

Policy and Improving the Quality of Public Services in the Era of Regional Autonomy

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Abstract: Policy and improving the quality of public services are crucial issues in the context of regional autonomy in Indonesia. In the era of regional autonomy, regional governments have broader authority in managing and providing public services to the community. The aim of this research is to analyze the factors that influence the effectiveness of improving the quality of public services and how efforts are made to improve the quality of public services. The research method used is a normative juridical approach to identify best practices and uses secondary data, namely data obtained from. The research results show that the human resource factor of the apparatus is often considered the most important obstacle in the delivery of public services and efforts to improve the quality of public services can be carried out through revitalization, restructuring and deregulation activities in the field of public services. The implication of these findings is the importance of implementing policies that support active community involvement as well as transparent and accountable management in an effort to increase community satisfaction and trust in public services provided by local governments.

Keywords: Public policy; Public service; Policy effectiveness; Decentralization.

Abstrak: Kebijakan dan peningkatan kualitas pelayanan publik merupakan isu krusial dalam konteks otonomi daerah di Indonesia. Di era otonomi daerah, pemerintah daerah memiliki kewenangan yang lebih luas dalam mengelola dan memberikan pelayanan publik kepada masyarakat. Tujuan dari penelitian ini adalah untuk menganalisis faktor-faktor yang mempengaruhi efektivitas peningkatan kualitas pelayanan publik dan bagaimana upaya yang dilakukan untuk meningkatkan kualitas pelayanan publik. Metode penelitian yang digunakan adalah pendekatan yuridis normatif dengan mengidentifikasi best practices dan menggunakan data sekunder yaitu data yang diperoleh dari. Hasil penelitian menunjukkan bahwa faktor sumber daya manusia aparatur sering dianggap sebagai kendala yang paling utama dalam penyelenggaraan pelayanan publik dan upaya peningkatan kualitas pelayanan publik dapat dilakukan melalui kegiatan revitalisasi, restrukturisasi dan deregulasi di bidang pelayanan publik. Implikasi dari temuan ini adalah pentingnya penerapan kebijakan yang mendukung keterlibatan masyarakat secara aktif serta pengelolaan yang transparan dan akuntabel dalam upaya meningkatkan kepuasan dan kepercayaan masyarakat terhadap pelayanan publik yang diberikan oleh pemerintah daerah.

Kata kunci: Kebijakan publik; Pelayanan publik; Efektivitas kebijakan; Desentralisasi.

1. INTRODUCTION

Indonesia as a democratic country certainly makes regional autonomy a special concern. Based on the objectives of Law Number 23 of 2014 as the basis for establishing regional autonomy, it is necessary to manage the interests of local communities according to their own initiative based on community aspirations. Regional autonomy is part of decentralization. In regional autonomy, regions have the right and obligation to regulate themselves, but are still supervised and regulated by the central government and in accordance with statutory regulations.¹ The establishment of regional autonomy functions to accelerate the realization of community welfare, one of which is through improving services and the role of the community. The establishment of regional autonomy is deemed necessary considering the government's limitations. The center reaches communities in all regions in Indonesia. Regional governments are considered to have the ability to provide services to the community and regional development because regional governments can be close to existing problems.²

The provision of public services is the state's effort to fulfill the basic needs and civil rights of every citizen as regulated in the 1945 Constitution to achieve prosperity. Excellent public services must be provided by the government fairly and without discrimination to meet the basic needs of society.³ Public services are a very difficult challenge in Indonesia today. Public service problems in Indonesia are largely related to the performance of government officials who are responsible for providing services to the public, not meeting public expectations, giving rise to public dissatisfaction and disappointment. It is common knowledge that public dissatisfaction can be caused by an administrative system that is too convoluted which should speed up the process, expensive and non-transparent costs which allow for illegal levies, as well as unclear costs and completion times which overwhelm the government. performance is often questionable.⁴

One of the philosophies of regional autonomy is actually to bring services closer to the community, therefore, to be able to provide good services to the community, it is necessary to first know the problems faced by the community. When problems in society

¹ Salim Difinubun. Strategy Improving the Quality of Public Services at the District Population and Civil Registry Service Merauke In the New Normal Era. *Dharma Administration Journal work*. 1(1), 2022. 11-20.

² Vidya Imanuari Pertiwi. Analysis of the Concept of Fulfillment of Public Services in Regional Government in the Era of Regional Autonomy (Case Study of Surabaya City). *Journal of Contemporary Public Administration (JCPA)*. 3(1), 2023. 8-17. DOI: <https://doi.org/10.22225/jcpa.3.1.2023.8-17>

³ Herbasuki Nurcahyanto. *Improvement of Public Services*. Semarang: Fastindo. 2022. p.1

⁴ Riris Retno Wulan, Mochammad Mustam. Improving the Quality of Public Services in the Context of Bureaucratic Reform in the Semarang City Defense Service. *Journal of Public Policy and Management Review*. 6(3), 2017. 1-20. DOI: 10.14710/jppmr.v6i3.16740

can be inventoried and analyzed, strategies for overcoming these problems will become clearer and have a more concrete impact on society.⁵

Public services are essentially a mandate as stated in Law Number 25 of 2009 concerning public services, where what is meant by public services is a activities or series of activities in order to fulfill service needs in accordance with statutory regulations for every citizen and resident regarding goods, services and/or administrative services provided by public service providers.

