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ANALYSIS OF THE DIGITAL SERVICE QUALITY OF THE MYICON+ APPLICATION IN SUPPORTING THE DIGITAL TRANSFORMATION OF PUBLIC SERVICES AT PT PLN ICON PLUS

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Abstract :

The digital transformation of public services in Indonesia increasingly requires digital platforms that are not merely available, but also reliable, secure, responsive, and inclusive across the entire service journey. This study analyzes the digital service quality of the MyICON+ application in supporting public service digital transformation at PT PLN Icon Plus using the Electronic Service Quality (E-ServQual) framework, consisting of e-tangibility, reliability, responsiveness, assurance, and empathy. The study employs a descriptive qualitative approach through in-depth interviews, non-participant observation, and documentary analysis of updated 2026 information from official PLN Icon Plus publications, Google Play, Apple App Store, and ICONNET service pages. The findings show that MyICON+ has progressed from a supporting application into a multi-channel service portal available through mobile and web access, with official functions covering complaint reporting, service-status monitoring, product management, billing history, and service information. Recent platform indicators such as more than one million downloads on Google Play, regular application updates, and a 4.1/5 rating from around 6.7 thousand ratings on the App Store indicate broader adoption and active maintenance. Nevertheless, the quality of digital transformation remains partial. Assurance is relatively strong due to institutional credibility, data-encryption claims, and information-security-related certifications, while reliability and responsiveness remain critical because users still report instability, delayed complaint handling, and inconsistent service-status accuracy. The study identifies a reinforced digital-facade phenomenon, in which visible digital access has improved faster than back-end process reliability and human-centered service recovery. The study recommends strengthening back-end infrastructure, harmonizing privacy communication, restructuring SLA monitoring, and developing a role-based digital empathy ecosystem.

Keywords : Digital Service Quality, E-ServQual, Digital Transformation, MyICON+

INTRODUCTION

The post-pandemic era of digital transformation has brought a fundamental shift in the way public-sector organizations, state-owned enterprises, and strategic service providers deliver services to the public. Digitalization is no longer understood merely as the transfer of manual processes to electronic channels, but as a comprehensive transformation of business processes, data governance, infrastructure capacity, information security, and user experience. In the context of Indonesian public services, users' main

demands now include service access across multiple channels, transparency of service status, personal data security, and fast, traceable responses to disruption handling. Therefore, digital service quality must be assessed comprehensively, not only from the existence of an application, but also from the application's ability to connect the user interface with reliable operational processes behind the scenes.

At the national level, the digital transformation of public services remains grounded in Presidential Regulation Number 95 of 2018 concerning the Electronic-Based Government System (SPBE), which emphasizes the need for SPBE governance to realize clean, effective, transparent, and accountable government, as well as quality and trusted public services. This policy direction is relevant to state-owned enterprises because their digital services also represent the state in providing public and strategic services. Thus, digital service applications such as MyICON+ need to comply with SPBE principles, especially process integration, security, service accountability, and user-experience orientation.

State-Owned Enterprises (BUMN) hold a strategic position in Indonesia's public-service ecosystem because they perform both business functions and public-interest service functions. In the context of digital transformation, BUMN cannot merely provide application channels; they must also ensure that these channels can accelerate service processes, strengthen user trust, and provide digital evidence for every service interaction. PLN Icon Plus, as part of the PLN ecosystem, has an important position because its services are located at the nodes of connectivity, digital solutions, data centers, and information-technology services that support business activities, government, and household customers through the ICONNET ecosystem.

Recent information from official PLN Icon Plus channels shows that the company has expanded its identity as an integrated provider of smart connectivity solutions, digital solutions, and green energy. On its official service page, PLN Icon Plus affirms support from more than 800 points of presence (POP) throughout Indonesia and a service portfolio covering network, corporate internet, infrastructure and device, infrastructure broadband, and retail ICONNET. This development strengthens the relevance of the study because the quality of the MyICON+ application affects not only application-user satisfaction, but also the quality of PLN Icon Plus's connectivity ecosystem and digital services as a whole.

