

# Makassar City Government Communication Strategy through the Makassarkota.Go.Id Website in Public Services

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**Abstract.** *This study aims to analyse the Makassar City Government's communication strategy through the makassarkota.go.id website and the Pakinta' (Pajak Terintegrasi & Terdigitalisasi) service. Makassarkota.go.id serves as the leading portal integrating information, policies, and access to 12 public services (including Pakinta'). Pakinta' facilitates online regional tax payments, increasing efficiency, transparency, and taxpayer compliance. The implementation of the Chris Fill (Put, Push, Pull) communication strategy has successfully captured public attention, strengthened internal coordination, and built long-term relationships between the government and the community. The collaboration between the Communications and Information Technology Office (Diskominfo) and the Regional Revenue Agency (Bapenda) has resulted in consistent information, ease of access, and improved quality of digital public services that are faster, more transparent, and more responsive.*

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## INTRODUCTION

Public service is an activity or series of activities designed to fulfill the service needs of every citizen, in accordance with laws and regulations (Abdurrahman, 2023; Kuril, 2018; Skyba & Polishchuk, 2019). According to the Indonesian National Institute of Public Administration (LAN RI) in 1998, in its journal "Strategies for Improving Public Services," Ni Ketut Riani explained that public service encompasses all forms of public service activities carried out by every government agency, both at the central and regional levels, as well as within state-owned enterprises (BUMN/BUMD), in the form of goods or services to meet the needs of citizens (Riani, 2021).

In the digital era, information technology has become a crucial tool for the government in conveying information and providing services to the public (Goshovska et al., 2021; Androutsopoulou et al., 2019; Kosec, K., & Wantchekon, 2020; Sofyani et al., 2020). In this context, the Makassar City Government utilizes the official website, makassarkota.go.id, as its primary means of public communication. Dawes et al. (2016) said that, the website is designed to provide information related to government policies, work programs, and services, accessible to the public online. Furthermore, this platform also serves as a two-way communication channel, enabling the public to provide feedback or file complaints.

Between 2020 and 2025, public services in Makassar City have undergone significant developments due to technological advances, the implementation of good public service standards, and the strengthening of bureaucratic capacity. Digitalization efforts through e-

government are one of the most appropriate methodologies for increasing the effectiveness and transparency of public service delivery (Latupeirissa et al., 2024; Aprilina et al., 2025; Sharmin & Chowdhury, 2025; Shenkoya, (2023). In line with this, bureaucratic reforms are continuously being pursued to boost the performance of state officials in providing responsive and quality services. Despite these changes, obstacles such as limited human resources and adapting to technological changes remain obstacles to optimizing open government implementation in Makassar City.

As a metropolitan city, Makassar faces significant challenges in meeting the increasingly complex information needs of its citizens. With a growing population, citizens require easy access to government information and public services. Through [makassarkota.go.id](http://makassarkota.go.id), the Makassar City Government strives to provide digital solutions to overcome geographical and bureaucratic barriers, enabling citizens to obtain information and services efficiently without having to visit government offices in person. The official website of the Makassar City Government, [makassarkota.go.id](http://makassarkota.go.id), demonstrates a strong commitment to digitizing public services through various integrated applications, such as the One Data Portal, Sentuh Hati, Pakinta', Sembakota', Makaverse News, and others.

From a communications strategy perspective, this initiative reflects efforts to build a modern and responsive institutional communications system (Zerfass & Volk, 2018; Cacciatore et al., 2017; Lim & Greenwood, 2017). However, challenges remain in conveying a structured and integrated message. Many stand-alone applications lack a communication narrative explaining their interconnectedness within the city's service ecosystem. Furthermore, the use of local terms in app names, such as Pakinta' and "Sembakota'," can be a barrier to understanding for those unfamiliar with these terms, indicating that the messaging simplification strategy is suboptimal.

The website still relies heavily on digital platforms and has not yet utilized other communication channels such as social media, mass media, or other channels close to the community (Olaniran, 2018; Khanom, 2023; Killian & McManus, 2015; Levy & Gvili, 2015). While citizen participation is being facilitated through applications like Sentuh Hati, most other applications remain one-way and do not provide a clear platform for citizen input or feedback. In general, this website has great potential as an effective government communication tool (Maziashvili et al., 2023; Sanina et al., 2017; Hyland-Wood et al., 2021). However, improvements are needed in terms of simplifying information delivery, utilizing various communication channels, and increasing public engagement to ensure more transparent, citizen-involved, and responsive public services.

