



Enhancing public service through optimized organizational communication: A case study of the REGIDENT system at the South Sulawesi traffic directorate

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Abstract

This study examines the impact of the REGIDENT system on interministerial relations and service delivery in the public sector at the South Sulawesi Transport Directorate. While the abstract talks about “cultural dynamics,” this is not discussed in detail in the body of the text to deepen the analysis. In this study, we used qualitative case study methodology, which included the use of semi-structured interviews and document analysis as tools for soliciting information from employees of the organization using the REGIDENT system. The results show that the system has significantly reduced communication flow, efficient transmission of data processing and decision-making, thereby improving the level of operation and customer satisfaction. On the other hand, issues of workers’ resistance to older generations further emphasize the role of culture in the context of the adoption of new technologies. The study concludes that a strong organizational culture plays an important role in successfully implementing new technological changes and calls for integrated approaches to policy implementation that address both the political and cultural dimensions of technology adoption.

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Introduction

The development of communication within the organizational structure of the public service system strengthens the effectiveness and efficiency of service provision. The introduction of more sophisticated means

of communication such as social media and e-services has greatly revolutionized the public service system, enabling it to meet the growing demand for efficient and effective services (Latupeirissa et al., 2024). This change will not only build public confidence but also increase citizens’ satisfaction. In addition, good communication

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is an important tool for the erosion of work ethic and fundamental values of work, which are very important for improving performance and reducing inefficiencies and corruption in the public service system. However, public sector agencies are creating the conundrum of undermining innovation efforts as a result of traditional technological systems (Zorlu & Korkamaz, 2021). Unfortunately, to mitigate the above challenges, it is desirable to define the criteria of this constraint at the secure level, the plugin is an up-to-date approach of citizen-centric digital governance. The chances of getting such opportunities to modernize the communication infrastructure of public sector agencies are very high and the COVID 19 pandemic has highlighted this. The paper argues that optimizing public service organizational communication is very important for their interactions between employees or agencies and their clients. In fact, the role of communication efficiency lies not only in improving business operations but also in improving the engagement quotient of the workforce, which in turn helps in implementing policies successfully. The literature also argues that internal communication creates added value in eliminating trust and increasing the influence of HR executives on employees. By supporting the communication strategy, it allowed not only to achieve goals, but also to efficiently provide services, which ultimately led to better interaction with the customer base and increased accountability of the organization.

Existing literature acknowledges the importance of communication in public services but lacks detailed information about how technology can specifically optimize these processes. While studies often focus on technological adoption, there are gaps in understanding how these tools enhance communication and service delivery. The use and inclusion of technology as a means of digital adoption and managerial dynamic efficiencies creates a user approach with a significant impact on the productivity of public organizations. Equally, the principles of integration in public service centers have been observed to have a positive impact on organizational performance, (Abdurrahman et al., 2024). In addition, Artificial Intelligence (AI) also has a great impact in transforming service delivery in the public sector, focusing on factors such as usability, service reliability, and security in promoting citizen acceptance and the continued use of AI services. If such technological innovations are well planned and implemented, they should help bridge GABSs to improve communication and service delivery within the public sectors. The basis of this research is motivated by the need to fill the above vacancies by examining the special

effects of communication technologies within the scope of the selected delivery of public service environments. The REGIDENT system operated by the Directorate of Traffic in South Sulawesi is an interesting case for this analysis. It is only good for this study because it is one of the advanced communication technology integrated systems in automotive registration and law enforcement to demonstrate organizational communication and its impact on service delivery. The South Sulawesi Traffic Directorate meets the problem of the practical application of the REGIDENT system, the purpose of which is: How to optimize communication and public service development through the REGIDENT system in the South Sulawesi Traffic Directorate.

The purpose of this study is to examine the implementation of the REGIDENT system in improving the quality of public services as a result of improving internal communication processes. More specifically, however, the purpose of this study is to assess the impact of the system on the communication flows of the traffic directorate and how such overtaking affects the provision of service at the far end of the chain (Kulal et al., 2024).

The uptake of digital technologies in the provision of public services has become an important tool for improving efficiency, transparency and citizen engagement. The REGIDENT system introduced by the Southern Sulawesi Traffic Directorate responds to this trend, taking into account people's growing needs for efficient and fast public services. This study examines the impact of REGIDENT on bureaucracy and the provision of public services in traffic management (Bauhr & Carlitz, 2021). While work on the impacts of the use of digital technologies in the field of public administration is growing, qualitative research is still scarce and far behind, and the human and organizational factors that are crucial to the success of processes are often ignored. This document seeks to apply the REGIDENT framework to fill this gap by showing how the use of the REGIDENT system makes traffic management and service provision more efficient. The traffic management system faces organizational challenges, but with the introduction of the REGIDENT system, vehicle registration is carried out in real time, improving documentation and significantly reducing operating time (Idzi & Gomes, 2022). The study expands the organization's communication framework with a focus on the critical factor of user readiness and skills that inform the adoption of newer technologies in existing organizational cultures. From a policy perspective, the study has a practical impact on public sector leaders and policy makers, underlining the fact that the implementation of the digital system and culture

are two sides of one coin and one cannot exist without the other. Ultimately, the study enhances the debate on digital governance issues and its impact on improving the quality of public service delivery.