PT PLN Icon Plus is a subsidiary of PT PLN (Persero) established in 2000 and initially focused on meeting PLN's telecommunication-network needs. As the business developed, the company expanded its services into smart connectivity, digital solutions, and green energy. Official information in 2026 states that MyICON+ is positioned as an integrated digital portal that enables customers to access PLN Icon Plus services flexibly and efficiently through both the mobile application and the web portal. Officially mentioned features include disturbance reporting, service-status checking, management of products used, feature and promotion information, and business-service management for

corporate customers.

Based on application-information updates as of July 2, 2026, MyICON+ has shown stronger adoption and maintenance indicators compared with the initial picture in the first quarter of 2024. Google Play lists MyICON+ as a Communication category application with a rating of 4.3/5, 53.7 thousand reviews, more than 1 million downloads, the latest update on June 29, 2026, and a data-safety statement that data is encrypted in transit. On the Indonesian App Store, MyICON+ is recorded as having a 4.1/5 rating based on around 6.7 thousand ratings, with an update history emphasizing bug fixes, a fresh new look, improved performance, and faster loading times. Nevertheless, some user reviews still show complaints about delayed complaint handling, force closes, ineffective live agents, and mismatches in handling status. This condition indicates a quality paradox: application adoption and technical updates have increased, but the service experience has not been fully consistent in the reliability and responsiveness dimensions.

Based on this description, the research problem needs to be adjusted to the latest context. First, MyICON+ can no longer be understood merely as a supporting application, but as a digital service portal that connects mobile channels, web channels, individual customers, and corporate customers. Second, feature updates and adoption indicators need to be tested against users' actual experiences so that the evaluation does not stop at application-distribution indicators. Third, differences in privacy and security information across various application-distribution platforms need to be read as part of the assurance dimension because user trust is influenced by the clarity of data communication. Fourth, the strengthening of the PLN Icon Plus Data Center in 2026 indicates an agenda to improve infrastructure reliability, so the discussion of service quality needs to connect application experience with back-end readiness and operational processes. Therefore, this study analyzes the digital service quality of the MyICON+ application comprehensively using the E-ServQual framework to produce recommendations relevant to the latest conditions of PT PLN Icon Plus.

RESEARCH METHOD

This study uses a descriptive qualitative approach to understand in depth users' experiences in using the MyICON+ application and the factors that shape perceptions of digital service quality within the framework of public-service digital transformation at PT PLN Icon Plus. Primary data were obtained through in-depth semi-structured interviews with eight informants consisting of five active users, two service managers, and one expert/policy stakeholder. Secondary data were updated through documentary studies of official 2026 sources, including the official PLN Icon Plus page, official MyICON+ articles, ICONNET service pages, Google Play, and the Apple App Store. Triangulation was carried out by comparing informant experiences, non-participant observation of application features, and the latest documentary information related to features, application updates, data security, ratings, downloads, and infrastructure-strengthening agendas. Data were analyzed using the Interactive

Analysis Model of Miles, Huberman, and Saldaña, which includes data condensation, data display, and cyclical conclusion drawing.

FINDINGS AND DISCUSSION

General Overview of PT PLN Icon Plus

PT PLN Icon Plus is a subsidiary of PT PLN (Persero), established in 2000 to support PLN's telecommunication-network needs and later developed into a provider of smart connectivity solutions, digital solutions, and green energy. The latest official information shows that the company does not rely only on fiber-optic networks and PLN's right of way, but also expands services through more than 800 POPs throughout Indonesia, corporate internet services, IPVPN, infrastructure and device, infrastructure broadband, retail ICONNET, and digital solutions such as customer care and billing apps. In this context, MyICON+ is positioned as an integrated digital portal available through the mobile application and web portal to support disturbance reporting, service-status monitoring, product management, billing history, promotion information, and business-service management. Thus, MyICON+ is no longer only an additional communication channel, but part of PLN Icon Plus's customer-experience infrastructure that must be measured by interface integration, back-end reliability, response speed, data security, and service-personalization capability.

