce services with integrity (I. P. T. Putra et al., 2026). A good system still requires officials who are honest, responsible, and able to exercise their authority trustworthily. A digital system can record transactions, but the moral and professional quality of the officers still determines how the technology is used (Hidayatullah, 2026). Therefore, the discussion of digital transformation needs to be expanded from technical aspects toward value-based aspects (Apriliyani et al., 2025).

The value of trustworthiness (*amanah*) in this study is understood as the moral and professional responsibility in using authority, resources, and technology for the public interest (Herlina et al., 2026). Trustworthiness relates to officials' willingness to carry out their duties responsibly, not abuse their authority, and provide services in accordance with regulations (Putri, 2026). Meanwhile, integrity is understood as consistency between values, rules, words, and actions in carrying out services (Syahputra et al., 2026). Honesty is one manifestation of integrity that can be seen through openness of information, accuracy of transaction recording, and the absence of manipulation of service data (Mappasere, 2026).

Another important dimension is nationalism. In this study, nationalism is not positioned merely as a national symbol or slogan, but as a service orientation that prioritizes the interests of the community and the state (Rusmulyani, 2020; Silondae et al., 2025). Transportation services that are transparent, fair, safe, and accessible to the public are one form of the actualization of nationalism in the administration of government (Rajulan et al., 2025; Satyadharma et al., 2026). Officials demonstrate nationalism through their willingness to carry out their duties professionally and provide services without discrimination (Messe & Pangkey, 2018).

The Southeast Sulawesi Provincial Transportation Agency offers an interesting perspective for examining the relationship between technology and these service values (Sutrisno et al., 2026). The digitalization of services in the transportation sector has developed through various innovations, including the operator service information system, levy digitalization, cashless payments, data management, and the development of monitoring systems (Siswanto, 2025). These innovations show that technology has become part of the effort to improve transportation services.

In addition, digital transformation opens up opportunities for the creation of a more open and measurable work culture. Every service process can be monitored through data and performance indicators that are systematically documented (Metris et al., 2026). This condition allows leaders to conduct more objective evaluations and encourages officials to work according to service standards. From this perspective, digitalization not only produces changes in service mechanisms, but also has the potential to build work habits that emphasize responsibility, openness, discipline, and compliance with rules. Thus, the success of digital transformation is strongly influenced by the organization's ability to integrate technology with the values and ethics of public service (Saputra et al., 2026).

Previous research on digital public services has largely emphasized efficiency, accessibility, and transparency (Millensyah, 2024; Naibaho et al., 2025; Natika, 2024). However, there is still room to examine how digital transformation is understood as a process of forming a service culture with integrity. This study seeks to fill that gap by connecting three dimensions, namely technological transformation, the value of service integrity, and nationalism.

Based on the above description, this study aims to explore the digital transformation of public transportation services at the Southeast Sulawesi Provincial Transportation Agency and to analyze how the values of trustworthiness, integrity, honesty, and nationalism are reflected in that process.

METHOD

This study uses a qualitative approach with a case study design to understand digital transformation and the meaning of trustworthiness, integrity, honesty, and nationalism in transportation services (Assyakurrohim et al., 2022). The research location was the Southeast Sulawesi Provincial Transportation Agency, with purposively selected informants including officials, system managers, staff, operators, and service users. Data were collected through interviews, observations, and documentation, then analyzed through condensation, presentation, and conclusion verification. Data validity was obtained through source and technique triangulation to ensure the consistency and credibility of the research findings. The names of the informants in this study are described in Table 1 below