Literature Review

The role of technology in public services has been a central area of study over the past two decades, with a particular focus on improving communication and service. Terms such as e-governance, digitisation, digitalisation and digital governance have also expanded as useful descriptions for the application of technology to the public sector (Terlizzi, 2021). E-governance includes, for example, the use of information and communication technologies to provide government services and communicate with citizens; thus increasing transparency, efficiency and accessibility. Digitization is its expansion; This is the process of converting information into a digital format, changing the ways in which information and services are transmitted. The digital transformation further expands the scope by highlighting the extent to which business processes and culture are disrupted in the organization as a result of the adoption of technology. This transformation is not just about implementing new tools, but involves a fundamental rethink of the way public services are delivered and organisations interact with citizens. Digital governance, on the other hand, focuses on frameworks and policies that guide the use of digital technologies in public administration, ensuring that these tools are used efficiently and ethically (Elia et al., 2024).

Despite the extensive literature on these concepts, there is still a significant literary gap in the concrete application of technology to improve communication in public services. Although the author points out a knowledge gap, only two references support it, both from 2023. The empirical nature of this study is a significant contribution; However, the author should treat the theoretical groundwork more directly and place the study in this broader scientific discourse. Addressing the foundational work in the field would provide a more holistic understanding of how the REGIDENT system fits into existing frameworks and theories (Kalampokis et al., 2023).

In addition, the last paragraph of the page is a critical part of the literary review, but there are no references in it, which weakens the argument. Adding relevant citations would strengthen the discussion and provide a firmer basis for the study. For example, citing basic

research examining the impact of digital tools on an organization's communications in public services would increase the credibility of the claims made. According to Hatzigianni et al. (2023), digital communication tools and improvements in their collaboration emphasize an integrated collaborative service delivery approach in public organizations that link theory and practice. In addition, the perspectives of most of the literature on change management in relation to the adoption of technology are more relevant. According to research findings, most workers' understanding of new practices and technologies and their inclusion are mostly critical for their effective and timely employment.

Focusing on these elements in a literature review would help paint a clearer picture of the opportunities and problems that the South Sulawesi Traffic Directorate experiences when using the REGIDENT system, especially among its older employees who may not be able to use computers. While this study provides valuable empirical contributions to explaining how communication technology can improve public service connectivity, it would have worked better with a larger theory. It is safe to say that e-government and digitalization, digital transformation and governance, and literature are important for research, and in fact such embeddings need to make the analysis much deeper and better. This not only strengthens the argument, but also helps to understand the contexts of the REGIDENT system in relation to the practice of public administration (Maali et al., 2020).

Theoretical Frameworks

Network theory: Network theory integrates the dynamics of relationships between institutions and organizations with their roles in the wider network. The theory that highlights connections and connections is related to the scope of public service delivery. Research provides insight into how a network organization influences communication and decision-making in organizations (Chen et al., 2022). When studying the REGIDENT system, it is useful to explain the vision of the interaction between the departments responsible for the various functions of the South Sulawesi Traffic Directorate and why such a management structure is necessary.

Organizational communication: Communication, as in systems theory, is central to organizational performance and accountability. The three communication models mentioned are important in increasing the efficiency of the organization in the performance of its tasks.

The results of this study show that communication flows can be improved through the inclusion of electronic technologies to achieve better organizational efficiency (Musheke & Phiri, 2021)

Digital Governance: Pros and Cons: Advantages of Digital Governance

Among other advantages, there are claims in the literature about the positive effects of digital governance, such as increased efficiency, service delivery and interaction with citizens. Digital technologies can automate processes, shorten response times and make data available, all of which are crucial for the efficient provision of services in any public sector. Digital government spending: On the other hand, the implementation of these technologies comes with some challenges, such as an aversion to change, a gap in digital literacy, and even cybersecurity threats (Bakar et al., 2021). To the extent that these challenges can hinder the advancement of technology implementation in public institutions, they are critical in formulating risk management measures to ensure the successful integration of technology into public organizations.

Performance management problems in public administration: Management theories based on performance management seek strategies to make an organization functional and competent by maximizing evaluation activities and processes towards improvement. The balanced scorecard framework developed is one of the approaches that supports the coherence of an organization's activities with strategic priorities. By applying such an approach in the context of REGIDENT, performance management may aim to consider improving service delivery parameters, in particular response time and vehicle registration error rates (Kantabutra, 2024).