Table 1 : Brief Profile of PT PLN Icon Plus and the MyICON+ Application

Aspect	Description
Company Name	PT PLN Icon Plus
Type of Company	Subsidiary of PT PLN (Persero) / State-Owned Enterprise
Year Established	2000
Business Field	Smart Connectivity, Digital Solution, Green Energy, Data Center, Corporate Internet, ICONNET, and integrated ICT services
Infrastructure Coverage	>800 POPs throughout Indonesia, PLN RoW and pole support, and fiberization/FOC services
Application Name	MyICON+
Platform	Android (Google Play), iOS (App Store), and the customer.iconpln.co.id web portal
Main Features	Coverage check, billing history, product updates, disturbance reporting, handling-status monitoring, product management, promotion information, and business-service management

Aspect	Description
Google Play Indicators (July 2, 2026)	1 million+ downloads; Communication category; latest update June 29, 2026; data encrypted in transit
App Store Indicators (July 2, 2026)	Rating 4.1/5 from ±6.7 thousand ratings; version 2.0.10; Business category; iOS 15.0+

Based on Table 1, the MyICON+ profile needs to be updated from merely a mobile-based service application into a cross-channel digital service portal. The latest indicators show increased application adoption and maintenance, namely a 4.3/5 rating and more than 1 million downloads on Google Play, the latest update on June 29, 2026, and a 4.1/5 rating on the Indonesian App Store. However, distribution indicators and aggregate ratings do not automatically mean that all dimensions of service quality are already optimal, because user complaints and interview results still indicate problems related to network reliability, ticket-status accuracy, complaint-handling response speed, and limited self-help guidance.

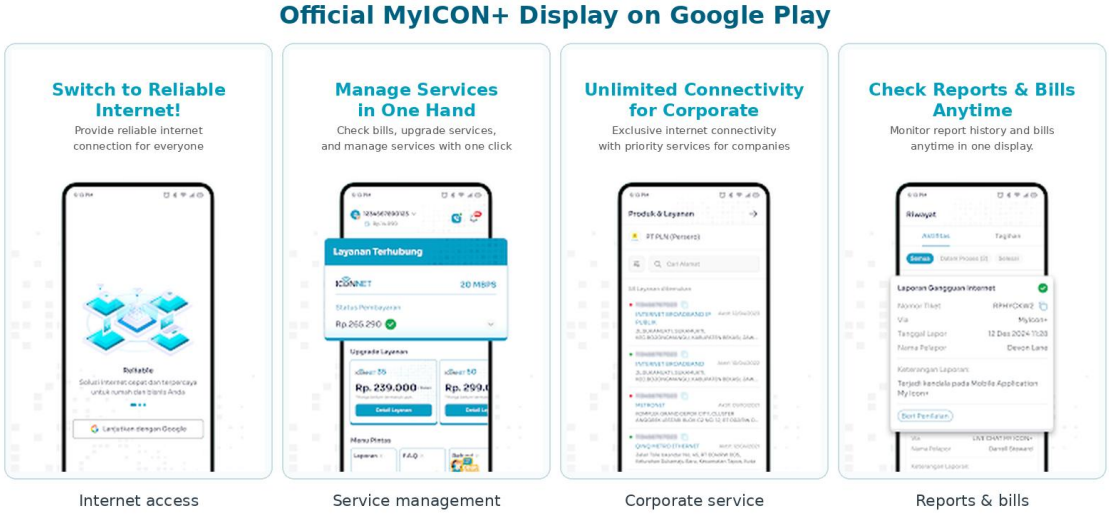

Figure 1 : Display of the MyICON+ application on Google Play

Based on Figure 1, MyICON+ visually presents a service direction relevant to this study, namely internet access, service management in one hand, corporate services, and checking reports and bills. This display supports the e-tangibility dimension because the application interface presents the main functions in a structured way. However, the figure also shows that the success of digital services is not sufficient to be assessed from the menu display; actual quality still depends on whether disturbance reports, ticket status, bills, and service information can be processed accurately, quickly, and consistently in the user experience.

