

Digital Transformation of Management Information Systems in Improving the Quality of Public Services: A Systematic Literature Review



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Abstract

This study aims to analyze the development of the digital transformation of Management Information Systems (MIS) in improving the quality of public services through a Systematic Literature Review (SLR) approach. The literature sources were obtained from the Google Scholar, and DOAJ databases, covering publications from 2016 to 2026. The literature selection process was based on topic relevance, article quality, and relevance to digital transformation, MIS, and public service quality. The results of the study indicate that digital transformation and the implementation of MIS significantly contribute to improving bureaucratic efficiency, transparency, service accessibility, responsiveness, and public satisfaction through the implementation of e-government, service automation, and digital platform integration. However, the implementation of digital transformation has not been optimal as it still faces various challenges, such as low digital literacy, limited technological infrastructure, weak system interoperability, bureaucratic resistance, as well as security and data protection issues. Furthermore, previous research has been dominated by partial studies, resulting in a lack of comprehensive, integrative models that connect digital transformation, the effectiveness of MIS, bureaucratic work culture, and the quality of public services. This study recommends the development of a digital transformation model based on information system integration and organizational readiness to realize inclusive, adaptive, and sustainable public services.

Keywords: Digital transformation, management information systems, public service quality, e-government, systematic literature review

1. Introduction

The development of digital technology has driven major changes in various sectors, including the public sector which is required to be able to adapt to the needs of modern society (Malik et al., 2025). The advancement of the internet, cloud computing, big data, artificial intelligence, and mobile technology has changed the pattern of interaction between government and society to become faster, more open, and digital-based. This condition encourages public organizations to start implementing information technology-based services to increase the effectiveness and efficiency of public services. In the digital era, people expect services that are easily accessible, responsive, transparent, and available in real time (Mountasser & Abdellatif, 2023). Digital transformation is not only related to the use of technology, but also includes changes in organizational culture, work processes, and data-driven decision-making (Zhang & Kaur, 2024). In addition to improving the quality of public services, digital transformation also supports transparency, accountability, and bureaucratic reform in realizing good governance (Setyarto et al., 2025).

Management Information Systems (MIS) play a crucial role in supporting digital transformation in the public sector, particularly in data management and organizational decision-making (Rohim, 2025). MIS is a system used to collect, process, store, and distribute information to support management functions effectively and efficiently. Through the implementation of MIS, public organizations can integrate data from various work units, resulting in faster, more accurate, and more structured administration and service processes (Rahman & Prabowo, 2025). In addition to improving operational efficiency, MIS also helps the government provide relevant and timely information to support public services. The use of an integrated MIS facilitates public access to services through digital platforms such as e-government and online service applications. Therefore, MIS is a crucial factor in improving the quality of public services and the success of the digital transformation of public organizations.

Although implementing a Management Information System offers numerous benefits, its implementation still faces various challenges in public organizations. One major obstacle is limited information technology infrastructure, such as inadequate networks and supporting devices, which hinder the digitalization process (Ulayya, 2025). Furthermore, budget constraints also



hinder the development and maintenance of digital information systems. Low digital competence among human resources and resistance to change also slow adaptation to new systems (Lutfiyah et al., 2025). Other challenges relate to data security and privacy due to the increased risk of data leaks and cyberattacks within government systems. Many MIS implementations fail due to poor planning, lack of management support, and minimal integration between systems. Therefore, public organizations need to thoroughly prepare technology, human resources, and implementation strategies for effective and sustainable digital transformation (Putri et al., 2023).

The digital transformation of public services, such as the implementation of the Integrated Tax and Retribution Information System (SIMPATTI), shows significant potential in improving service quality by increasing speed, ease of access, data accuracy, and public satisfaction (Masa et al., 2024). Digitalization enables more efficient service processes through simplified procedures, reduced manual intervention, and real-time data processing that accelerates response times (Manajemen et al., 2025). Furthermore, access to services becomes easier because the public can interact online without having to make physical visits, in line with the strengthening of e-government initiatives that expand the reach of services, particularly in developing countries (Adekamwa1 & , Mursalim2, 2024).

In terms of information quality, digital systems can improve data accuracy by minimizing human error and utilizing technologies such as big data and cloud computing to ensure consistent data updates (Manajemen et al., 2025). Another impact is increased public satisfaction and trust due to greater transparency and service efficiency. However, digital transformation also faces challenges such as disparities in access, data security, and the need for organizational culture change. Therefore, strong leadership, infrastructure support, and inclusive policies are needed to ensure equitable benefits (Atmaja et al., 2025).