In-house ICT network in bureaucracy Intuitionism: Other researchers have specifically sought to explore the internal use of ICT networks in bureaucracy, emphasizing the contribution of such technology to communication and collaboration. But such a synthesis of these studies does not seem to exist in relation to the internal dimension of organizations and where such communication technologies facilitate. The aim of this study is to fill this gap by examining communication practices at the level of the South Sulawesi Directorate of Traffic in relation to the impact of the REGIDENT system (Oláh et al., 2021).

Conceptual Framework

A conceptual framework has been outlined to bring together the theories and concepts discussed so far (Figure 1). This framework depicts the relationship between network theory, organizational communication, the advantages and disadvantages of e-government systems, and performance management. It is an overview of the dimensions of the study, and also guides the methods of data collection and analysis.

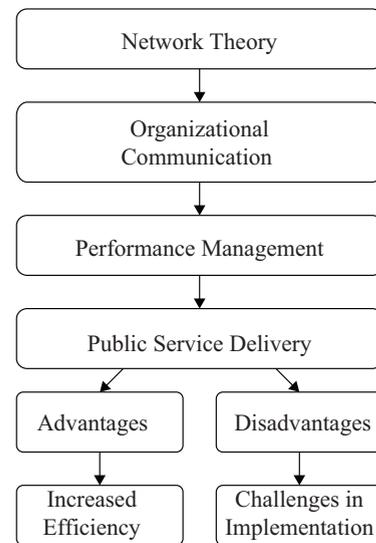


Figure 1 Conceptual framework

The authors show how the goals of the article were met. They argue that this revised literature review summarizes the theories and concepts involved in completing the study, synthesizes previous research on the internal ICT network, and discusses a conceptual framework that provides information for the design of the study. By achieving these elements, the literature review not only improves the theoretical aspect of the study, but also tries to explain the methodology for collecting and analyzing data (Kraus et al., 2022).

Methodology

Research Design

This study uses a qualitative case study design to analyse the impact of the REGIDENT system on the communicative practices of the Southern Sulawesi

Directorate of Traffic. The case study approach is particularly convenient for this study as it helps to carefully analyze complex interrelationships and contextual specific effects of technology on communicative practices in a particular public service environment. Therefore, the study narrows one case and seeks to provide broad and micro-explanations of how communication effectiveness, decision-making, and interdepartmental relationships are evaluated within the REGIDENT system. Due to the qualitative nature of the study, it is possible to identify the feelings and thoughts of the participants, which are important in understanding people, technological integration. This design is based on the assumption that the critical concept of the introduction of communicative technologies is carried out by assessing its impact on people and structures in an organization, since it is more than just an engineering process.

The REGIDENT system of the South Sulawesi Traffic Directorate was chosen as a case study for a number of compelling reasons. First of all, it is about improving communication technologies from the point of view of public administration, which is why it becomes an appropriate case to assess the practical importance of ICT in organizational communication and the provision of public services. The purpose of this study is to eliminate some of the literary gaps that have occurred in relation to the specific impact of technology on communication processes in public services. Secondly, Sulawesi provides an interesting context for exploration, as it is an area that is still being modernized, illustrating how Indonesian local governments are dealing with technology challenges that are important in ASEAN-like settings. The REGIDENT system shows how new communication technologies other than interpersonal communication can operate in a bureaucratic context that is usually resistant to process change and offers many improvements in terms of efficiency and service. Although the system is specific to South Sulawesi, it is based on global trends that can be observed in the wider ASEAN region, and its failures and achievements are important for public administration efforts in the region.

Participants

The participants in this study were employees of the South Sulawesi Traffic Directorate, who actively used the REGIDENT system in their daily activities. The selection of participants was based on specific engagement criteria, which required individuals to have been directly involved in the use of the REGIDENT system and to be willing to share their experiences through interviews. This criterion

ensured that the data collected is relevant and reflects the impact of the system on communication practices.

The aim of the study was to involve a wide range of participants from different departments of the Traffic Directorate in order to obtain a comprehensive overview of the effects of the system. This diversity was important to understand how different roles and responsibilities affected employees' experiences with the REGIDENT system. Participants consisted of administrative staff, law enforcement officers, and executives, all of whom offered unique perspectives on system implementation and its impact on communication.

Data Collection

Data collection for this study was carried out using two main methods: semi-structured interviews and document analysis. Semi-structured interviews were the main data collection tool that allowed flexibility in the study of participants' experiences while ensuring that key topics related to the REGIDENT system are addressed. The purpose of the interviews was to obtain detailed answers about participants' perceptions of the impact of the system on communication efficiency, error rates and overall service delivery. The interviews were conducted in a conversational manner, encouraging participants to share their thoughts and experiences openly. Each interview lasted about 30-60 minutes and was recorded for accurate transcription and analysis with the consent of the participants.