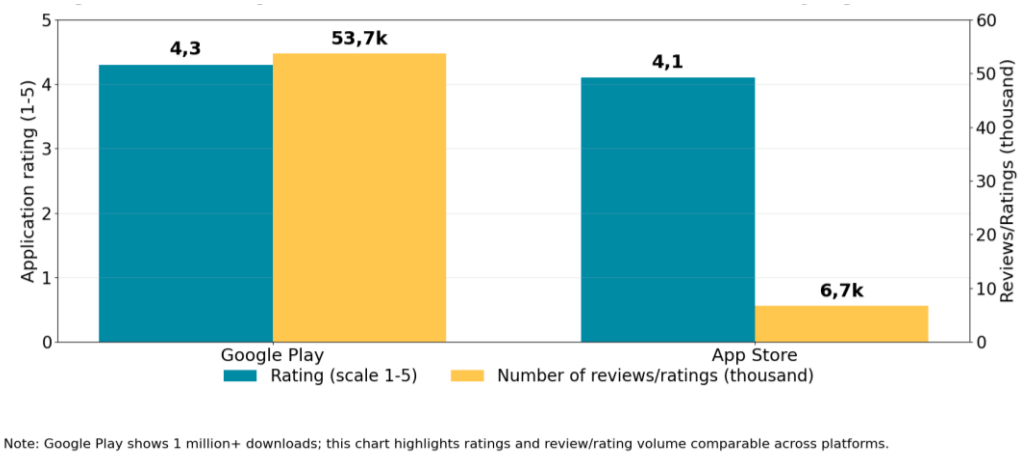

Figure 2 : MyICON+ Adoption and Feedback Indicators on Google Play and the App Store

Based on Figure 2, MyICON+ has strong adoption indicators because Google Play shows more than 1 million downloads, a 4.3/5 rating, and 53.7 thousand reviews, while the App Store shows a 4.1/5 rating from around 6.7 thousand ratings. These data indicate that the application has been widely used and has actively obtained user feedback. However, the high volume of reviews actually reinforces the urgency of service-quality analysis because complaints about disruptions, slow responses, live agents, and force closes show that a fairly good aggregate perception still leaves problems in reliability and responsiveness.

Table 2 : Triangulation Matrix of MyICON+ Digital Service Quality Based on E-ServQual Dimensions

E-ServQual Dimension	Field Evidence and Digital Platform	Finding Category	Improvement Implications
E-Tangibility	The official application display shows menus for service access, bill management, products/services, disturbance reports, and corporate services. The 2025-2026 App Store version history also records a fresh new look, improved performance, faster loading times, and bug fixes.	Fairly good and tends to improve	Requires onboarding, explanations of technical terms, more intuitive icons, and simpler main-task flows.

E-ServQual Dimension	Field Evidence and Digital Platform	Finding Category	Improvement Implications
Reliability	Interviews show that service status and monitoring data are not always synchronized with actual conditions. Open reviews on Google Play and the App Store still contain complaints about repeated disruptions, application errors/force closes, and unclear handling status.	Weak/critical	Requires real-time integration among the application, ticketing, network monitoring, and Data Center; SLAs must be verifiable by users.
Responsiveness	The official ICONNET page positions MyICON+ as a channel for disturbance reporting and status monitoring. However, user experience shows that ticket responses and live agents are not always fast, so users still move to other channels to obtain certainty.	Weak/critical	Requires first response time, resolution time, automatic escalation, progress notifications, and a more transparent ticket-control dashboard.
Assurance	Google Play displays data encrypted in transit, no data shared with third parties, and no data collected. The App Store states that location and contact information may be collected but are not linked to user identity.	Relatively good, needs harmonization	Requires a consistent cross-platform privacy summary that is easy to find and uses simple language for users.
Empathy	Official PLN Icon Plus articles state that MyICON+ serves individual and corporate segments. Interviews show different user needs: households focus on bills and disruptions, while corporations need service dashboards, SLA reports, and ticket history.	Not yet optimal	Requires a role-based dashboard, contextual self-help guidance, feature recommendations according to profile, and feedback after tickets are resolved.

Based on Table 2, the digital service quality of MyICON+ shows a sharper

pattern compared with the general information table. The assurance and e-tangibility dimensions have relatively stronger information support because the application has been updated, is widely used, and displays data-security claims. However, reliability and responsiveness remain priority areas for improvement because field evidence shows that the main problems lie in service stability, status accuracy, response speed, and ticket-handling processes. Thus, MyICON+ digital transformation needs to move from mere digital access toward end-to-end digital service recovery that users can monitor and hold accountable.