The rapid development of information technology has driven transformation in various sectors, including public services (Sarwar et al., 2023). Governments, both at the village and city levels, have begun adopting digital platforms as a means of communication and providing services to the public. One relevant study is the paper "Communication Strategy of the Pekon Gunung Tiga Government, Pugung District, Tanggamus Regency, in Improving the Quality of Public Services Through the Go Digital Application" written by Sri Nurjayanti in 2023. It demonstrates that communication strategy plays a central role in the successful implementation of digital programs at the village level (Sri, 2023).

In Sri Nurjayanti's research, the communication strategies implemented include developing organizational structures, simplifying procedural systems, strengthening infrastructure, developing organizational culture, and empowering entrepreneurs. These findings confirm that digital public services require systematic and participatory communication planning to effectively reach the public. Starting from this context, this research on the [makassarkota.go.id](http://makassarkota.go.id) website will address a similar issue, but within a broader scope: the Makassar City Government's communication strategy through its official website, [Makassarkota.go.id](http://Makassarkota.go.id), in public services.

By comparing the dynamics of digital communication at the village and city levels, this research is expected to provide a more comprehensive picture of the effectiveness of the

government's communication strategy in developing digital-based public services. The use of the *makassarkota.go.id* website still faces various obstacles. One is the lack of adequate interactive features to support community needs. Furthermore, inconsistent information updates can erode public trust in the platform. The digital divide is also a significant issue, particularly for communities in remote areas with limited internet access or limited digital technology literacy.

This situation demonstrates that although the website has become a vital part of the government's communication strategy, numerous challenges remain to be overcome for the platform to function optimally. Therefore, it is crucial to evaluate the communication strategy implemented through *makassarkota.go.id* and how this platform can be maximized for public services. This research is expected to provide guidance for developing more effective digital communication strategies in the future.

## **METHODS**

### **Research Design**

This study employed a qualitative descriptive research design to explore the communication strategy of the Makassar City Government through its official website, *makassarkota.go.id*. The qualitative descriptive approach was selected because it enables the researcher to capture communication practices and institutional processes in their natural setting, emphasizing the meanings, experiences, and interpretations of the actors involved. Consistent with Sugiyono (2013) and Arikunto's conceptualization of qualitative inquiry, this approach prioritizes depth over generalization and allows the researcher to construct a comprehensive understanding of how digital public communication is organized, implemented, and experienced. The study focuses on describing the communication strategy in a detailed, factual, and systematic manner, ensuring that the complexities of digital public service governance are adequately represented.

### **Research Location**

The research was conducted in two primary institutional settings within the Makassar City Government: The Department of Communication and Informatics (Diskominfo) and the Regional Revenue Agency (Bapenda). Diskominfo, particularly through the APTIKA and IKP divisions, is responsible for infrastructure readiness, content management, digital public communication, and website maintenance, making it an essential site for examining the structural and technical dimensions of the communication strategy. Bapenda, on the other hand, manages the Pakinta' service, which is integrated into the city website and represents one of the most active digital public service platforms. These institutions were selected because they jointly manage the main components of the communication strategy under study. Additional digital data and supporting documents were obtained from government archives, official online sources, and public service platforms directly linked to *makassarkota.go.id*.

### **Informants and Sampling Procedure**

The study used purposive sampling to identify informants who possess direct roles, experience, or involvement with digital public communication through *makassarkota.go.id*. Informants were selected based on their institutional responsibilities or their lived experience as users of the website and its services. A total of six informants participated in this study. Two were officers from Diskominfo: one from the APTIKA division responsible for infrastructure and platform management, and one from the IKP division responsible for public information and content dissemination. Two additional informants were officers from Bapenda who work directly with the implementation and digital management of the Pakinta' tax service. To complement the perspectives of institutional actors, two public users were also included: one who uses the DPMPTSP licensing service through the Solataboss page and another who actively uses the Pakinta' digital tax payment system. This selection allows the study to capture a balanced representation between administrators who design and manage digital communication strategies and citizens who interact with and evaluate the services.