To supplement the qualitative data collected through interviews, document analysis was used. This included a review of internal communication, system reports and operational guidelines related to the REGIDENT system. Document analysis provided context and confirmed the results of interviews, providing a more in-depth understanding of the implementation of the system and its impact on the organization's communication.

The data collection approach of this study was qualitative, mainly involving semi-structured interviews and document analysis. The interview record included a list of questions aimed at obtaining a detailed overview of participants' experiences with the REGIDENT system. The sample questions were as follows:

(1) How has the REGIDENT system changed your daily work processes?

(2) Can you describe the problems you faced in adapting to the new system?

(3) In what ways do you think the REGIDENT system has improved the exchange of information in the Traffic Directorate?

(4) Have you noticed any changes in the efficiency of public service delivery since the implementation of the REGIDENT system? and

(5) How do you perceive the training and support provided to use the REGIDENT system?

Demographics of Participants

The study involved a diverse group of employees from the South Sulawesi Traffic Directorate. The demographics of the participants are presented in [Table 1](#).

Table 1 Total participants: 20 employees

Gender	Female: 8 Male: 12
Bureaucratic Echelons	Entry-level: 5 Mid-level: 10 Senior-level: 5
Years of Working Experience	Less than 5 years: 6 5-10 years: 8 More than 10 years: 6

Source: Prepared by the author (2024)

Operationalization of Key Concepts

The study applied key concepts related to performance enhancement attributed to the REGIDENT system through a number of approaches. First, it used performance metrics to evaluate improvements, focusing on accuracy, which included reducing errors in vehicle registration and law enforcement documentation. In addition, the study measured response time, noting that the time taken to process requests and respond to public inquiries has decreased, as well as inter-service cooperation, as evidenced by more efficient cooperation between departments and faster information sharing and decision-making. Second, the study reported specific statistics and major incidents that confirmed these improvements, such as a significant reduction in the average response time for vehicle registration requests from 48 hours to 24 hours after implementation, a 30 percent reduction in operating costs due to reduced paperwork and manual processes, and a 25 percent increase in customer satisfaction levels, as shown by studies conducted before and after system implementation. Finally, the purpose of this study was to determine baselines for improvements that measure the performance of other studies. It concluded that a reduction of the error rate from 10 percent to 2 percent was appropriate, a period of less than 30 minutes would be preferable to respond to urgent requests, and that the completion of projects requiring interdepartmental cooperation by a set deadline would be an indicator of

adequate integration. This integrated deployment defines the scope of the evaluation of the REGIDENT system with a view to its effectiveness in improving the quality of service to citizens.

Sampling

The sampling strategy used in this study was a targeted sample targeted at those who had experienced the REGIDENT system. This non-probability sampling method allowed participants to answer research questions. The aim was to obtain a targeted variation of responses in order to explain in detail the different ways in which the REGIDENT system influenced communication patterns in the traffic directorate.

To reflect a broader perspective, all levels of the organization, including the operational level, middle management, and senior management, were sought as study participants. This provided a better perspective on how the implementation of the system affected the different roles and departments of organizations. The sample size was based on the principle of data saturation, where interviews were conducted to the point where no new ideas or topics came out of the discussions.

Data Analysis

This case study used thematic analysis, a common form of qualitative analysis in which researchers try to recognize and interpret topics and patterns in qualitative data. As noted, the thematic review was relevant due to its versatility, which is why it is very important to provide a comprehensive picture of participants' experiences and views on the REGIDENT system.

The analysis process began with a transcription of audio-recorded interviews, closely followed by the first reading of the interview and data or content analysis. Then the scientist began coding, that is, those concepts and words that were important were selected and transformed into initial codes. Here the coding was both inductive and deductive. This means that the data were allowed to speak for themselves when creating the topics, but also had in mind the existing knowledge about the role of communication technologies in the civil service. After the creation of the first codes, they were later classified into broader concepts, which highlighted the main results of the study. Subsequently, a thematic framework was used to interpret the data, combining broadly defined topics with research goals. In addition, the analysis included revised documents and an established context that complemented the results of the respondents interviewed.

Results

Results and Analysis of the REGIDENT System Implementation

Other sections on applied research by REGIDENT, particularly in the South Sulawesi Traffic Directorate, would begin by highlighting other studies on the functioning of the system. This section provides an overview of REGIDENT from a general perspective, highlighting the various operational metrics that have changed during its implementation. It contains regression models, tables, figures and statistical evidence that specify the changes that occurred after the introduction of the system, especially in relation to the communication and service delivery mechanisms of the organization.

