Effectiveness of Go-MT (Gorontalo Integrated Community) Digitalization Services in Supporting Smart City Policy in Dungingi District Gorontalo City

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A B S T R A C T

The objectives of this research are: (1) To understand the effectiveness of the Go-MT (Gorontalo Integrated Community) Digitalization Service in supporting the Smart City Policy in Dungingi District Gorontalo City. (2) To determine the factors inhibiting the effectiveness of Go-MT digitalization services in supporting the Smart City Policy in Dungingi District Gorontalo City. This research uses descriptive research with a qualitative approach. The data consists of primary data obtained from in-depth interviews with informants as well as secondary data originating from various sources. The results of this research show that: a) Slow res¬ponse to public reports is the main challenge that needs to be overcome to improve performance and user satisfaction of the Go-MT application; b) Lack of long-term planning is the main obstacle in ensuring the continuity of Go-MT services; c) Uncertainty in the results of Go-MT services can damage public trust, so increasing consistency and reliability is crucial; d) The lack of response and feedback from managers causes low community participation in Go-MT; e) Lack of management human resources is the main cause of slow verification and response to reports; f) Minimal IT infrastructure and poor internet connectivity hamper the performance and accessibility of Go-MT; g) Weak coordination between related institutions is a barrier to optimizing Go-MT; h) The community's low digital literacy hinders optimal use of Go-MT; i) Regulations that are not yet detailed are a barrier to maximum implementation of Go-MT; and j) Overall, the main challenge in optimizing Go-MT lies in improving infrastructure and human resources, strengthening regulations, and increasing literacy and community participation through various well-planned programs and policies.

Keywords: Effectiveness; Service; GO-MT; Digitalization; Smart City

1. Main text

In the modern era driven by technology [1], digitalization services have become the backbone for various aspects of our lives [2]. Therefore, the Smart City Policy [3], in Gorontalo City has planned the implementation of digital services to increase service effectiveness. This aims to speed up public access to information and public services so that they can easily access the services they need without having to go through complicated processes [4]. The Smart City Program in Gorontalo City in terms of public services is an integral part of the city's transformation efforts toward a more connected, efficient, and responsive society [5]. To achieve this vision, the Gorontalo City government has designed a series of initiatives that integrate information and communication technology into various aspects of public services [6]. One concrete example of this program is the implementation of the GO-MT application, which was mentioned previously, as the main platform for citizen services and participation. However, the Smart City Program is more than just an application [7]. This includes advanced monitoring and data analysis to improve government decision-making, optimize city resource management, and integrate systems and services so that everything can run more efficiently and impact citizens' quality of life [8]. To better understand the contribution of digitalization applications in improving public services through the Gorontalo City Smart City program since 2014 by making the Go-MT application more effective. Go-MT is an innovation that was born in Gorontalo City with the main aim of increasing public access to official information and various government services.

This application is not only an official source of information about Gorontalo City but also an integration portal for various public services in this region and has been developed since 2022. Developed by the Gorontalo City Communication, Information, and Cryptography Department, Go-MT creates a new space for citizens to interact with the government, report city problems, and utilize technology to simplify administrative processes. This application is equipped with various features designed to facilitate interaction between the community and the Gorontalo City government. One of the main features is instant access to official information about Gorontalo City, including the latest announcements, news, and policies. Additionally, Go-MT allows users to report issues or complaints regarding infrastructure, security, or other issues quickly and easily. This aims to facilitate citizen participation in improving their city [9]. This application also provides online licensing and payment services, minimizing excessive bureaucracy. To increase the accessibility of

information and government services, the Go-MT application is an important tool in efforts to create more efficient and responsive public services in Gorontalo City. Processing Certificate of Institutional Domicile, Processing Certificate of Birth, Processing Certificate of Death, Processing Certificate of Good Behavior, Processing Certificate of Different Identity (Different Names), Processing Certificate of Recommendation for Crowd Permits, Processing of Lost Certificate, Processing of Certificate of Having Completed Research, Processing Certificate of Not Owning a Home, Processing Certificate of Income, Processing of Certificate of Business, Processing of Certificate of Business Domicile, Processing of Certificate of Property Ownership, Processing of Certificate of Incapacity, Processing of Certificate of Not Being Married, Processing of Certificate of Widowhood, Processing of Certificate of Inadequacy Widowers, processing separation certificates, and processing marriage certificates. Apart from certificates, the Go-MT application can also be used to process important population documents such as certificates of being unmarried, widowed, widowed, separated, and married. Through this online service, people do not need to bother going to the relevant agency's office because all letter processing processes have been simplified and accelerated. By utilizing technological advances, Go-MT has brought a major transformation in the accessibility and quality of administrative services for the citizens of Gorontalo City.