## Data Collection Procedures

Data were collected over a two-month period, from June to July 2025, ensuring that the findings reflect contemporary practices in the rapidly evolving context of digital public service delivery. Three qualitative techniques were used: interviews, observations, and documentation analysis. Semi-structured interviews served as the primary data source, allowing the researcher to explore both predetermined themes and emerging issues. Interviews lasted between 30 and 60 minutes and were conducted through a combination of in-person sessions at Diskominfo and Bapenda offices and online communication via WhatsApp to accommodate informants' schedules. The interview guide focused on communication strategies, digital infrastructure, inter-agency coordination, user experience, and internal workflows. Data saturation was reached when no new themes emerged after the fifth interview.

Observations were conducted both online and on-site. Online observations focused on the *makassarkota.go.id* interface, including navigation structure, public service menus, information architecture, visual presentation, and the integration of various applications such as Pakinta', Solataboss, and others. On-site observations at Diskominfo and Bapenda enabled the researcher to gain insight into workflow processes, communication routines, and internal coordination mechanisms that shape digital service delivery. Documentation analysis included government reports, website screenshots, internal memos, public policy documents, and relevant digital archives. These materials were used to complement and validate interview and observation data, ensuring a more robust description of institutional communication practices.

## Data Analysis Techniques

Data analysis followed an interactive, iterative model consisting of data reduction, data display, and conclusion drawing. Analysis began concurrently with data collection to allow emerging insights to inform subsequent interviews and observations. Interview transcripts, observation notes, and documents were read repeatedly, coded, and grouped into thematic categories that aligned with the research focus. Particular attention was given to identifying communication patterns consistent with Chris Fill's strategy framework, namely the Put, Push, and Pull strategies. Through constant comparison between data sources, the researcher refined analytical categories and interpreted how communication strategies were designed, operationalized, and experienced. Analytical memos, reflective notes, and progressive coding helped ensure that conclusions were grounded in the empirical evidence rather than personal assumptions.

## Validity and Credibility of Findings

Several strategies were implemented to ensure the credibility and trustworthiness of the research. Triangulation of sources was conducted by comparing perspectives from Diskominfo, Bapenda, and public users, while methodological triangulation was achieved through the integration of interviews, observations, and documents. Member checking was performed by sharing summary interpretations with selected informants to verify accuracy and prevent misrepresentation. An audit trail was maintained to document decision-making processes, analytical steps, and data management procedures, thereby enhancing the dependability and confirmability of the study. These measures collectively strengthen the methodological rigor and ensure that the findings reflect the authentic realities of digital communication practices within the Makassar City Government.

## RESULTS AND DISCUSSION

### Institutional Management and Governance of *makassarkota.go.id*

The Makassar City Government positions the *makassarkota.go.id* website as a central digital instrument to support transparency and public information disclosure. This strategic orientation was clearly articulated by RM from the Informatics Applications Division (APTIKA):

*"The main purpose of this website is, of course, to provide information and transparency for the public, including for public services. The website has been managed by the Communications and Informatics Office since the inception of the local government website. The Makassar City Communications and Informatics Office manage the makassarkota.go.id website, but various departments are involved in its management. The Public Relations and Information, Communications, and Public Relations divisions are directly involved in the content of the information contained within it. The IKP division manages the content, while the Aptika division manages the platform, or website. I am here as an Aptika expert, tasked with managing the website." (In-Person Interview, July 10, 2025)*

This interview excerpt indicates that the makassarkota.go.id website is institutionally designed as a strategic communication platform rather than merely a technical information channel. Transparency and public service accessibility are emphasized as the core objectives, reflecting the principles of good governance and e-government. The clear division of roles between APTIKA as the technical manager and IKP/Public Relations as content managers demonstrates an organizational communication structure that separates infrastructure governance from message control. This separation reduces information bias, strengthens accountability, and ensures that public communication is both technically reliable and substantively accurate. JM from the IKP division further emphasized the integrative function of the website:

*"This website is intended to optimize public services through digital strategies, allowing the public to access it anytime and anywhere. The website features 12 public services, all of which are managed by each regional government agency (OPD), for example, Pakinta', managed by the Makassar City Regional Revenue Agency (Bapenda)." (Live Interview, July 10, 2025)*

JM's explanation highlights makassarkota.go.id as a digital integration hub that connects various public services under a single portal. While services remain substantively managed by their respective OPDs, the centralized website simplifies access for citizens. This governance model reflects a hybrid strategy centralized communication with decentralized service execution allowing efficiency without undermining sectoral authority. Such an approach strengthens institutional coordination while enhancing citizens' first contact with government services.