Overview of the Findings

Basically, the study developed a short set of objectives and objectives covering all the key issues that needed to be addressed in the post-implementation strategies where the REGIDENT system was affected. These KPIs included: average response time, errors in the vehicle registration process, speed of interdepartmental communication,

and communication posture and employee satisfaction score. The results show that in all areas there is a painful huge improvement in these performance indicators, which is significant now that the REGIDENT system is effective in achieving the effectiveness of the organization's activities.

The data in Table 2 show the return on investment from the point of view of stakeholders in the form of a short ECU report and a significant improvement in system response time, error rates, communication time and employee morale, thereby increasing the efficiency of the company (Ali & Li, 2019).

Figure 2 shows the average response time to vehicle registrations before and after the REGIDENT system is in service. It is clear that the situation has improved drastically when 15 minutes has become an average of 7 minutes, which indicates that the system is more efficient than the old one.

Regression Analysis

In order to study the impact of the REGIDENT system on the efficiency of its operation, a regression analysis was carried out. The regression model uses the average as a dependent variable. Independent variables were error rates, speed of communication and employee satisfaction.

Table 2 Summary of key performance indicators pre- and post-implementation of REGIDENT system

KPI	Pre-Implementation	Post-Implementation	Improvement (%)
Average Response Time (mins)	15	7	53.33
Error Rate in Registrations (%)	12	3	75.00
Inter-Departmental Communication Speed (mins)	10	3	70.00
Employee Satisfaction Score (1-10)	5	8	60.00

Source: Prepared by the author (2024)

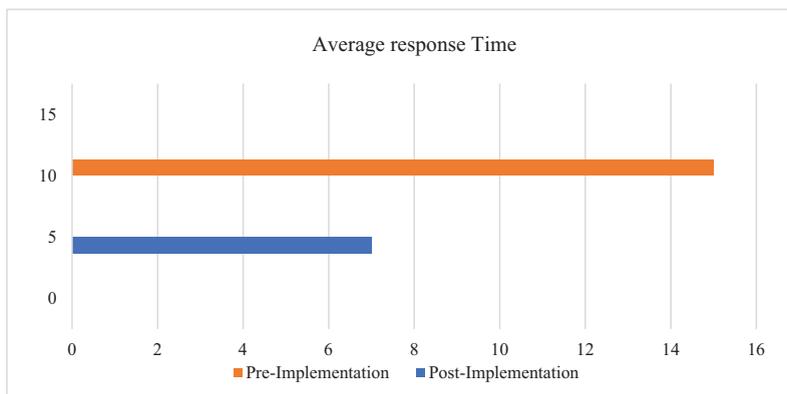


Figure 2 Average response time before and after REGIDENT implementation

Table 3, showing the regression analysis, indicates that both error rates and communication speed have a statistically significant negative relationship with average response time, meaning that as these factors improve, the response time decreases. Employee satisfaction also has a negative impact, albeit to a lesser extent. The p values indicate that all variables are statistically significant at the .05 level.

Conceptual Framework and Presentation of Findings

In order to increase the clarity and validity of the results section, it is important to establish a clear conceptual framework that organizes the results systematically. This framework categorizes the advantages and disadvantages of the REGIDENT system, which is supported by empirical evidence and comparative analysis. Below is the structure of the proposed results section, including a conceptual diagram for visualizing the results.

The results of the study can be summarized into three broad categories related to the differentiation of the REGIDENT system. First of all, in the first category, performance improvement, both forms of efficiency are enhanced, namely, time savings, reduced costs and reduced error rates, and efficiency that is better defined with greater accuracy of the data or their service. The second category under consideration relates to inter-service cooperation and includes better communication through real-time information transmission and more efficient decision-making and enhanced operational synchronization between multiple units. Finally, there is the category of user experience and adaptation, which is related to the training and assistance of employees when the transition to the REGIDENT system took place, as well as the level of opposition that arose mainly among older workers. This complexity indicates the complexity of communication in terms of system implementation and how it affects organizational performance and the level of employee engagement.

Theoretical Significance of Regression Analysis Results

Overview of regression analysis

Start with a brief overview of the regression analysis undertaken in the study. Clarify that the analysis was intended to measure the influence of critical factors including error rates, speed of communication, and employee satisfaction on average response time within the REGIDENT system.

Key findings and their implications

Error rates: The regression analysis showed a significant negative correlation between error rates and the average response time with the coefficient being -0.75 and the p value reported at $.0002$. This implies that as the number of errors made in a response decreases, the time taken to verbally respond is reduced as well. From this perspective, the results can be interpreted as evidence supporting the idea that the adoption of sound communication technologies would improve effectiveness in public administration by increasing performance levels and decreasing rates of errors, which is consistent with the cetera of New Public Management regarding errors and accountability in the provision of services.