This digital application should be supported and developed [10], so that its benefits can be felt by more and more people. Since its first launch, the Go-MT application has gone through a significant development journey. Initial use may be limited, but over time, this application has gained increasing recognition and adoption from the people of Gorontalo City. Early introduction initiatives carried out by the Gorontalo City Government as well as careful promotion have helped this application gain the attention of citizens and increase the number of active users. Developing content and application features is also a focus of Go-MT's development journey. The development of Go-MT can be measured by how optimally time is used in the service process to the community. The shorter the time needed to respond to and resolve each request or public report, the more effective this digital service will be. Measuring the response and resolution time of each case reported via Go-MT can be an important indicator for assessing the efficiency of the service process. The ideal resolution time target needs to be formulated based on the type of service so that it can be evaluated whether the Go-MT digital service is operating optimally in terms of time efficiency. Apart from the resolution time for each case, the effectiveness of Go-MT digital services can also be measured by the time required for each service process as a whole. Starting from the time the application is submitted to the time the final service results are determined, it needs to be monitored and evaluated. Processes that are long-winded and take a long time indicate that there are obstacles to the effectiveness of digital services. Therefore, establishing relevant and competitive processing time standards is needed as a benchmark for optimizing Go-MT digital services in terms of time efficiency. Measuring the effectiveness of Go-MT digital services in terms of optimal use of time also includes evaluating downtime or system disruptions. The lower the frequency and duration of system disruptions, the more effective the digital infrastructure is in providing reliable services. Likewise, the time required for recovery from system disruptions needs to be considered and minimized to ensure the continued availability of digital services. Thus, measuring and increasing time efficiency can be an important benchmark for evaluating and improving the effectiveness of implementing Go-MT digital services in Gorontalo City. Changes and improvements made by application developers based on user feedback have resulted in versions that are better and more responsive to community needs. During its development journey, Go-MT has experienced a significant transformation, which illustrates the government's commitment to applying technology to improve public services.

The Go-MT public service mechanism for use starts with downloading and installing the application from the Play Store. Users need to search for "Go-MT" in the Play Store search bar, and then press the install button to download the app to the device. After the installation process is complete, users can open and run the Go-MT application on their respective devices. After the Go-MT application opens, users need to press the "Go Subdistrict" menu to enter the application's main dashboard. In this menu, there are various location-based service features provided by the Go-MT application. If you don't have an account, users need to press the "Register" button and fill in their identity data as well as their username and password to register a new account. The username must not contain spaces, while the password must consist of at least 8 digits to be safe. After registering an account, users must complete the profile data by pressing the blue circle and filling in the required information. Profile data that must be completed includes a photo of your KTP and proof of the latest PBB payment which needs to be uploaded to the application. Complete profile data is required for verification and requirements for submitting mail services via Go-MT. Once the requirements are complete, users can submit a service request which must then be verified by the local RT/RW to be approved. The significance of the Go-MT application in the context of Gorontalo City cannot be ignored. This application is not just an ordinary digital tool, but rather an innovation that has the potential to change the way governments interact with their citizens and to create more sophisticated cities. Within the scope of Gorontalo City, Go-MT is an important step in supporting the Smart City vision, which aims to create a more efficient, inclusive, and sustainable city.

This application has introduced a more modern and effective way of providing public services [11], which can impact the quality of life of citizens as well as the quality of the city's infrastructure and environment as a whole. The introduction of the Smart City initiative in Gorontalo City is an important background that supports the context of this research. Smart City is a concept that aims to optimize the use of information and communication technology in city management to increase efficiency, and quality of life for citizens, as well as increasing interaction between government and society. In Gorontalo City, efforts towards a Smart City have become a priority for the government in improving public services and urban sustainability. This initiative covers various aspects, from using technology to monitor traffic and manage waste to providing better access to public services through digital applications such as Go-MT. Gorontalo City's Smart City Initiative aims to create a smarter, more inclusive, and sustainable city, and the Go-MT application is one of the important tools in achieving this goal. In facing the challenges and opportunities of a Smart City, the Gorontalo City government has formulated clear policy goals and strategies. The main goal of the Smart City initiative is to create a more efficient, innovative, and sustainable urban environment. This includes efforts to improve the accessibility of public services, optimize resource use, and reduce negative impacts on the environment. The policy strategy involves the use of information and communication technology as the main tool in achieving this goal. This includes building digital infrastructure, implementing smart applications such as Go-MT, as well as increasing collaboration between the government, the private sector, and society in dealing with urban problems. From the implementation of the Smart City initiative in Gorontalo City, there are various impacts expected by