Table 1 Research informants

No	Informant Name	Position
1	Dr. Muh. Rajulan, ST.,M.Si	Head of the Southeast Sulawesi Transportation Agency (2021-April 2026)
2	Sellvy Marlina, SE.,ME	Head of Finance Subdivision, Southeast Sulawesi Transportation Agency / Chair of the Agency's Innovation Team
3	Bony Herya, S.Kom	Head of the Baubau-Waara Ferry Port UPTD
4	Ferima, S.Si.,MM	Head of the Torobulu-Tampo Ferry Port UPTD
5	Muhammad Asy`arissafran, ST	Staff of the Finance Subdivision, Southeast Sulawesi Transportation Agency / Member of the Agency's Innovation Team
6	Galih Adi Sulisty, ST.,MT	Academic, Nahdlatul Ulama University of Southeast Sulawesi

Source: Primary Data (2026)

RESULTS AND DISCUSSION

Digital Transformation in the Practice of Public Transportation Services

The results of interviews with informants show that digital transformation in public transportation services at the Southeast Sulawesi Provincial Transportation Agency is understood as a process of changing the working mechanism from services that previously

largely relied on manual documents and transactions toward services that utilize information systems and digital technology.

This change is not only seen in the use of applications, but also in the way officials manage information, carry out record-keeping, process transactions, and monitor services (Nadaa & Priyanti, 2023). Informants involved in service management explained that the presence of a digital system helps make the service process more well-documented and makes it easier to retrieve data when needed (Saraswati & Yanti, 2025).

These interview findings are reinforced by direct observations showing that technology has begun to be used in a number of transportation service processes, particularly in information management, transaction recording, and payment. Processes that previously required manual record-keeping have begun to be directed toward systems that allow data to be stored electronically.

This transformation shows that the digitalization of transportation services is related not only to the use of technological devices, but also to changes in officials' work patterns (Millensyah, 2024). Officers are required to understand the system, follow digital procedures, maintain data accuracy, and provide information to the public in accordance with the information available in the system.

In this regard, technology becomes part of organizational change. Ramadhany et al. (2025) explain that digital transformation in the public sector is related to changes in organizational and service management through the use of technology. The findings of this study reinforce the view of Yahni et al. (2026) that technological change in transportation services also demands changes in the behavior and capability of officials.

Regions such as Southeast Sulawesi Province present their own challenges to this process. Based on observations and informants' statements, the geographical condition of the region, which consists of mainland and archipelagic areas, means that the readiness of digital infrastructure is not always the same at every service location. Internet network quality, user capability, and device readiness are factors that need attention.

Thus, the digital transformation of transportation services in Southeast Sulawesi is a process that takes place gradually. Its success is determined not only by the availability of applications, but also by the readiness of human resources, infrastructure, procedures, and the organization's ability to adapt technology to field service conditions (Tontowi, 2025).

Digital Technology and Service Transparency

The results of interviews with research informants show that one change felt from service digitalization is the improved capacity of the organization to record and trace service processes. Informants explained that the use of the digital system makes service data easier to store and reuse for inspection and reporting purposes (Hussamadin et al., 2023).

These findings are reinforced by observations of the service process, which show that the use of the digital system allows certain processes to be recorded electronically. This condition differs from the manual mechanism, which relies more on physical documents and record-keeping by officers.

Digitalization thus creates opportunities to strengthen transparency. Transaction and service data stored in the system can serve as an administrative record that helps the organization carry out oversight. In services that use cashless payments, for example, transactions can have electronic proof, making the payment process easier to verify (Usman, 2017).

This finding is in line with Rejeki & Solihin (2026) who emphasize the importance of community oversight of digital-based public services in order to achieve transparent governance. In this study, transparency is understood not only as openness of information to the public, but also as the organization's ability to show how a service takes place and how transactions are recorded (Sulastri, 2026). However, the interview results also show that

technology does not by itself guarantee transparency. The system still requires proper management. Data entered inaccurately can produce incorrect information even though the system is technically running well (Janssen et al., 2020).

Therefore, digital transparency has two dimensions. First, a technical dimension, namely the system's ability to store and display data. Second, an ethical dimension, namely the honesty and responsibility of the people who manage the data. Both dimensions must operate simultaneously.