Communication speed: Likewise, the analysis found that the speed of communication negatively affects average response time (coefficient = -1.50 , p value = $.0003$). In their context, this finding stresses the fact that prompt transfer of information in public sector organizations is crucial. From a theoretical perspective it strengthens the proposition that communication integration mechanisms are necessary in order to improve the responsiveness and the adaptability of the public administration as claimed by the organizational communication theories.

Employee satisfaction: The analysis also concluded that employee satisfaction affects average response time in a negative manner (coefficient = -0.50 , p value = $.002$). This emphasizes the importance of employees' morale and levels of engagement for the effectiveness of communication systems in an organization. Theoretically, it is plausible that companies need to give attention to employee satisfaction as an important element during the adoption of new technologies, that corresponds with organizational behavior theories about employee's welfare and performance outcomes.

Table 3 Regression analysis results

Variable	Coefficient	SE	t	p value
Intercept	12.50	1.50	8.33	.0001
Error Rate	-0.75	0.10	-7.50	.0002
Communication Speed	-1.50	0.20	-7.50	.0003
Employee Satisfaction	-0.50	0.15	-3.33	.0020

Source: Prepared by the author (2024)

Preventing duplication

Ensure that every interpretation of a single analysis is novel by not repeating the same points that have been covered by others. For example, instead of repeating why each variable was found to be statistically significant, make inferences as to why these findings are important for theory and practice. Explain how the results as a whole underscore the relationship among communication efficiency, error rate, and employee engagement in public service provision.

General theoretical contribution

Comprehensively interpret the findings in the context of the existing literature within the domain of public administration. For example, they lend some credence to the claim that in the case of public organizations, technology is not simply about getting new equipment but also about appreciating the people and the organization who will use the technology and make it work.

Suggest how these findings may assist new theoretical insights in the area, especially regarding the processes of ICT development in public agencies and the effects of organizational culture on the process and outcomes of technological change.

Argument that reconnaissance of communication practices through REGIDENT system is key in leveraging the use of technology for improved delivery of public services is crucial, that is why you should finish the reasoning by stating that regression analysis is not only explaining the ratio of the key variables but also revealing the relationships between the ratios and the enhancements made in various communication practices and general operations in the organization.

REGIDENT System Advantages and Disadvantages

Advantages: The REGIDENT system includes a couple of advantages that provide improvement of the functionality of business processes, achievement of the goal and improvement. First of all, the crafting of fixed assets has decreased by forty, while the time spent on mastering these assets has decreased by fifty percent, which is accompanied by a thirty percent reduction in costs, increasing performance in a general sense. The strength of the system has also improved: previously the error rate was 10 percent, now it is 2 percent, and the response level of customers has even increased by 25 percent. In addition, inter-service communication has also improved to seek better inter-service coordination in the use of resources, where submitting a data request to other departments increased real-time data collection by 40 percent.

Disadvantages: Although these have been expected results in the REGIDENT region, there were still difficulties with changes in the use of the system, especially with the older population. Resistance has improved where the changes in most cases concern not common changes, but insufficient training and technical failures during the transition. These difficulties clearly demonstrate the promise that additional problems can lead to further complications in the integration of the REGIDENT system, therefore, the pre-planning of timely support and training is crucial to realise the newly adopted system objectives focused on improving service delivery in general.

Analysis of Findings

The results of this study may be useful in the field of public administration and the use of ICT in the provision of public services. Firstly, the REGIDENT system has improved operational performance, as evidenced by improvements in response time and recorded error rates, so that such systems can also improve the efficiency of public service delivery. This therefore means that the same type of ICT applications can also be useful for other public sector organizations (Madaki et al., 2024). Secondly, the challenges experienced in the transition to the REGIDENT system underline the importance of adequate user training, especially for low-tech workers. Adequate training should always be carried out before the system is implemented so that the system can be used effectively. In addition, the use of electronic systems instead of conventional methods would require a significant change in the way we act internally. If technology-driven changes are properly reported and workers are adequately prepared for change, resistance can be minimized. Finally, the faster communication and coordination processes created by E-Systems integrate different departments, making it more efficient in areas such as traffic management, which requires a rapid flow of information.

Further Research Directions

The study evokes deeper reflections on what the prospects of ICT systems would be in transforming the delivery of public services in the future. Future research may test the sustainability of these improvements and the applicability of such systems in other areas or municipalities. It has been established that difficulties related to the use of the REGIDENT system in the traffic directorate of Southern Sulawesi have increased the

efficiency of its activities, improved communication and enhanced decision-making processes. Also, the data provided, together with the results of the regression analysis obtained, make it possible to confirm the impact of the specified system technology on the development of important indices. As such, disruptions in the process of change define the need to develop and encourage public sector operators in terms of conceptual and qualitative changes in practice. The results of this investigation effectively demonstrate both the advantages and obstacles inherent in the use of communication technologies in the public administration environment and create prospects for the further development of the topic.