Regarding service management authority, RM explained:

*"Regarding public services, it involves different regional government agencies (OPD)... The Communications and Informatics Office (Diskominfo) only facilitate digitalization, such as providing servers, internet networks, public IP access, and so on." (Direct Interview, July 10, 2025)*

This statement confirms Diskominfo's role as a digital facilitator rather than a service operator. By limiting its authority to infrastructure provision, Diskominfo reinforces bureaucratic clarity and avoids overlapping mandates. This approach ensures that digital governance supports, rather than replaces, institutional responsibility, strengthening internal coordination and system sustainability. Jamaluddin from Public Relations and Public Information Services reinforced this communicative role:

*"We focus more on public information services... We ensure that the OPD's work is known to the public." (In-Person Interview, July 10, 2025)*

This excerpt illustrates that Public Relations and IKP act as communication intermediaries, translating technical bureaucratic outputs into accessible public information. Their role extends beyond dissemination to interpretation and clarification, which is crucial for minimizing public misunderstanding and building trust in government communication.

### **Communication Channels, Content Strategy, and Public Outreach**

The introduction of the makassarkota.go.id website to the public relies heavily on media convergence strategies. RM explained:

*"The Communications and Information Department (Diskominfo) has undertaken various efforts, including activating social media... Social media is more common than websites, especially among young people." (Live Interview, July 10, 2025)*

This interview result shows that Diskominfo strategically utilizes social media as an entry point to direct audiences toward the official website. This approach reflects an understanding of audience media consumption behavior, particularly among younger demographics. Social media functions as an awareness-building tool, while the website remains the authoritative information source. Regarding website design and content structure, RM stated:

*"Overall, it's important to understand that this site serves as a homepage. It's a place to display a catalog of all the services offered by various regional government agencies (OPDs)." (Direct Interview, July 10, 2025)*

This statement indicates that makassarkota.go.id is designed as a navigational gateway rather than a fully integrated service platform. By positioning the website as a service catalog, the government prioritizes user accessibility and clarity. However, this also requires strong inter-agency coordination to ensure content consistency and accuracy across OPDs. RM also acknowledged the absence of a specific campaign:

*"There hasn't been any direct public introduction of the makassar.go.id website..." (Live Interview, July 10, 2025)*

The absence of a dedicated campaign suggests that website visibility relies largely on indirect promotion through OPD services and physical symbols such as banners and uniforms. While this approach embeds the website within everyday bureaucratic interactions, it may limit broader public recognition of makassarkota.go.id as the city's main digital gateway.

### **Public Service Outcomes: Service Quality, Responsiveness, and Satisfaction**

Public service quality is reflected in user experiences with digital services accessed through makassarkota.go.id. Andi Nabilah Ridwan (ANR), a DPMPPTSP service user, explained:

*"The steps are clear, sequential, and straightforward, so I immediately understood what to do." (Online Interview, July 13, 2025)*

This statement demonstrates that clear communication design directly enhances perceived service quality. Simplified language and structured procedures reduce administrative complexity, allowing users to navigate services independently. This reflects effective digital message framing that supports ease of use and public confidence. Regarding responsiveness, ANR further stated:

*"I can complete almost the entire process online, from registration to tracking the permit status." (Online Interview, July 13, 2025)*

This finding indicates that responsiveness is achieved through system integration and real-time information access. The ability to monitor service progress online reflects transparency and institutional accountability, reducing dependency on face-to-face interactions. On public satisfaction, ANR added:

*"I can even download the PDF documents from the website; it's very easy." (Online Interview, July 13, 2025)*

This excerpt highlights user empowerment as a core dimension of satisfaction. Digital access to official documents enhances user autonomy and reinforces trust in government services, encouraging repeated use. Similarly, users of the Pakinta' tax service reported positive experiences related to efficiency and transparency. The availability of digital payment options, responsive assistance, and transparent procedures significantly reduces administrative burden and waiting time. These outcomes strengthen public trust and satisfaction, demonstrating that digital communication strategies can directly improve perceptions of government performance and service legitimacy.

## **Integration of Put–Push–Pull Strategies in Makassar.go.id as a Public Communication Platform**

The findings of this study indicate that the official website [makassarkota.go.id](http://makassarkota.go.id) functions as an integrated public communication platform that supports transparency, coordination, and public participation. Based on interviews with the Makassar City Communications and Informatics Office (Diskominfo), the website is not merely designed for one-way dissemination of information, but also serves as a medium for internal coordination among Regional Apparatus Organizations (OPDs) and as a tool for maintaining sustainable relationships with the public. This confirms that the website plays a strategic role in local e-government implementation.