the government and the community. First of all, it is expected that there will be increased efficiency in the provision of public services. The use of technology will minimize long bureaucratic processes, reduce waiting times, and speed up responses to city problems. In this way, it is hoped that the community will receive more responsive and affordable services. Apart from that, it is also hoped that this transformation will bring an improvement in the overall quality of life of Gorontalo City residents. This includes improvements in urban mobility, better management of natural resources, as well as sustainable environmental development. Through the implementation of the Smart City initiative, the government also hopes to increase citizen participation in the decision-making process, creating a more inclusive and competitive city.

The relationship between the Go-MT application and Smart City policies in Gorontalo City is an important focus in understanding the role of this application in urban transformation. The Go-MT application has been designed taking into account Smart City policy principles, such as service efficiency, citizen participation, and the use of technology to overcome urban problems. For example, this application facilitates citizen participation in reporting urban issues, which is in line with increased citizen participation in government decision-making. Apart from that, Go-MT also utilizes technology to provide information that is more easily accessible to the public, supporting aspects of service accessibility which is one of the pillars of Smart City policy. To understand the context of implementing the Go-MT application and the Smart City initiative in Gorontalo City, the following is statistical data that summarizes the population in Dungingi District. This information is important to describe the demographic background and regional structure of the implementation of the Go-MT application and the Smart City initiative, as follows:

Table 1 Population of Dungingin District, Gorontalo City

No.	Village name	Total population
1	South Tomulabutao District	4994 people
2	Tomuabutao Main Village	3274 people
3	Huangobotu Village	8795 people
4	Tuladenggi Village	3637 people
5	Libuo Village	5576 people
	Total Population of Dungingi District	26276 people

Source: Dungingi District Office, Gorontalo City, 23 October 2023

Sub-districts are one of the administrative areas in Gorontalo City which are part of efforts towards a smarter and more inclusive city. The Dungingi sub-district has unique geographical and social characteristics, which influence the demands and needs of public services in the area. To support the Smart City vision and improve the quality of life of residents, District Dungingi has implemented several efforts and policies. One important step is community empowerment in the decision-making process and implementation of local programs. This includes holding regular community meetings and dialogues, which enable communities to express their aspirations, needs, and the problems they face. In addition, the government has focused on developing infrastructure that supports the Smart City concept, such as increasing internet connectivity and the use of information technology in public administration. To find out how many people are service users in Dungingi District, below is Table 2 data on the number of service users in Dungingi District, as follows:

Table 2 Data on the number of service users in Dungingi District

No.	Village name	Service Users		
		Year 2021	Year 2022	As of 31 October 2023
1	South Tomulabutao District	6,943 Users	9,124 Users	14,207 Users
2	Tomuabutao Main Village	5,274 Users	8,181 Users	13,026 Users
3	Huangobotu Village	7,795 Users	10,386 Users	15,640 Users
4	Tuladenggi Village	2,637 Users	5,749 Users	10,891 Users
5	Libuo Village	4,576 Users	7,173 Users	12,718 Users
	Total Number of Service Users in Dungingi District	27,225 Users	40,613 Users	66,482 Users

Source: Dungingi District Office, Gorontalo City, 31 October 2023

The Go-MT application has great potential to improve administrative services in Dungingi District, Gorontalo City. With its ability to connect citizens directly with the government, this application can be an important bridge between citizen needs and government response. Through reporting urban problems, submitting requests, or quickly accessing public information, the Go-MT application can help identify and address problems as quickly as possible. This also allows the government to plan more targeted programs, based on direct feedback from the community. This application has the potential to optimize public services, increase transparency, and strengthen citizen participation in the development of their city. However, even though this application has great potential, in the field there are still several obstacles and problems. In initial observations, researchers found problems related

to the performance of the Go-MT application which was considered to be slow in responding to and completing reports or requests from the public. This shows that performance is not yet optimal in serving the needs of the application user community. The slow response to every public report causes user dissatisfaction because the reported problems require immediate handling. Apart from that, completing each long-winded service request also has an impact on decreasing public confidence in the quality of the Go-MT application service. Therefore, improving service performance needs to be a concern so that the application can provide optimal benefits for the people of Gorontalo City.