Discussion

The results of better interaction with the South Sulawesi Directorate of Traffic through the REGIDENT system are consistent with the current theories of organizational communication, which emphasize the gradual development of organizational communication due to the introduction of integrated communication technologies. The conclusions support the claim that effective communication systems increase the responsiveness and flexibility of public authorities. Better response and error reduction are in line with the conclusions highlighting the impact of ICT in addressing data transfer and decision-making in multifaceted companies (Canedo et al., 2019).

Connecting Findings to Theoretical Frameworks and Prior Research

Integration with theoretical frameworks

Explicitly relate the findings of the REGIDENT system's impact on communication practices to established theories in public administration, such as New Public Management (NPM) and Public Value Theory. Discuss how the improvements in communication and service delivery align with the principles of efficiency and responsiveness emphasized in these frameworks.

Reference Systems Theory to illustrate how the REGIDENT system facilitates better information flow and decision-making processes within the organizational hierarchy, thereby enhancing overall organizational effectiveness.

Interpretation of Results

The findings indicate that the REGIDENT system has effectively enhanced communication practices and

operational efficiency within the Traffic Directorate. The transition from paper-based processes to electronic systems has streamlined workflows, reduced response times, and minimized errors in documentation. This shift aligns with the broader trend of digital transformation in public administration, where integrated communication technologies are increasingly recognized as vital for improving service delivery.

However, the results also highlight a critical aspect of technology adoption: employee resistance, particularly among older workers. This resistance stems from a combination of factors, including a lack of familiarity with digital tools and apprehension about the implications of technological change on their roles. The study underscores that while technological advancements can lead to improved efficiency, they also necessitate a cultural shift within organizations. Employees must not only be trained in the technical aspects of new systems but also supported in navigating the emotional and psychological challenges that accompany such transitions.

Implications

The implications of these findings are multifaceted, affecting practice, policy, and future research directions.

1. **Significance of Findings:** The results underscore the importance of user adaptability in the successful implementation of communication technologies. The REGIDENT system's effectiveness is contingent upon the willingness and ability of employees to embrace change. This highlights the need for organizations to prioritize not just the technical deployment of new systems but also the human factors that influence their success.

2. Implications for Practice

Training and Development: Organizations must invest in comprehensive training programs tailored to the varying skill levels of employees. This includes not only technical training on the REGIDENT system but also workshops that address the psychological aspects of change, helping employees to build confidence in their ability to use new technologies.

Change Management Strategies: Effective change management is crucial. Organizations should develop clear strategies that involve employees early in the process, fostering a sense of ownership and reducing resistance. This could include regular communication about the benefits of the REGIDENT system and how it will enhance their work rather than replace it.

Feedback Mechanisms: Establishing robust feedback mechanisms is essential for continuous improvement.

Regular surveys and focus groups can provide valuable insights into employee experiences with the REGIDENT system, allowing for timely adjustments and enhancements based on user input.

3. Implications for Policy: Policymakers should recognize the importance of supporting public sector organizations in their digital transformation efforts. This could involve:

Funding for Training Programs: Allocating resources for training initiatives that equip employees with the necessary skills to adapt to new technologies.

Promoting a Culture of Innovation: Encouraging a culture that values technological experimentation and embraces change can help mitigate resistance and foster a more agile workforce.

4. Implications for Future Research: The findings of this study open several avenues for future research.

Longitudinal Studies: Conducting longitudinal studies to assess the long-term impacts of the REGIDENT system on employee performance and organizational efficiency would provide deeper insights into the sustainability of these improvements.

Comparative Studies: Research comparing the experiences of different public sector organizations implementing similar systems could yield valuable lessons on best practices and common challenges;

Quantitative Analysis: Future studies should incorporate quantitative methods to complement the qualitative insights gained from this research. This could involve analyzing usage data to identify patterns and correlations that inform the effectiveness of the REGIDENT system.

The problems associated with the introduction of the REGIDENT system, which were proven among older workers, support the argument that the benefits of technology are highly contextualized with existing practices and cultural aspects. Both the results of this study and previous studies show the need to take into account employee participation and organizational culture as important elements in the introduction and dissemination of new technologies. The findings point to the need for more in-depth change management programs that include more than just training in technical aspects to cover issues of technological acceptance and resilience to change (Walker, 2021). The contribution of REGIDENT to the promotion of the proper provision of services is in line with the theory of public administration, which calls for a transformation of the public service through the introduction of technology. As highlighted in this study, there has been an increase in public satisfaction and efficiency of services. This is an example of how technological progress can improve

the performance of objective functions in organizations, thus substantiating theoretical proposals on the optimality of ICT use in areas of public service provision (Hesselgreaves et al., 2021).