These results show that digital transformation can become an instrument for strengthening integrity if the technology design is accompanied by oversight mechanisms and a work culture that supports openness. This is in line with the study by Muhajir (2025) on the importance of strengthening work culture and integrity zones in public organizations.

Trustworthiness as a Value in the Management of Digital Services

Based on interviews with research informants, trustworthiness in transportation services can be understood as officials' awareness that the authority, facilities, data, and technology used in services are a responsibility that must be managed for the benefit of the community (Raharjo, 2022). This understanding is reflected in the informants' emphasis on the importance of carrying out services according to procedure, providing correct information, and using the system in accordance with their authority. Trustworthiness here is positioned not merely as a religious concept, but as an ethical value inherent in the responsibility of public officials.

Direct observations show that digitalization increases the need for a responsible attitude because every service process generates data. Officers are responsible not only for their interaction with the public, but also for the data entered into the system (Setianingrum & Abritaningrum, 2016).

This makes trustworthiness an important value in digital transformation. Errors in data entry, inaccurate information, or the use of the system beyond one's authority can affect public services. Technology thus expands the scope of officials' responsibility. In a manual system, an error might only be visible in a particular document. In a digital system, data errors can spread to subsequent service processes and affect decision-making.

These findings show that digital transformation requires what can be called digital trustworthiness, namely officials' commitment to use technology, data, and authority responsibly (Hidayatullah, 2026). Digital trustworthiness becomes the link between technical capability and service ethics.

Honesty and Integrity in Technology-Based Services

Interviews with informants show that honesty is an important part of managing digital services, particularly with regard to data and transactions. The digital system requires correct data so that the information produced can be used as a basis for services and decision-making.

Honesty here means providing information according to actual conditions, recording transactions accurately, and not manipulating data for personal or group interests, so that every service process can be accounted for openly, objectively, consistently, and with an orientation toward the public interest (Caniago & Komalasari, 2026).

Observation results show that digitalization provides an opportunity to strengthen this behavior through electronic record-keeping. When the service process has a digital record, certain activities become easier to trace. This condition can encourage officials to work according to procedure.

However, the research results also show that integrity cannot be entirely entrusted to technology. The digital system only provides the mechanism. Officials remain the main actors who determine whether the system is used correctly. **The success of the service depends on**

the competence, integrity, responsibility, and commitment of officials for technology to be beneficial.

In this regard, integrity can be understood as consistency between rules, systems, and actions. Officials with integrity will carry out digital procedures as they should, maintain information security, provide services according to standards, and not use their authority for personal gain (Hidayatullah, 2026). This strengthens service accountability, increases public trust, and ensures that the use of technology remains oriented toward the public interest.

These findings reinforce the view that building integrity cannot be achieved merely through the development of technology systems. Digitalization needs to be accompanied by human resource development, internal oversight, operational standards, and evaluation mechanisms.

Thus, technology and integrity have a complementary relationship. Technology provides a traceability mechanism, while integrity ensures that the mechanism is used correctly (Purba & Pramadjaya, 2024). In the context of public service, the synergy between the two strengthens transparency, accountability, and public trust, and consistently prevents the abuse of authority for the sake of the public interest.

Nationalism as an Orientation for Public Service

The interview results show that nationalism in transportation services is more appropriately understood as officials' orientation toward providing services that prioritize the interests of the community. Informants interpreted the task of transportation service as part of the government's responsibility to ensure that the public obtains safe, orderly, and decent access to mobility. This interpretation underscores the importance of the state's presence in guaranteeing equitable access and quality of public transportation services.

This interpretation is reinforced by observations of transportation services, which show that services are related not only to administrative processes, but also to community mobility and inter-regional connectivity. The geographical condition of Southeast Sulawesi demonstrates the importance of this dimension. Archipelagic regions such as Southeast Sulawesi Province require a transportation system capable of connecting communities between islands. Transportation services therefore contribute to regional integration.