Much research has been conducted on the digital transformation of public services and service quality, but it is still general in nature and has not specifically examined Management Information Systems (MIS) or digital driver's licenses using a Systematic Literature Review (SLR) approach, leaving a significant research gap. Existing SLR studies generally focus on aspects of efficiency, participation, accountability, as well as issues of the digital divide and data security (1234+1 MORE), or assess the quality of e-government services without addressing the specific context of MIS (6789+1 MORE). Meanwhile, research related to digital MIS in Indonesia is mostly in the form of qualitative case studies that have not yet produced a systematic synthesis across research (1112).

Research results indicate that digital transformation of public services has a positive impact on improving service quality, particularly in terms of speed, ease of access, data accuracy, and public satisfaction, due to its ability to increase efficiency, transparency, and service effectiveness through the use of information technology. However, various challenges remain, such as the digital divide, data security issues, and limitations in human resources and organizational culture. Furthermore, significant research gaps remain, with most studies being general in nature within the e-government framework and not specifically examining the role of Management Information Systems (MIS) in improving public service quality. Furthermore, studies using a Systematic Literature Review (SLR) approach capable of comprehensively integrating various dimensions of service quality are still limited. Therefore, this study aims to systematically synthesize the literature related to digital transformation of MIS in improving public service quality to produce a more comprehensive and structured understanding.

2. Materials and Methods

This study aims to analyze the role of digital transformation in Management Information Systems (MIS) in improving the quality of public services through qualitative methods with a Systematic Literature Review (SLR) approach. This approach is used to identify, review, and synthesize various previous research results relevant to the topic of digital transformation and the implementation of MIS in the public service sector. The literature search was conducted systematically through scientific databases such as Google Scholar and DOAJ using keywords related to digital transformation, management information systems, and the quality of public services. The literature used was limited to peer-reviewed scientific articles in Indonesian and English published within a certain year range to ensure the data obtained remains relevant and up-to-date.

Inclusion criteria for this study included articles directly related to the research topic, using a clear methodology, and presenting research results that could be analyzed further. Meanwhile, exclusion criteria included articles that were irrelevant to the research focus, incompletely available, or had inadequate data quality. The literature selection process was conducted through several stages, including thorough screening of titles, abstracts, and article content. After the selection process was completed, important data were extracted, including the research objectives, methods used, variables studied, and key findings from each article. The analysis results were then used to identify patterns, benefits, challenges, and the contribution of digital transformation in improving the effectiveness, efficiency, transparency, and quality of public services through the implementation of Management Information Systems.



Figure 1. Research Procedure

Based on the Figure, the research procedure illustrates the systematic stages in conducting a Systematic Literature Review to examine digital transformation in Management Information Systems (MIS) towards improving the quality of public services. The process begins with determining the topic and research objectives that focus on analyzing the role of digital transformation, then continues with the formulation of research questions as the basis of the study. The next stage includes developing a literature search strategy through determining keywords and scientific database sources, as well as collecting relevant articles. The obtained literature is then filtered using inclusion and exclusion criteria, followed by a step-by-step selection based on the title, abstract, and content. Next, data extraction and processing are carried out from selected studies to identify important information. The final stage is a thematic analysis to find patterns, relationships, and research gaps, so that comprehensive conclusions can be drawn regarding the contribution of MIS digital transformation in improving the quality of public services.

3. RESULTS AND DISCUSSION

The research results presented show that digital transformation, e-government implementation, and the application of Management Information Systems (MIS) have a strong relationship in improving the quality of public services. In general, these studies can be grouped into several main focuses, namely: (1) digital transformation and e-government in public services, (2) implementation of Management Information Systems (MIS) on organizational and service effectiveness, (3) digitalization on the quality of public services, and (4) challenges and supporting factors for the success of digital transformation. This grouping is done to facilitate the identification of patterns of findings, research variables, and the contribution of each study to the development of digital technology-based public services.

Table 1. Digital Transformation of Management Information Systems

No	Field/Focus	Author Name	Insight/Research Variables
1.	Digital Transformation and E-Government in Public Services	(Adinegoro, 2023; Budijaya & Situmeang, 2025; Millensyah, 2024; MOUTAMIR & El QOUR, 2025; Puspitasari et al., 2025; Ramdhan, 2023; Sam et al., 2025)	Focus on the implementation of e-government, digital identity, online service platforms, bureaucratic efficiency, transparency, public participation, service satisfaction, as well as obstacles in the form of digital literacy, system interoperability, cybersecurity, and application fragmentation.
2.	Management Information Systems (MIS) on Organizational and Service Effectiveness	(Balqis Humaira & Rayyan Firdaus, 2024; Dewi, 2013; Laia et al., 2022; Mahmud et al., 2025; Muhammad Ibnu Faruk Fauzi & Siti Maryam, 2024; Pradja &	This study examines the impact of MIS on work effectiveness, service quality, user satisfaction, decision-making, administrative efficiency, information access, and organizational performance. The dominant variables include service