The application of the Put Strategy is reflected in the website's ability to attract public attention through relevant, up-to-date, and easily accessible content. [Makassarkota.go.id](http://Makassarkota.go.id) presents official news, government activity agendas, announcements, and public service guidelines, supported by visual elements such as photos, videos, and infographics. The simple and responsive interface enables users to access information across various devices. These findings support Henman & Graham (2018), who argues that government websites can function as effective public information hubs, and Effing & Spil (2016), who emphasizes that early-stage public attention is strongly influenced by the strategic use of digital media.

Meanwhile, the Push Strategy is evident in the internal processes that precede information publication. Interviews reveal that all information displayed on the website must be verified by the relevant OPDs to ensure accuracy and consistency. Diskominfo strengthens internal capacity through technical training for administrators and by ensuring system security and stability. In addition, the website facilitates cross-OPD coordination by functioning as a shared information channel. This finding aligns with Sarker et al. (2018), who highlights the importance of digital infrastructure and civil servant capacity in supporting smart governance, and Pedrosa et al. (2020), who emphasizes internal coordination as a key determinant of digital public service effectiveness.

The Pull Strategy is implemented through interactive features that allow two-way communication, such as public complaint channels, feedback forms, and official contact information. Public input submitted through the website is forwarded to the relevant OPDs for follow-up, and the outcomes are communicated transparently. Regular publication of program achievements and activity reports further strengthens accountability. This finding is consistent with Firman et al. (2023), who underline the importance of official complaint management systems, and Irvita & Asriani (2025), who notes that transparent reporting enhances public trust.

### **Communication Strategy of Pakinta' as a Digital Public Service Innovation**

The Pakinta' (Integrated & Digitalized Tax) service managed by the Makassar City Regional Revenue Agency (Bapenda) represents a concrete application of digital transformation in regional tax services. Based on interviews with Bapenda, Pakinta' was designed to simplify tax payments, increase transparency, and improve service efficiency. Its communication strategy also reflects the integration of Chris Fill's Put–Push–Pull framework.

From the management perspective, the Put Strategy was implemented through intensive promotion during the service's introduction phase. Bapenda utilized multiple channels, including [makassarkota.go.id](http://makassarkota.go.id), official social media, billboards, banners, and outreach activities such as Car Free Day events. Promotional content emphasized ease, speed, and flexibility, supported by infographics, digital posters, and video tutorials. From the public's perspective, these promotional efforts helped taxpayers understand procedures without visiting the Bapenda office. This finding supports Shaddiq et al. (2021); López et al. (2019) and Ahmed et al. (2019), who demonstrates the effectiveness of digital promotion in attracting public attention, and Masvita Anwar (2024), who highlights the importance of combining digital and face-to-face outreach (Gamhewage et al., 2022).

The Push Strategy in Pakinta' is reflected in the strengthening of internal and external coordination. Interviews show that updates to tax policies are first disseminated internally to ensure uniform understanding among employees. Coordination with external partners such as banks, e-wallet providers, and retail payment outlets is also prioritized to ensure seamless transactions. The system is regularly updated, secure, and equipped with transaction monitoring features. These findings are consistent with Tariverdi et al. (2023) and Purnamasari et al. (2025), who emphasize the role of infrastructure readiness and procedural simplification in improving service accessibility.

The Pull Strategy is realized through relationship-building efforts with taxpayers. Bapenda provides interactive communication channels, including call centers and complaint services. Complaints and feedback are responded to promptly, and follow-up results are communicated transparently (Dahm et al., 2018; Brenner et al. 2022). Additionally, information about tax incentives, penalty waivers, and mobile service schedules is regularly disseminated as a form of public appreciation. This aligns with Firman et al. (2023); Henderson et al. (2020); Zainal et al. (2018), who argue that sustained communication and responsiveness are essential for maintaining public trust and compliance.

### **Implications for Digital Public Services and Public Trust in Makassar City**

The combined findings from Diskominfo and Bapenda indicate that digital technology has become a primary instrument for improving public service quality in Makassar City. [Makassarkota.go.id](http://Makassarkota.go.id) functions as the main gateway for accessing government information and services, while Pakinta' serves as a specialized digital service that enhances efficiency in the regional tax sector. Both platforms contribute to faster service delivery, improved accessibility, and stronger government-public interaction (Ma et al., 2023).