Service Quality of the MyICON+ Application

E-Tangibility Dimension

The e-tangibility dimension in the context of the MyICON+ application refers to visual appearance, user-interface design, ease of navigation, technical response speed, and clarity of information presentation in the application. Findings from in-depth interviews, observation, and documentary studies reveal varied conditions in this dimension. Mr. Rendra Kusuma stated:

> "*In terms of appearance, the MyICON+ application is quite clean and not too crowded. The menu layout is fairly structured, although I admit that when I first used it, it took several days to really memorize where the features were located. What is somewhat disturbing is the loading time, especially when I open the service-monitoring page in the morning during peak hours; it can take 5-8 seconds. For an ICT company at the level of PLN Icon Plus, I think that standard is still insufficient.*"

Based on the interview response above, Mr. Rendra Kusuma acknowledges that the MyICON+ application interface already meets basic visual-neatness standards, but highlights two problems in the e-tangibility dimension: a learning curve that still feels quite steep for new users, and page-loading speed that has not met the expectations of corporate users who are accustomed to high-performance digital-service standards. This indicates that although the application's visual aesthetics are adequate, technical performance as an integral part of e-tangibility still needs to be improved significantly. Ms. Nadia Rahmayanti provided the following view:

> "*In my opinion, the application design is already modern and does not look outdated. But there are several menu icons that I feel are less intuitive; their functions are not immediately clear without trying them first. For example, with the SLA Report feature, I was confused about where to find it until I finally asked our IT team. Ordinary users who are not familiar with ICT technical terminology might be even more confused.*"

Based on the interview response above, Ms. Nadia Rahmayanti underscores the issue of intuitiveness, or the ease of understanding icons and navigation in the MyICON+ application. This finding shows that the application interface design, although visually modern, has not fully applied user-centered design principles. The use of ICT technical terminology without contextual explanations in the application has the potential to create access barriers for some user segments, especially those from non-technical backgrounds. Mr. Andi Prasetyo, as Manager of Digital Services at PT PLN Icon Plus, explained:

> "*We did design the MyICON+ interface for technical user profiles familiar with ICT terminology, because most of our customers are large companies with internal IT*

teams. However, we realize that not all users who access this application are technical people; some are from finance, administration, or management who need access to billing and monitoring features. This is what we are evaluating for the next version update."

Based on thematic analysis and application-information updates, the e-tangibility dimension of the MyICON+ application is in the Fairly Good category with a tendency to improve. The 2025-2026 App Store update history, which mentions a fresh new look, improved performance, faster loading times, and bug fixes, shows that the developer has attempted to improve the interface appearance and performance. However, interview findings still show that some icons, technical terms, and navigation flows are not yet fully intuitive for non-technical users. Thus, visual improvement needs to be continued toward a more inclusive design through term explanations, onboarding, and simplification of main task paths such as disturbance reports, billing, and service status.

Reliability Dimension

The reliability dimension reflects the ability of the MyICON+ application to function stably, consistently, and dependably in delivering promised services, including the accuracy of displayed data, system stability, and accuracy in processing service requests. Findings in this dimension are the most critical and most consistently found across all categories of informants. Mr. Fajar Setiawan stated:

"As a Network Engineer, I rely heavily on the monitoring feature in MyICON+ to monitor the status of our connectivity services in real time. The problem is that the data displayed in the application is often not synchronized with actual field conditions. There was an incident last January where the application showed that our service status was 'Normal', even though in reality signal degradation had occurred two hours earlier. As a result, we responded late and our SLA was exceeded. This harmed us contractually."

Based on the interview response above, Mr. Fajar Setiawan reveals a highly crucial problem in the reliability dimension, namely the inaccuracy of real-time data displayed in the MyICON+ application compared with actual infrastructure conditions. This finding is very serious because inaccurate information on a monitoring platform for corporate customers is not merely a matter of usage inconvenience, but can cause real and measurable business losses, in this case in the form of Service Level Agreement (SLA) violations with legal and financial implications for customers. Mr. Hendra Gunawan, in the interview, conveyed a similar experience from a managerial perspective:

"From my position as Operations Director, what I expect from MyICON+ is the assurance that all reports appearing in the application are accurate and reliable. But based on my team's and my experience, this application often goes down or loads slowly, especially during working hours. Three times we tried to access the application to view monthly SLA reports before meetings with clients, and the application instead produced errors. This greatly disrupts our work professionalism."