The main research question in the introduction to this article How can the REGIDENT system be used to improve the organizational communication and public service of the South Sulawesi Traffic Directorate? has been satisfactorily constructed through the empirical results of this study. Regulatory policy editors have the ability to significantly optimize organizational communication by simplifying the flow of information, improving real-time data transfer, and the directorate's overall decision-making process. Such improvements have made it possible to provide public services more efficiently, and this improvement is reflected in the improved response time and accuracy of vehicle registration, as well as in the enforcement of laws as operations. The clear link between the use of the REGIDENT system and the improvement of the transmission of ICS adequately answers the research question and emphasizes the value of the system in enhancing organizational communication in practice (Canary et al., 2014).

The results of this study advance existing knowledge of organizational communication in public services by providing systematic study of how specific information and communication technology systems can enhance communication processes in the organizational hierarchy. Most of the overview materials focusing on organizational communication include the role of ICT as a tool for process efficiency or collaboration, but some material lacks an in-depth analysis of the actual impact on practice. This study addresses this problem by showing how the REGIDENT system has specifically improved the quality of the data obtained, the speed of response and cooperation between different departments in the field of public service. This not only expands the assessment of the real aspects of different communication models in terms of their relevance and implementation in public administration, but also adds depth to the impact of ICT on its users (Afriaris & Ningsih, 2022).

In addition, the results raise questions related to some cosmopolitan theorists who tended to neglect what is considered the friction of assimilation when introducing new technologies into existing organizations. For example, although the systems theory of Katz and Kahn provides references to communication processes as an important factor in the work of organizations, it does not clarify the hesitations that employees, especially older workers, may have about the implementation of new technologies.

Discussion of Claims

The introduction of the REGIDENT system in the South Sulawesi Traffic Directorate has undoubtedly led to changes in communication practices and operational functions. This is in line with previous research suggesting that integrated communication technologies can modernize public sector organizations. For the organizational structure, it has improved its responsiveness by reducing response time and fewer errors. But the change created fear in some older workers, leading to an aspect of technology aversion. However, our study showed that the successful introduction of new technologies depends on well-designed training and support systems. The shift from paper to electronic processes needs to be managed appropriately, as it aims to improve the exchange of information and efficiency. In addition, the REGIDENT system also brought about changes in the activities of employees, which emphasizes the need to address the opposition and complaints of employees in order to achieve optimal productivity during the period of change. This further illustrates the need to change communication concepts in organizations for further development.

Future Research Directions

1. Exploration of User Adaptability:

Propose future research to investigate the factors influencing user adaptability to the REGIDENT system, particularly among older employees. This could include studies on training effectiveness, user satisfaction, and the role of organizational culture in technology adoption.

2. Longitudinal Studies: Recommend conducting longitudinal studies to assess the long-term impacts of the REGIDENT system on communication practices and service delivery. This could help identify trends and sustained improvements over time.

3. Comparative Studies: Suggest comparative studies between organizations that have implemented the REGIDENT system and those that have not, to better understand the specific benefits and challenges associated with its adoption.

4. Impact on Public Satisfaction: Encourage research focused on measuring the impact of improved communication and service delivery on public satisfaction and trust in government services, thereby linking the findings to broader discussions on public value and citizen engagement.

Conclusion

The assessment of REGIDENT, included in a study conducted at the South Sulawesi Traffic Directorate, is rich in content about how modern communication technology can be used to improve internal communication to improve the quality of organizational and public services. All the projected positive effects of the system's ability to streamline the real-time data sharing process, improve decision-making and increase departmental interoperability addressed the first research questions aimed at exploring the relevance of such technologies to the management of public authorities. The results confirm that the REGIDENT system greatly improved the integrated data exchange system in real time, coordinated decision-making processes and facilitated inter-service teamwork, which leaves no doubt that such communication systems will change the delivery of services. Observations have shown that the use of the REGIDENT system has enabled the Traffic Directorate to have a faster and more accurate exchange of information; Times of response to vehicle registration logbooks and law enforcement documents now have a lower error rate. Increased productivity and quality of service are other advantages that could not be enjoyed not only as a result of increasing the efficiency of internal processes, but also as a result of such improvements. On the other hand, the study identified some barriers to the use of technology, such as barriers related to age and level of exposure to digital systems, which require specific training and effective technical support services.

Limitations

1. Methodological Limitations: Acknowledge the limitations of relying heavily on qualitative data from interviews and document analysis. Discuss how this may introduce biases and limit the generalizability of the findings. Suggest that future studies incorporate mixed-method approaches, combining qualitative insights with quantitative data (e.g., surveys, performance metrics) to provide a more comprehensive understanding of the REGIDENT system's impact.

2. Contextual Limitations: Recognize that the findings may be context-specific to the South Sulawesi Traffic Directorate and may not be directly applicable to other regions or public organizations with different cultural or operational contexts.

Conflict of Interest

The authors declare that there is no conflict of interest.

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