Another problem is that there is no clear continuity for the future development of the Go-MT application. Currently, there are no plans to develop new features or innovations that will ensure the application remains relevant and in line with people's needs in the future. To continue to provide benefits, applications need to be developed continuously by adding new features. Therefore, it is important to pay attention to future development planning. Researchers also found problems related to certainty in operational sustainability and development of the Go-MT application. Long-term financing for maintaining and developing app features remains unclear. Not having an adequate budget can risk feature development being hampered or even application services stopping. To become a long-term digital solution for Gorontalo City, the Go-MT application requires ongoing maintenance and feature development. Therefore, funding for operational sustainability and feature development needs to be ensured so that the benefits of the application can be felt in the long term by the people of Gorontalo City.

Researchers also found problems related to limited community participation in utilizing the city problem-reporting feature and contributing to the policy process through the Go-MT application [12]. Low public participation can be caused by a lack of socialization regarding the benefits of reporting through Go-MT or a lack of government response to incoming reports. Community participation is very important so that the application can fulfill its goal of helping the government detect and deal with problems in Gorontalo City. Therefore, it is necessary to increase socialization and improve the response system by the government to increase community participation. Apart from that, the availability of human resources or operators who manage the Go-MT application is also considered to be inadequate to ensure continuity and certainty of service. The number of operators is currently considered limited and unable to cover all application management needs such as handling technical problems, verifying public reports, and regular maintenance. Limited human resources risk reducing the quality of Go-MT services because there is no one to monitor and handle problems that may occur. Therefore, increasing the number of adequate operators is very necessary so that the application can be relied on by the people of Gorontalo City. From a technological perspective, researchers identified obstacles related to the Go-MT application system which still often experiences technical problems and downtime. This of course disrupts services to the public when the application cannot be accessed for a certain period. It is necessary to improve the quality of technology that supports applications to make them more stable and reliable so that people can rely on Go-MT services without worrying about technical problems. From an organizational perspective, support and coordination between related agencies as well as resource allocation for the Go-MT application need to be improved.

Currently, application management is considered to be still not optimal due to a lack of coordination between relevant regional organizations such as the Communication and Information Service and the Investment and One-Stop Integrated Services Service. Better coordination is needed so that applications can be managed in an integrated manner and resources are allocated adequately according to operational needs. Thus, the benefits of the Go-MT application can be optimized to support better public services in Gorontalo City. From a sociocultural aspect, society's low literacy and digital readiness an obstacles to the adoption of Go-MT digital services. Some people, especially the elderly, are still unfamiliar with technology and are reluctant to adopt online services. More massive outreach and training are needed at various levels of society so that they have the readiness and skills to utilize Go-MT services. In this way, all citizens of Gorontalo City can feel the benefits of advances in communication and information technology through this application. It is necessary to adjust policies and regulations related to data privacy and cyber security to support the implementation of the Go-MT application. Currently, there is no legal umbrella that regulates the management of citizens' data stored by the Go-MT application. Apart from that, there is no obligation for organizers to implement cyber security standards so that citizen data is not misused. Therefore, the Gorontalo City Government needs to immediately prepare regulations governing data privacy and security to protect citizens' rights in utilizing digital services. Existing regulations are considered not yet in line with the needs for application implementation in the Smart City context. Several regulations related to administration and public services are still conventional so they do not support the implementation of digital services through Go-MT. Revision of regulations is needed to be in line with digital service needs to make Gorontalo City a Smart City. In this way, the implementation of innovative applications such as Go-MT can run optimally and provide real benefits for society.

2. Methods

This research is also a type of qualitative research [13] that aims to gain an in-depth understanding of the effectiveness of Go-MT digitalization services in supporting the Smart City Policy for Subdistricts in Dungingi District. Qualitative research methods were chosen because this research prioritizes contextual analysis, uncovering meaning, and in-depth understanding of the factors that influence the implementation of digitalization services. In this qualitative research, researchers will use a descriptive approach involving in-depth interviews with various related parties, such as sub-district officers, Go-MT application users, and other stakeholders at the sub-district level. In addition, direct observation of interactions between people and applications, as well as content analysis of related documents, such as application usage evaluation reports, will also be an integral part of this method. By using a qualitative approach, researchers can explore various perspectives, views, and experiences of stakeholders involved in implementing Go-MT digitalization services. This will help in a more comprehensive understanding of application performance, community participation, and the resulting social and economic impacts. As stated by [14] in his work, qualitative research allows researchers to explore meanings that may be hidden in social interactions and implemented policies. Thus, qualitative methods are the right choice to explore the information needed in this research. This research will be carried out in Gorontalo City, specifically in Dungingi District, which is the main focus in the context of evaluating the effectiveness of Go-MT digitalization

services in supporting the Smart City Policy for Subdistricts throughout Dungingi District. Through this location, this research aims to explore relevant data and information to gain an in-depth understanding of how the effectiveness of Go-MT digitalization services can contribute to supporting the Smart City Policy vision at the sub-district level. This research is planned to be carried out in the period from September to November 2023. This research will involve various actors who have an important role in the context of implementing the Go-MT Application and Smart City Policy in Subdistricts throughout Dungingi District, Gorontalo City.