Based on the interview response above, Mr. Hendra Gunawan highlights the impact of MyICON+ system unreliability from operational and reputational

perspectives. This statement confirms that application-service disruptions at critical moments, such as preparation for meetings with clients, not only interfere with work productivity but also have the potential to damage the customer's professional image in the eyes of their clients. This shows that the impact of low application reliability is cascading: it is not only felt by direct users but also affects customers' broader business value chain. Ms. Sari Maulida, as Head of the Customer Experience Division of PT PLN Icon Plus, provided an explanation from an internal perspective:

> *"We acknowledge that system-stability issues are indeed a major challenge that we continue to address. The MyICON+ application back-end infrastructure is currently in the process of migrating to a more modern and scalable architecture. Some instabilities reported by customers are indeed related to this transition process. We target an increase in system uptime to 99.5% by the end of 2024, compared with the current average of 97.8%."*

Based on interview responses and the latest information, reliability remains a critical dimension even though PLN Icon Plus has shown an infrastructure-strengthening agenda through Data Center development in 2026. Back-end strengthening is a strategic step because the problems appearing in MyICON+ concern not only application loading, but also service-status accuracy, monitoring-data synchronization, and ticket-processing consistency. Thus, infrastructure modernization needs to be accompanied by real-time data integration, ticketing-quality audits, and SLA indicators that users can verify so that technical-capacity improvements are truly reflected in the digital service experience.

Responsiveness Dimension

The responsiveness dimension measures the speed and readiness of the MyICON+ application and the integrated customer-service ecosystem within it in responding to user requests, disturbance reports, and questions in a timely and effective manner. Ms. Dewi Anggraini conveyed her experience as follows:

> *"I once submitted a trouble ticket through the MyICON+ application to report an internet-connection disruption at our office. From the time I submitted it until the first response from the technician team, it took more than six hours. Yet the application states that a 'High' priority disturbance will be responded to within two hours. So there is a mismatch between the promise written in the application and the reality of the response in the field. And when I tried to use the live-chat feature in the application to ask about the ticket status, there was no response at all – the chat seemed to be simply abandoned."*

Based on the interview response above, Ms. Dewi Anggraini shows that the responsiveness problem does not lie in the absence of a reporting feature, but in the gap between a digital ticket that is successfully created and the operational response felt by users. This condition aligns with open user reviews of the application that still highlight the length of disturbance handling, repetitive service responses, and the need to resend evidence or customer data. Therefore, a digital channel cannot be considered responsive if ticket status is not updated in a timely manner and is not accompanied by realistic estimates of completion.

"I have tried various ways to get a quick response from the MyICON+ team when there is a problem: WhatsApp to the listed number, email, and the reporting feature in the application. Of the three, WhatsApp is actually the fastest to respond – not the feature inside the application itself. The feature in the application can take days. This makes me wonder: what is the point of the trouble-ticketing feature in the application if, in the end, the more effective channel is outside the application?"

Based on interview responses and official information updates, the responsiveness dimension is still classified as weak. The official ICONNET page has positioned MyICON+ as a channel for reporting disturbances, monitoring handling status, and obtaining the latest product information; however, the existence of a reporting feature does not guarantee a fast response and accurate resolution. User complaints on Google Play and the App Store regarding service disruptions, live agents, force closes, and slow complaint handling reinforce the interview finding that digital responses need to be improved at the levels of workflow, escalation, and status communication. Therefore, responsiveness measures need to be directed toward first response time, resolution time, clarity of escalation, and consistency of ticket-status updates.

Assurance Dimension

The assurance dimension relates to the trust, sense of security, and confidence felt by users in interacting and transacting through the MyICON+ application, including data security, privacy-policy transparency, and the credibility of the company as a service provider. Mr. Hendra Gunawan stated:

"One thing I believe about MyICON+ is the security of our company data. After all, this is a PLN product, a state-owned company that has been proven and regulated. Our ICT service data concerns highly sensitive internal network infrastructure, and I trust that PLN Icon Plus will not treat our data carelessly. But I must admit that information about the privacy policy and how our data is used is not easy to find in the application. If someone wants to read the policy, they have to search for it first."

Based on the interview response above, Mr. Hendra Gunawan reveals an interesting dynamic in the assurance dimension: trust in data security is built not primarily because of transparent security features in the application, but because of PT PLN's institutional reputation as a recognized and regulated state-owned enterprise. This finding indicates that assurance in MyICON+ is more institutional trust (institution-based trust) than functional trust (feature-based trust and transparency shown by the platform). The difficulty of finding the privacy policy in the application interface is a weakness that needs to be addressed, considering that data-policy transparency is one of the minimum standards of good digital-platform governance. Ms. Dewi Anggraini added a different perspective:

"I once experienced a situation where I forgot my MyICON+ application password. The password-reset process was quite long and required layered verification, which on one hand is good for security, but on the other hand is very time-consuming when quick access is needed in an emergency. I appreciate that security is prioritized, but I hope there will be a more flexible option such as biometric login, which many modern applications have already implemented."