In terms of digital transformation, nationalism can be actualized through the use of technology to expand the benefits of service (Akbar et al., 2024). A digital system can help speed up services, expand access to information, and increase transparency. However, informants also identified a challenge in the form of a digital access gap. Not all members of the public have the same capability and facilities to use digital services. This condition shows that digitalization must continue to pay attention to the **principle of inclusivity** (Afrida et al., 2025).

Service nationalism, therefore, cannot adequately be actualized merely through the use of modern technology, but must be directed toward strengthening equitable access, service fairness, the interests of the community, regional integration, and the responsibility of officials in carrying out their duties professionally (Prianto et al., 2023). Technology must be used to ensure that the public, including those in areas with limited infrastructure, still receive services (Baka et al., 2026; Rajulan et al., 2026).



Figure 1 Service at the Waramesiu Terminal, Baubau City, applying the principles of service based on trustworthiness and integrity, and applying technological advancement

(Technology-based innovation)

Source: Southeast Sulawesi Transportation Agency (2026)

This view expands the meaning of nationalism. Nationalism does not stop at symbols, but is actualized through administrative actions that benefit the community. Officials demonstrate nationalism when they carry out services honestly, fairly, professionally, and responsibly, so that every service action reflects a commitment to the public interest, national unity, equitable access, and the sustainable improvement of the community's quality of life (Herya et al., 2026; Oktarina, 2016; Widyastuti et al., 2024).

Synthesis of Findings: Toward Transportation Services with Digital Integrity

Based on interviews and direct observations, this study finds that the digital transformation of transportation services can be understood through four interrelated stages. First, process digitalization, namely the use of information systems, digital transactions, cashless payments, and monitoring mechanisms to speed up services, improve efficiency, and reduce dependence on manual administrative processes (Depriyani & Iman, 2025). Second, process transparency, namely the improved capacity of the organization to record, trace, and oversee service activities (Handoko, Latifah, & Solihin, 2026).

Third, value internalization, namely the strengthening of trustworthiness, honesty, integrity, and responsibility in the use of technology, so that every stage of service can be accounted for, examined, and known more openly as an ethical foundation for managing data, authority, resources, and public services (Arminah & Romelah, 2025).

Fourth, public orientation and nationalism, namely the use of technology to provide services that are fair, inclusive, professional, and prioritize the interests of the community, while sustainably strengthening equitable access, social concern, unity, and national interest (Baka et al., 2026; Rajulan et al., 2026).

Thus, the digital transformation of transportation services can be formulated in Figure 2 below



Figure 2 Findings Model Toward Transportation Services with Digital Integrity
Source: Processed data (2026)

This framework constitutes the conceptual contribution of this study. Digitalization is viewed not merely as a technological innovation, but as a process that can shape new service practices. When a digital system is supported by trustworthy officials with integrity, technology has a greater opportunity to produce trustworthy services (Ariesmansyah et al., 2024). Conversely, technology without integrity can produce administrative digitalization without

substantial change in service quality. Therefore, the digital transformation agenda needs to position the strengthening of technological capacity and the strengthening of officials' values as two processes that run simultaneously (Wulandari, 2023).

CONCLUSION

The study shows that the digital transformation of public transportation services at the Southeast Sulawesi Transportation Agency strengthens the transparency, traceability, and efficiency of services. Technology supports trustworthiness through responsible data management, honesty through accurate record-keeping, and integrity through procedural compliance. Nationalism is actualized through services that are fair, inclusive, professional, and oriented toward the interests of the community, as well as through sustainable, equitable, and tangible inter-regional connectivity.

The Southeast Sulawesi Transportation Agency needs to strengthen the integration of digital systems, data security, officials' competence, and transaction oversight, as well as provide services for members of the public with limited technology access. The public needs to actively utilize digital services, follow service procedures, and submit complaints if irregularities are found. Future research needs to expand the range of locations and informants, compare transportation services across regions, and examine the impact of digital transformation on public trust in greater depth.

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