One of the main groups of actors is local communities that use Go-MT digitalization services. These communities have diverse backgrounds, including age, education, and service needs. They become direct users of the Go-MT application to access various public services in the sub-district, such as document processing, reporting environmental problems, and participating in community programs. Apart from the community, the local government of Gorontalo City is also a key actor in implementing the Go-MT Application and Smart City Policy in sub-districts throughout Dungingi District. They are responsible for the development, management, and supervision of the Go-MT application as well as the implementation of Smart City policies at the sub-district level. The interaction between local government and the community, as well as dynamics in decision-making and resource allocation, will influence the effectiveness of implementing Go-MT digitalization services and achieving Smart City goals. Relevant parties such as non-governmental organizations, information technology companies, and other stakeholders also have a role in supporting or hindering the implementation of the Go-MT Application and Smart City Policy in Subdistricts throughout Dungingi District. They can provide input, suggestions, or criticism of the policies and services offered by the Go-MT application, as well as contribute to social and economic change at the sub-district level. Therefore, an in-depth understanding of the social situations involving these various actors will provide a more complete insight into how the interactions, roles, and dynamics between them can influence Go-MT application performance, community participation, and the social and economic impacts of Smart Policy implementation City at the sub-district level. This research relies on various types of data to provide in-depth insights regarding the implementation of the Go-MT Application and Smart City Policy in Subdistricts throughout Dungingi District.

Two main types of data are the focus of this research, namely primary data and secondary data. Primary data was obtained through various research methods, such as direct observation and in-depth interviews. Direct observation is used to understand the dynamics of implementing Go-MT digitalization services in sub-districts, including interactions between residents and the application and administrative processes involved. In-depth interviews were conducted with various parties involved, such as sub-district employees, Go-MT Application users, and other related parties, to gain a deep understanding of their experiences in using this application. Secondary data also has an important role in this research. This data was obtained from various sources, including official documents related to the Smart City Policy in Gorontalo City, government regulations regarding the digitization of services, previous reports regarding the implementation of the Go-MT Application, and statistical data related to application usage activities. This secondary data will support an understanding of the policy context and socio-economic impact of the implementation of the Go-MT Application as well as its contribution to Smart City policies in Gorontalo City. It is hoped that the combination of primary data and secondary data will provide a comprehensive picture of the effectiveness of Go-MT digitalization services, community participation, social and economic impacts, as well as inhibiting factors that can influence the implementation of Smart City policies in sub-districts throughout Dungingi District. The informants were 9 research informants which aims to gain in-depth insight. Data collection uses observation, interviews, and documentation methods

3. Results

1. Effectiveness of Go-MT (Gorontalo Integrated Community) Digitalization Services in Supporting Smart City Policy in Dungingi District, Gorontalo City

The slow response to every public report on the Go-MT application is the main problem found in this research. Slow response to public reports can threaten the continued use of online reporting applications because it causes dissatisfaction among users. Another significant problem is that many public reports are ignored and not followed up. The recommended improvement step is to ensure that every report is handled and followed up. In this way, public satisfaction and trust in the online reporting system can be maintained. The third problem found in this research is that Go-MT's performance has not been optimal in meeting community needs. Therefore, the research recommends that there is a need to diversify more inclusive features, for example by adding a voice recorder-based reporting feature so that it is more easily accessible to all levels of society. Similar recommendations can also be made in the context of this research, where optimizing Go-MT performance requires identifying gaps and expanding features to provide greater benefits for the entire community. In this way, online reporting applications can provide more inclusive and equitable services. In conclusion, the three main problems found in this research are in line with the findings in several previous studies. Slow and unresponsive handling of reports, many neglected reports, and the lack of optimal online reporting application features in meeting community needs are common challenges that need serious attention. The combination of recommendations from this research and previous research can be a reference in designing improvements, such as increasing response speed and reliability, optimizing and expanding application features, as well as steps to maintain public motivation and trust so that they continue to actively participate in using online reporting applications such as Go- MT. By implementing these recommendations, it is hoped that the performance and benefits of online reporting applications can continue to be improved and smart city policies can be implemented more effectively and be well received by the public.