No	Field/Focus	Author Name	Insight/Research Variables
		Zuliestiana, 2025; Prakarsa & Nasution, 2017)	effectiveness, employee performance, service quality, and operational efficiency.
3.	Digitalization on the Quality of Public Services	(Hendrasmo & Muftizar, 2024; Muliana Nursaleh et al., 2026; Narenova & Iskendir, 2024; Putra et al., 2025; Santos & Pessoa, 2024)	Discusses the impact of digitalization on service quality through automation, AI, data analytics, responsiveness, accessibility, transparency, and improving public service quality. Frequently encountered variables include service quality, service efficiency, public satisfaction, and bureaucratic responsiveness.
4.	Challenges and Supporting Factors of Digital Transformation	(Adinegoro, 2023; Millensyah, 2024; MOUTAMIR & El QOUR, 2025; Putra et al., 2025; Sam et al., 2025; Santos & Pessoa, 2024)	Focus on success factors and obstacles to digital transformation such as leadership, human resource capacity, organizational culture, technology infrastructure, data security, digital literacy, bureaucratic resistance, and inter-agency data integration.

Based on this grouping, it can be concluded that the primary focus of the research is on efforts to improve the quality of public services through the use of digital technology and Management Information Systems. Most studies indicate that digitalization and MIS have a positive impact on service efficiency, transparency, work effectiveness, and public satisfaction. Furthermore, these studies also emphasize that the success of digital transformation is influenced not only by technology, but also by the readiness of human resources, organizational culture, infrastructure quality, and the government's ability to create an integrated system oriented to public needs. Thus, the scope of the research presented in the table reflects the comprehensive relationship between technology, information management, service quality, and digital governance.

3.1 Development of Digital Transformation in Public Services

Digital transformation in public services through the implementation of e-government has significantly contributed to increasing efficiency, transparency, and public participation in governance. Various countries, including Indonesia, have developed digital systems such as integrated digital identity and online licensing platforms that have proven effective in improving the quality of public services while minimizing opportunities for corruption (Ramdhan, 2023). The success of this digital transformation is influenced by strong leadership, the availability of adequate resources, and the implementation of service designs oriented to community needs (MOUTAMIR & El QOUR, 2025). However, the implementation of digital transformation still faces several challenges, such as low digital literacy, limited technological infrastructure, lack of system interoperability, and cybersecurity risks that can hamper the effectiveness of digital services as a whole (Sam et al., 2025). Therefore, a comprehensive strategy is needed to ensure equitable access to digital services and the creation of effective and inclusive governance.

Digital transformation in public services in Indonesia has shown significant progress through increased efficiency, accessibility, transparency, and quality of service to the public. Various studies in the 2023–2025 period showed that digitalization of public services can accelerate bureaucratic processes, reduce queues, reduce service costs, and increase government transparency (Millensyah, 2024). The implementation of public service applications such as JAKI (Jakarta Kini) and Surabaya Single Window has also been shown to increase public satisfaction with government services (Budijaya & Situmeang, 2025). However, digital transformation still faces various obstacles, including low digital literacy among officials and the public, limited technological infrastructure in remote areas, weak data integration between agencies, and issues with data security and protection (Adinegoro, 2023). Furthermore, Indonesia is considered to be still in the early stages of digitalization and has not yet achieved comprehensive digital transformation due to the existence of application fragmentation that creates service redundancy rather than optimal system integration (Puspitasari et al., 2025).

The results of various studies show that digital transformation in public services plays a strategic role in improving bureaucratic efficiency, transparency, service accessibility, and public satisfaction through the implementation of e-government systems and various digital public service platforms. These findings indicate that digitalization can drive the modernization of government governance towards more responsive, effective, and community-oriented services. However, the effectiveness of digital transformation in Indonesia remains suboptimal because its implementation faces various structural and technical obstacles, such as low digital literacy, limited technological infrastructure, weak interoperability between agencies, and data security and protection risks. Furthermore, application fragmentation and the lack of integration of service systems indicate that digital transformation in Indonesia is still at the administrative digitalization stage, having not yet achieved a comprehensive and fully integrated digital transformation. Therefore, a policy evaluation is needed that focuses on strengthening human resource capacity, equitable distribution of digital infrastructure, cross-agency system integration, and

the development of adaptive and sustainable digital governance so that digital transformation can have a more inclusive and optimal impact on the quality of public services.