Based on the interview response above, Ms. Dewi Anggraini highlights a dilemma commonly faced in digital-platform security design, namely the trade-off between a high level of security and ease of user access (security vs. usability). The experience conveyed shows that although layered authentication systems reflect a commitment to assurance, their implementation has not been optimized to provide a comfortable user experience. The absence of biometric authentication options, which have now become standard in many modern enterprise applications, is a functional gap that needs to be filled immediately. Mr. Andi Prasetyo provided an explanation from the management perspective:

> "*Customer data security is our number-one priority. The security infrastructure of MyICON+ has implemented end-to-end encryption, multi-factor authentication, and real-time cyber-security threat monitoring. We have also obtained ISO/IEC 27001 certification for the information-security management system. We do acknowledge that information about these security measures has not been sufficiently communicated to users within the application, and this is what we need to improve in terms of transparency and user education.*"

Based on interview responses and the latest sources, assurance is the relatively strongest dimension, but it still requires harmonization of privacy communication. Google Play displays claims that no data is shared with third parties, no data is collected, and data is encrypted in transit, while the App Store states that location data and contact information may be collected but are not linked to user identity. This difference in presentation does not automatically indicate a violation, but it may create confusion for users if it is not explained consistently. Thus, MyICON+ needs to provide a privacy, security, and data-use summary that is easy to find within the application so that institutional trust can develop into functional trust.

Empathy Dimension

The empathy dimension reflects the extent to which the MyICON+ application provides sincere, personal, and needs-oriented attention to each user's specific needs, manifested through personalization features, universal accessibility, availability of guidance, and the platform's ability to understand the diversity of user needs. Ms. Nadia Rahmayanti conveyed a highly representative view regarding this dimension:

> "*The MyICON+ application feels like it is designed for everyone, but not really for anyone specifically. What I mean is that there is no personalization at all – every time I open the application, the display is exactly the same for all users. Yet my needs as an IT Supervisor are certainly different from those of my colleagues in finance, who only need access to billing features. If there were a feature to customize the dashboard according to role or preference, it would greatly help our productivity.*"

Based on the interview response above, Ms. Nadia Rahmayanti accurately identifies a fundamental weakness in the empathy dimension of the MyICON+ application, namely the absence of personalization features that allow users to adjust the display and feature access according to their roles and specific needs. This finding is relevant because MyICON+ corporate customers are generally organizations with various user roles that have very different access needs. The

one-size-fits-all approach currently applied in the MyICON+ interface design reflects a lack of empathy orientation toward the actual diversity of user needs. Mr. Fajar Setiawan revealed a different aspect of empathy:

> "*As a new user at the beginning, I had quite a lot of difficulty understanding how several features in MyICON+ worked, especially those related to SLA reporting configuration. I tried to find a user guide inside the application, but there was only a short FAQ that I felt was not comprehensive enough. In the end, I had to contact our account manager at PLN Icon Plus to ask to be taught directly. The application should be able to guide its users independently without always relying on human assistance.*"

Based on the interview response above, Mr. Fajar Setiawan underscores the limited self-service capability in the MyICON+ application. The insufficiency of user guidance within the application and users' dependence on direct assistance from PT PLN Icon Plus personnel to understand advanced features indicate that the platform has not been designed with sufficient empathy for the user journey from onboarding to advanced use. This finding is important because a good digital platform should be able to empower users to become independent (self-empowering), not create new dependence on human support channels. Ms. Sari Maulida, from the management perspective, reflected on the challenges faced:

> "*We are very aware that personalization and user guidance are areas that still need much development in MyICON+. We are designing onboarding features that are personalized based on user roles, as well as interactive tutorials that will appear contextually when users access new features for the first time. This is part of our development roadmap in the second semester of 2024. We are also examining the possibility of integrating an AI-based virtual assistant to help users in real time.*"

Based on interview responses and official information in 2026, the empathy dimension is still in the not-yet-optimal category. Official PLN Icon Plus articles state that MyICON+ was developed for various segments, both individual and corporate, with appropriate personalization. However, user experience shows that this personalization has not yet been fully felt in the form of role-based dashboards, self-help guidance, feature recommendations according to profile, or contextual notifications based on the type of disruption and service status. Thus, the concept of digital empathy needs to be realized through adaptive onboarding, scenario-based guidance, segmentation of technical and non-technical users, and feedback mechanisms after tickets are resolved.