The absence of long-term planning to ensure the continuity of Go-MT services is one of the main problems identified. This lack of planning has the potential to create uncertainty and unsustainability of services because there are no clear guidelines for future development. The research recommends the need to form a special planning team that regularly carries out evaluations and formulates a roadmap to ensure CROP continues to be relevant to community needs. Similar recommendations can be applied in the context of Go-MT, where structured long-term planning is required to keep services up to date and in line with evolving societal and technological needs. Another problem found was the minimal involvement of sub-districts/districts in

Go-MT sustainability planning. For the Go-MT context, similar recommendations can be implemented by involving sub-districts/districts in sustainability planning to ensure alignment with community needs at the local level. The third problem is the uncertainty of operational funding and the future development of Go-MT. Similar recommendations can be applied to Go-MT, where regular funding through APBD needs to be budgeted to ensure services remain up-to-date and sustainable. In conclusion, the three problems related to service sustainability found in this research are in line with several previous studies on similar cases. To overcome this problem, a combination of recommendations from this research and previous research can be applied, such as well-established long-term planning, active involvement of local-level governments, and regular funding allocation through the Government Budget Regional Spending. By implementing these steps, it is hoped that the continuity of Go-MT services can be guaranteed so that this application can continue to provide maximum benefits in supporting services and accommodating the needs of the people of Gorontalo City. The results of Go-MT services which are considered to be inconsistent and reliable are one of the main problems in this research. Therefore, it is recommended to increase the reliability of data verification, standardize the report handling process, and provide regular feedback to reporters. Similar recommendations can be made in the context of Go-MT, where increasing the consistency and reliability of service outcomes is crucial to building public trust. Another significant problem is the large number of public reports that are delayed or ignored. This condition has the potential to reduce public trust because they doubt the benefits of the reporting application. To overcome this problem, the research recommends the need for transparency in reporting status and providing regular notifications so that the public feels involved. Similar steps can be applied to Go-MT to ensure reports are handled appropriately and reporters get the necessary feedback. The third problem is that significant improvements are needed for the Go-MT to be truly reliable. Recommended improvements include automating the report verification process, standardizing report handling procedures, and optimizing implementing resources to respond more quickly. These recommendations can be applied to Go-MT through various improvements that increase system reliability. In conclusion, the three problem findings related to the certainty of Go-MT services in this study are in line with the results of previous studies on similar cases. To overcome this problem, a combination of recommendations from this research and previous research can be applied, such as increasing the consistency and reliability of service results, transparency of status and report notifications, as well as optimizing verification systems and resources to respond more quickly. By implementing these recommendations, it is hoped that the reliability and certainty of Go-MT services can continue to be improved so that this application can be fully relied on by the people of Gorontalo City in supporting local government services and policies.

Low public participation in utilizing reporting and complaint features is one of the main problems identified. This low participation is due to, among other things, minimal socialization and an underdeveloped reporting culture. Therefore, the research suggests the need for regular outreach through various media platforms to educate the public. Similar recommendations can be applied in the context of this research to increase community participation through Go-MT. Another problem is the lack of management response which causes people to be reluctant to participate. To overcome this obstacle, the research recommends standardizing report handling times and providing incentives for officers who respond quickly. Similar steps need to be considered for Go-MT to ensure a faster response to increase community motivation to participate. The third problem is the need for motivation so that people want to actively participate in reporting problems. This step can encourage community participation because there are incentives that are attractive and provide psychological satisfaction. A similar strategy can also be implemented on Go-MT to motivate the public to be more active in reporting various problems through the application features. In conclusion, the three problem findings related to community participation in Go-MT are in line with the results of previous research on similar cases. To overcome this problem, recommendations from this study and previous studies can be combined, such as intensifying socialization, standardizing response times, implementing incentives/rewards, and other motivational strategies. By implementing these steps, it is hoped that the participation of the Gorontalo City community in utilizing the reporting and complaint features on Go-MT can continue to be increased. This in turn will strengthen Go-MT's role in supporting public services and realizing Gorontalo City's Smart City policy. The number of human resources managing the Go-MT application, which is considered to be minimal, is one of the main problems in this research. This shortage of operators has an impact on work overload and leads to slow verification of citizen reports. Therefore, the research recommends increasing the number of operators significantly so that the workload is more evenly distributed and the verification process becomes faster. Similar recommendations can be given in the context of Go-MT, namely increasing operator human resources to overcome the problem of personnel shortages. Furthermore, a lack of human resources risks slow response to public reports. To overcome this problem, the research suggests redistributing operator workload through a shift system and adding new personnel. Similar recommendations can be applied to Go-MT to speed up the verification process and response to public reports. The third problem is the need for significant additional human resources so that services are more responsive. With additional employees, the validation process and responsiveness to public complaints can be achieved. Similar recommendations can be implemented in Go-MT, namely adding a significant number of operators to speed up the verification process and response to public reports. In conclusion, the three findings of problems related to the human resources of Go-MT managers are in line with the results of studies on previous similar cases. To overcome this problem, a combination of recommendations from this research and previous studies can be applied, such as increasing the number of operators, redistributing workload, and adding new personnel. With these steps, it is hoped that the availability of human resources at Go-MT will be more adequate so that the service will be more responsive and faster in responding to every complaint or report from the people of Gorontalo City. Based on a series of problems identified in the focus on the effectiveness of Go-MT digitalization services in Dungingi District, several crucial challenges need to be overcome to support Smart City policies. The slow response to public reports and the neglect of several reports is a major concern, which has the potential to harm public trust in Go-MT services. In addition, a lack of long-term planning and funding uncertainty can hinder the sustainability of such services. Minimal involvement of sub-districts/districts in sustainability planning is also a significant obstacle. Not only that, low community participation and limited management of human resources also contribute to Go-MT's less-than-optimal performance in meeting community needs. In conclusion, increasing the effectiveness of Go-MT digitalization services must be supported by a strategy that involves all stakeholders, including sub-district/district parties, as well as careful and clear planning to ensure sustainability and the availability of adequate resources.