3.2 The Role of Management Information Systems in Service Effectiveness

Management Information Systems (MIS) play a crucial role in improving service effectiveness across various sectors, including customer service, education, and public services, through optimized information management. In customer service, MIS can improve service quality based on the dimensions of reliability, responsiveness, assurance, empathy, and tangibles, thus driving customer satisfaction, trust, and loyalty, which in turn enhance organizational competitiveness (Balqis Humaira & Rayyan Firdaus, 2024). In the education sector, MIS implementation helps improve access to information, accelerate administrative processes, and strengthen communication between stakeholders, supported by high service quality across all SERVQUAL dimensions (Muhammad Ibnu Faruk Fauzi & Siti Maryam, 2024). In public services, MIS contributes to improving service quality through effective information management, more informed decision-making, and more efficient resource utilization (Tahir & Lamakaraka, 2023). However MIS implementation still faces challenges in the form of resistance to change and the need for ongoing training and support to optimize its benefits.

Various empirical evidence shows that Management Information Systems (MIS) have a consistent influence on service effectiveness and organizational performance, although the degree of influence varies by sector. Research (Dewi, 2013) indicates a 63.50% influence of MIS on employee work effectiveness in the health sector, while (Prakarsa & Nasution, 2017) found a 37.2% influence in community health center services. Furthermore, (Mahmud et al., 2025) reported a 45.8% influence of MIS on employee performance, while (Laia et al., 2022) noted a 27.98% influence on public services. Qualitatively, MIS is also considered capable of increasing administrative efficiency, accelerating information access, and supporting faster and more accurate decision-making within organizations (Pradja & Zuliestiana, 2025). The consistent findings from these nine studies indicate that MIS plays a crucial role in improving operational effectiveness across various organizational contexts.

The results of various studies indicate that Management Information Systems (MIS) have a significant contribution in improving service effectiveness, operational efficiency, and the quality of decision-making in various organizational sectors, both public and private. Empirical findings showing varying levels of MIS influence indicate that the success of MIS implementation is influenced by organizational readiness, human resource quality, and technological infrastructure support. In addition to improving administrative efficiency and information access, MIS has also been shown to support faster and more accurate work processes within organizations. However, challenges remain in the form of resistance to change, limited digital competency, and the need for ongoing training that can impact the optimization of MIS implementation. Therefore, evaluation and development of more adaptive implementation strategies are needed so that MIS utilization can provide a more optimal impact on service effectiveness and organizational performance in a sustainable manner.

3.3 Improving the Quality of Public Services through Digitalization

Digitalization plays a crucial role in improving the quality of public services through the use of technology to simplify administrative processes, increase efficiency, and strengthen service accessibility and transparency. The implementation of service automation has been shown to reduce bureaucratic barriers and accelerate public service response times (Narenova & Iskendir, 2024). Furthermore, the use of technologies such as artificial intelligence (AI) and data analytics enables real-time performance monitoring to maintain public service quality standards (Santos & Pessoa, 2024). E-government initiatives, such as the implementation of digital platforms in Kazakhstan and the "Diia" application in Ukraine, also demonstrate that digitalization can increase public engagement and facilitate access to public services (Buryk et al., 2025). Furthermore, standardizing administrative procedures through digital technology makes services more transparent and user-oriented. However, the implementation of digitalization still faces challenges in the form of limited infrastructure, low digital literacy, and resistance to change that need to be overcome so that the benefits of digitalization can be optimized comprehensively (Buryk et al., 2025; Santos & Pessoa, 2024).

Digitalization has been shown to have a positive impact on improving the quality of public services through increased efficiency, accessibility, transparency, and responsiveness. Research (Muliana Nursaleh et al., 2026) shows that digitalization has a positive and significant impact on service quality with a significance value of $p = 0.003$ and a contribution of 13.5% to improving service quality. Furthermore, (Hendrasmo & Muftizar, 2024) found that the implementation of digital services at the Palembang City Investment Office ran optimally and was able to improve service dimensions such as physical evidence, reliability, responsiveness, and service assurance. However, the implementation of digitalization still faces various obstacles, such as low digital literacy among the public, bureaucratic resistance, limited infrastructure in remote areas, weak data integration between agencies, and suboptimal data protection (Millensyah, 2024). Research (Putra et al., 2025) also emphasized that improving service quality does not only depend on digital systems, but is also influenced by bureaucratic capacity, work culture transformation, and employee motivation. Therefore, digitalization needs to be supported by a comprehensive strategy through strengthening infrastructure, improving the quality of human resources, and educating the public so that improvements in the quality of public services can be carried out sustainably.