Contribution of MyICON+ Digital Services to Public Service Digital Transformation

In addition to examining the quality of each service dimension, this study also explores the extent to which the MyICON+ application contributes to PT PLN Icon Plus's public-service digital-transformation agenda. Based on the latest information, the contribution of MyICON+ is increasingly evident because the application has been developed as a digital portal available through mobile and web channels, supported by adoption indicators of more than 1 million downloads on Google Play, and used for disturbance reporting, handling-status

monitoring, product management, and corporate services. However, this contribution remains partial because the success of digital transformation is not sufficiently measured by the number of channels, downloads, or application updates, but by the system's ability to resolve user problems quickly, accurately, and transparently.

> *"The presence of MyICON+ has indeed been very helpful compared with before, when all service requests had to go through phone or email and then wait for manual confirmation. Now at least the request-submission process can be done at any time, and there is a digital track record. But if asked whether this can already be called true digital transformation, I think it is still halfway there. The digital transformation is only at the interface layer; the process behind it still feels manual and slow."*

Based on the interview response above, Mr. Hendra Gunawan provides a very insightful evaluation by distinguishing between digital transformation at the interface layer (front-end digital transformation) and true transformation that includes changes in operational processes behind the scenes (back-end process transformation). This assessment is in line with the concept of digital transformation proposed by Vial (2021), which emphasizes that meaningful digital transformation must include comprehensive changes in the way organizations operate and create value, not merely interface digitization without changes in the underlying processes. Prof. Dr. Bambang Sutrisno provided a broader academic perspective:

> *"From the perspective of public-service digital transformation, MyICON+ is the right step and deserves appreciation. PT PLN Icon Plus, as a state-owned enterprise, shows a real commitment to its mandate to innovate in service delivery. However, indicators of digital-transformation success are not sufficiently measured only by the availability of a digital platform; they must be seen from how far the platform factually improves the quality of the user experience, reduces friction in service processes, and ultimately increases public trust in the capacity of state-owned enterprises to manage digital services. Based on the existing findings, MyICON+ is still in the early phase of a digital-transformation journey that should be far more mature for a company of PLN Icon Plus's age and caliber."*

Based on interview responses and the latest information mapping, MyICON+ represents the correct direction of digital transformation because it expands service access, adds digital traces of interaction, and strengthens customer-channel integration. However, this study finds that digital transformation is still in a strengthening stage because back-end reliability, response speed, and personalization have not yet been balanced with developments in the interface and application distribution. In other words, MyICON+ has reduced dependence on conventional channels, but has not yet fully eliminated the digital facade, namely a condition in which the service appearance is already digital but the capacity of operational processes has not been fully digitized end-to-end.

CONCLUSION

This study concludes that the digital service quality of the MyICON+

application has experienced important development based on the latest information in 2026, especially in application adoption, mobile and web cross-channel availability, interface updates, and strengthened assurance through data-security claims and the institutional credibility of PLN Icon Plus. However, service quality is not yet evenly distributed. The assurance dimension is relatively good, e-tangibility is fairly good and tends to improve, while reliability, responsiveness, and empathy remain the main areas for improvement. MyICON+ has contributed to the digital transformation of public services at PT PLN Icon Plus because it provides digital channels for reporting, service-status monitoring, product management, billing, and corporate services. However, this contribution is still partial because the user experience is still affected by service-data accuracy, system stability, ticket-response speed, and limited personalization. The main recommendations of this study are to strengthen back-end and Data Center integration, formulate transparent digital SLA indicators, align cross-platform privacy communication, increase live-agent capacity and complaint escalation, and build a user-profile-based digital empathy ecosystem. With these improvements, MyICON+ has the potential to become not only a service application, but also the foundation of public-service digital transformation that is more reliable, secure, responsive, and oriented toward user needs.

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