These findings are consistent with Yusmanizar et al. (2020), who argue that the management of digital government channels in Makassar must adhere to e-government principles using the POST (People, Objectives, Strategy, Technique) framework. Their study demonstrated that digital channels significantly enhance public information transparency and participation. Similarly, Yusmanizar et al. (2023) emphasize that digital platforms should not only disseminate information but also create interactive spaces that enable public engagement. In this context, [makassarkota.go.id](http://makassarkota.go.id) requires a sustainable and planned content strategy to ensure message consistency, clarity, and relevance to community needs.

From the public perspective, interviews indicate that digital services provide tangible benefits, including reduced administrative burdens, time efficiency, and increased transparency. However, respondents also noted challenges such as response delays during peak hours and the need for interface improvements for users with limited digital literacy. These insights suggest that while digital communication strategies have been effective, continuous refinement is necessary to ensure inclusivity and service quality.

Overall, this study demonstrates that Diskominfo, as the Main PPID, and Bapenda, as an Implementing PPID, have successfully improved public service delivery through the integration of digital technology and strategic communication. By consistently applying Put, Push, and Pull strategies, both agencies contribute to more transparent, responsive, and participatory public services. This finding reinforces previous research that highlights the importance of technological integration, planned communication strategies, and public satisfaction orientation in realizing effective digital-era governance.

### **CONCLUSION**

[Makassarkota.go.id](http://Makassarkota.go.id) has functioned not merely as an information gateway, but as a strategic instrument of digital governance that integrates public communication, service delivery, and institutional coordination within the Makassar City Government. The platform consolidates access to twelve public services, with Pakinta' (Integrated & Digitalized Tax) emerging as a flagship innovation that demonstrates how digital communication strategies can translate into

tangible improvements in efficiency, transparency, and taxpayer compliance. The findings confirm that the application of Chris Fill's Put, Push, and Pull communication strategies is not implemented in isolation, but operates as an integrated system that supports both service performance and public engagement. Beyond reaffirming service effectiveness, this study highlights broader implications for municipal-level e-government practices. The Put Strategy contributes to institutional legitimacy by ensuring visibility, clarity of information, and initial public awareness, while the Push Strategy strengthens internal governance through inter-agency coordination, message consistency, and infrastructural readiness. Meanwhile, the Pull Strategy plays a crucial role in sustaining public trust by facilitating two-way interaction, responsiveness to complaints, and long-term relationship building between government institutions and citizens. Together, these strategies illustrate how communication design can function as a governance mechanism rather than a purely technical or promotional activity. From a digital governance perspective, the integration of communication strategies within makassarkota.go.id demonstrates that effective e-government is not solely dependent on technological infrastructure, but also on coherent communication management that aligns organizational capacity with public expectations. The collaborative model between Diskominfo and Bapenda shows that cross-institutional synergy is essential for sustaining digital public service innovation. This approach reinforces transparency and accountability, which are foundational principles for building public confidence in digital government initiatives. The findings suggest that the Makassar experience offers transferable insights for other municipalities seeking to strengthen digital public services. The strategic integration of communication frameworks, service platforms, and user-centered design can serve as a reference model for local governments aiming to enhance institutional trust, improve citizen compliance, and ensure the sustainability of digital service innovation. Therefore, this study contributes not only to empirical discussions on government communication strategies, but also to the broader discourse on how digital communication can support inclusive, legitimate, and resilient public service governance in the evolving e-government landscape. Makassarkota.go.id serves as the Makassar City Government's primary public service portal, integrating information, policies, and access to 12 public services, including Pakinta'. Pakinta' (Integrated & Digitalized Tax) is one of the services on Makassarkota.go.id that has successfully simplified the public's online local tax payments, increasing efficiency, transparency, and taxpayer compliance. The implementation of a communication strategy based on Chris Fill's theory (Put, Push, Pull Strategy) across these two services has attracted public attention, strengthened internal coordination, and built long-term relationships between the government and the public. The collaboration between the Communications and Information Agency (Diskominfo) and Bapenda (Regional Revenue Agency) in managing Makassarkota.go.id and Pakinta' has resulted in consistent information, ease of access, and quality digital public services. An effective communication strategy has a direct impact on the realization of more accessible, fast, transparent, and responsive public services.

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