These research findings demonstrate that digitalization plays a strategic role in improving the quality of public services by increasing efficiency, transparency, accessibility, and responsiveness. The implementation of digital technologies, including service automation, e-government, artificial intelligence, and data analytics, has been shown to simplify bureaucratic processes, accelerate service times, and increase public engagement in accessing public services. Empirical findings also confirm that digitalization has a positive and significant impact on the quality of public services, including reliability, responsiveness, and service assurance. However, the effectiveness of digitalization is not yet fully optimal due to various obstacles, such as limited infrastructure, low public digital literacy, weak data integration, bureaucratic resistance, and lack of data protection. Therefore, the success of digital transformation depends not only on the application of technology but also requires strengthening human resource capacity, reforming bureaucratic work culture, and providing ongoing policy support and public education to ensure equitable and sustainable improvements in the quality of public services.

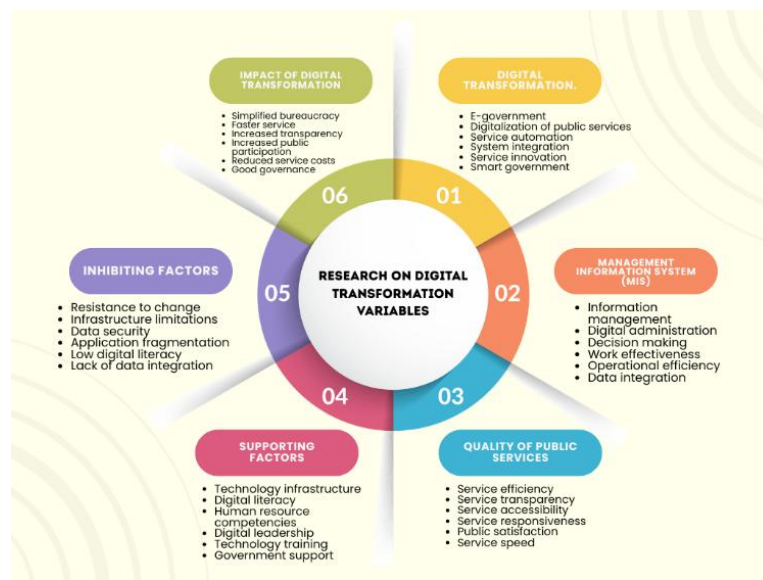


Figure 2. Research on Digital Transformation Variables

Figure 2 shows that digital transformation and Management Information Systems (MIS) have a strong relationship in improving the quality of public services. Digital transformation through e-government, service digitization, automation, and system integration can create more modern, fast, transparent, and efficient services, while MIS plays a role in information management, digital administration, and decision-making that supports organizational effectiveness. The implementation of both has a positive impact in the form of increased service efficiency, transparency, accessibility, responsiveness, public satisfaction, and the creation of a simpler bureaucracy and good governance. However, the success of its implementation is influenced by supporting factors such as technological infrastructure, human resource competency, digital literacy, digital leadership, and government support. It still faces various obstacles such as resistance to change, limited infrastructure, data security, application fragmentation, and lack of data integration between agencies.

4. Conclusion

Based on the evaluation results of various studies, it can be concluded that digital transformation, the implementation of Management Information Systems (MIS), and the digitization of public services have contributed significantly to improving service effectiveness, bureaucratic efficiency, transparency, service accessibility, and the overall quality of public services. The implementation of e-government, service automation, digital platform integration, and the use of data-based technology have been proven to accelerate administrative processes, increase service responsiveness, and encourage public satisfaction with public services. However, the results of the study also show that the success of digital transformation has not been optimal and equitable due to the continued challenges faced by various structural and technical barriers, such as low digital literacy among the public and officials, limited technological infrastructure, weak interoperability between agencies, fragmentation of service systems, bureaucratic resistance to change, and suboptimal data security and protection. These conditions indicate a research gap related to the integration between digital transformation, organizational readiness, human resource quality, and adaptive digital governance in improving the quality of public services in a sustainable manner. Furthermore, most previous research still focuses on the partial impact of digitalization or MIS on service quality, resulting in limited research examining an integrative model that connects digital transformation, Management Information System effectiveness, bureaucratic work culture, and public satisfaction within a comprehensive research framework. Therefore, an urgent research topic for future study is the development of a digital transformation model for public services based on information system integration and

organizational readiness that can improve the quality of public services in an inclusive, adaptive, safe, and sustainable manner, particularly in the context of local government in Indonesia.

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