2. **Factors Inhibiting the Effectiveness of Go-MT Digitalization Services**

Inadequate information technology infrastructure, which causes the Go-MT system to frequently error, is one of the main problems identified. This condition certainly disrupts services and causes user dissatisfaction. Therefore, recommendations need to be applied to Go-MT to overcome current technology infrastructure problems. Furthermore, poor internet connectivity in some areas hinders access to Go-MT. To overcome this obstacle, it is recommended that mobile networks and community WiFi be expanded in the area. The third problem is the need to optimize information technology infrastructure and internet connectivity. With reliable IT infrastructure and internet connectivity, it is hoped that the application system can run optimally, be responsive reach all regions, and be implemented to optimize the technology infrastructure and network on Go-MT. In conclusion, the three findings of problems related to information technology infrastructure and internet connectivity on Go-MT are in line with the results of studies on previous similar cases. To overcome these problems, recommendations from this research and previous studies can be combined, such as increasing information technology infrastructure capacity, expanding internet coverage to remote areas, and stabilizing network connectivity. By optimizing information technology infrastructure and internet connectivity, it is hoped that Go-MT's performance will be more stable, and reliable and reach all areas in Gorontalo City, thereby encouraging wider use by the community. Weak coordination between sub-districts/districts and technical services related to Go-MT is one of the main problems in this research. This lack of coordination has the potential to cause program overlap and budget inefficiencies. Therefore, it is recommended that there is a need to form a coordination team with members from cross-regional organizations to improve coordination between related institutions.

Furthermore, the very minimal role of sub-districts/districts in evaluating and developing Go-MT is the next problem. As a result, local-level needs are less accommodated in application development. To overcome this, the research recommends the need for regular evaluation forums involving sub-districts. Recommendations can be applied to Go-MT to increase the role of sub-districts/districts. The third problem is the need for better coordination between related institutions to optimize Go-MT. Similar recommendations can be applied to improve coordination between institutions regarding Go-MT optimization. In conclusion, the three findings of problems related to institutional coordination in Go-MT are in line with the results of previous studies on similar cases. To overcome this problem, recommendations from this research and previous studies can be combined, such as forming cross-institutional teams/forums, regular evaluations involving local-level government, and better coordination mechanisms. With these steps, it is hoped that coordination between related institutions can be more optimal, encouraging local-level government involvement, and ultimately optimizing the management and development of Go-MT in Gorontalo City. The low literacy and digital readiness of society which hinders the adoption of Go-MT is one of the main problems in this research. The lack of understanding and digital skills of village communities makes it difficult for them to operate the features in the application. Therefore, the research recommends the need for massive digital literacy training to increase community readiness. The recommendations can be applied in the context of Go-MT to address the problem of low digital literacy.

Furthermore, the lack of socialization and training regarding the use of Go-MT is the next problem. Without adequate understanding, people are reluctant to adopt new services. Therefore, the research recommends that socialization and training should be carried out inclusively and evenly throughout the region. These recommendations can be applied to Go-MT to address the same problem. The third problem is the need for efforts to massively increase people's digital literacy. With the collaboration of these various parties, the dissemination of digital literacy education and training can be carried out massively and evenly to all levels of society. Recommendations can be implemented to increase the digital literacy of the Go-MT user community. In conclusion, the three findings of problems related to digital literacy in this research are in line with the results of previous studies on similar cases. To overcome these problems, recommendations from this research and previous studies can be combined, such as a massive digital literacy program with the involvement of various parties, socialization and training on inclusive use, as well as optimizing digital educational content. With this comprehensive effort to increase digital literacy, it is hoped that the people of Gorontalo City can adopt and utilize Go-MT more optimally. Regulations that are currently considered to be general and do not yet regulate Go-MT in detail are one of the main problems in this research. Without clear and detailed regulations, application implementation will not be optimal. Therefore, the research recommends the need to prepare more detailed regulations and technically regulate application management. Recommendations can be applied in the context of Go-MT settings to make them more detailed and clear. Furthermore, the need to strengthen regulations regarding service time limits and funding is the next problem. Therefore, the research recommends the need to strengthen regulations that regulate the technical operational details of applications. Recommendations can be applied to Go-MT regarding its technical settings. The third problem is the need to adjust existing regulations to support Go-MT optimization. Adaptive regulations are important so that applications can continue to be updated and relevant to current developments. The recommendations can be applied in the context of Go-MT-related regulations. In conclusion, the three findings of problems related to Go-MT regulations are in line with the results of studies on previous similar cases. To overcome this problem, recommendations from this research and previous studies can be combined, such as preparing more detailed and technical regulations, strengthening regulations related to operational technicalities, as well as periodically adjusting regulations to be in line with application optimization needs. Thus, the Go-MT regulations are expected to support more optimal implementation and achieve maximum benefits for the people of Gorontalo City. Through the identification of several factors inhibiting the effectiveness of Go-MT digitalization services in Dungingi District, it can be concluded that inadequate IT infrastructure, including frequent Go-MT system errors and poor internet connectivity, are the main obstacles in providing this service. In addition, weak coordination between sub-districts/sub-districts and related technical agencies, as well as the minimal role of sub-districts/sub-districts in evaluating and developing Go-MT, shows the urgent need for better coordination between relevant institutions to optimize services. Another challenge involves society's low literacy and digital readiness, indicating the need for massive efforts to improve digital literacy. This factor is further strengthened by the lack of socialization and training regarding the use of Go-MT. Apart from that, regulatory aspects that are still general, and need to be strengthened and adjusted to support service optimization, are also a focus for improvement. Therefore, to achieve optimal effectiveness of Go-MT digitalization services, concrete steps need to be implemented, including optimizing IT infrastructure, improving internet connectivity, strengthening coordination between agencies, increasing community digital literacy, as well as improving the regulations governing Go-MT.

4. Conclusion

Theoretically, the results of this research have implications for several things. First, this research enriches studies related to optimizing digital services in supporting smart city policies, especially in the local context of Gorontalo City. Second, this research shows that a conceptual framework that combines technological, organizational, socio-cultural, and policy-regulatory aspects can produce a comprehensive understanding of crucial factors in optimizing digital services. Third, this research emphasizes the urgency of community participation and increasing digital literacy as a prerequisite for the successful implementation of smart city policies. Practically, the results of this research can be used as a reference by various related parties in efforts to optimize Go-MT. First, for governments and application developers, the results of this research can be valuable input in designing improvements and innovations in Go-MT. Second, for educational institutions and the information technology community, the results of this research can encourage efforts to increase digital literacy and inclusion in society. Third, for the public, the results of this research can increase awareness of the importance of actively participating in optimizing digital services. Thus, the results of this research can be used to encourage better collaboration between various parties to realize inclusive and sustainable smart city policies in Gorontalo City.

Although this research has been carried out optimally, this research has several limitations, including the following: This research only focuses on a single case study, namely the optimization of Go-MT in Gorontalo City, so it cannot be generalized to a wider context. Similar research in other cities is needed to gain a more comprehensive understanding. Community participation and digital literacy levels are only assessed in general, more detailed quantitative measurements have not been carried out on these two aspects. The recommendations produced by this research are still general, and not yet supported by quantitative data regarding the estimated costs and benefits that would result if the recommendations were implemented. This research has not considered challenges in implementing recommendations such as budget constraints, coordination between agencies, and other political factors. This research has not taken into account in detail the investment costs for information technology infrastructure needed to support Go-MT optimization.

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