Improving the quality of public services is the main focus of implementing regional autonomy. By bringing local government closer to the community, it is hoped that public services can be more responsive, effective and efficient. This can indirectly increase the accountability of local governments towards their communities, because they must be directly responsible for the quality and results of the public services provided. Overall, the role of regional autonomy in improving the quality of public services is an effort to improve government governance that is more democratic, responsive and service-oriented to the community. However, challenges in implementing regional autonomy also need to be overcome, such as: It is still felt that the implementation of public services carried out by government officials in various aspects of service, including those involving the fulfillment of civil rights and basic needs of the population, is not in accordance with community expectations. This can be seen, among other things, from the large number of complaints and complaints from the public, both conveyed directly to service unit leaders and through the voices of readers in various mass media. In other words, public service quality aims to determine the quality of service that is truly felt by the public.⁶

Based on the introductory explanation above, this article will discuss what factors influence the effectiveness of improving the quality of public services and how to improve the quality of public services.

2. METHOD

In this research the author uses a normative juridical approach or the same as doctrinal law or also known as library law.⁷ The reason the author uses this method is because the main data used is secondary data, which is done by researching library materials by studying laws, books and other sources related to the problem to be researched. The specifications in this research are analytical descriptive. The reason for choosing this specification is that it aims to describe a general picture of a reality that

⁵ Wahyu Bhudianto. Improvement of Public Services by Regional Government. *Transformation*. 14(21), 2011.1-17.

⁶ Proceed. *Public Administration Theory*. Bandung: Alfabeta, 2007. p.135

⁷ | Gede A. B Wiranata. *Research Methodology and Scientific Writing in the Field of Law*. Lampung City: Zam-Zam Tower. 2017. p. 56

occurs in the field or a concrete explanation of the state of the object or problem to be studied without drawing general conclusions.

3. DISCUSSION

3.1. Factors influencing the effectiveness of improving the quality of public services

The government must be forced to immediately improve the quality of services in Indonesia because the current quality of services is described as complicated, difficult to access, the procedures are convoluted, and there is no certainty about the timing and transparency of the costs of the services required. High uncertainty encourages people to pay fees to officers in order to provide consistent services. Apart from uncertainty, service discrimination is another problem that often occurs in almost every public service. Even bureaucratic officials admit that while serving, they always consider aspects of family, relationships, politics, ethnicity and religion.⁸ Public services are not just a tool to reverse state policy through bureaucracy, but more than that, public services are an important component in realizing social justice.⁹

To realize good governance in Indonesia, public services are a very important starting point. For several reasons. First, public services have historically been a space for interaction between the state and non-governmental organizations, therefore the success of public services will encourage high levels of public support for bureaucratic work. Second, in the context of public services it is easier to explain various aspects of good governance. Third, public services cover all aspects of government.¹⁰ Considering the changing paradigms and service formats that continue to change to meet the demands of society, the importance of the Government's performance efforts in providing public services has become increasingly clear. Even though there has been reform of service paradigms and formats, there are still shortcomings which cause the public to often be seen as powerless and marginalized parties in the context of public services.¹¹

Services to the community will be able to run as expected if the supporting factors are adequate and can be utilized effectively and efficiently. The human resources (HR) factor of apparatus is often considered the most important obstacle in providing public

⁸ Tatut Anjani, et al. Effectiveness of One Stop Integrated Services in Improving the Quality of Public Services in the Field of Capital Investment and One Stop Integrated Services Manokwari Regency, West Papua Province. *Everyone: Journal of Regional Government in Indonesia*. 11(3), 2019.245-254.

⁹ Ukrimatul Umam & Adiarto. Effectiveness of the Public Service Mall (MPP) of the Ministry of State Apparatus Empowerment and Bureaucratic Reform in the Delivery of Public Services. *Humanities Journal*. 4(1), 2020.160-165. DOI: : <https://doi.org/10.30601/humaniora.v4i1.600>

¹⁰ Adrian Tawai, et al. Improving the Quality of Public Services Through Good Implementation Governance at the Kendari City Regional Revenue Agency. *Publicuho Journal*. 6(1), 2023.343-354. DOI: <https://doi.org/10.35817/publicuho.v6i1.126>

¹¹ Nanik Maulidiyah, et al. Village Government Performance Efforts in Public Services in Kuwolu Village, Bululawang District. *El-Mal: Journal of Islamic Economics & Business Studies*. 5(5), 2024.3941-3953. DOI: <https://doi.org/10.47467/elmal.v5i5.2153>

services. In terms of quantity and quality, HR factors really determine the quality of public services, in this case HR is related to bureaucratic performance, organizational performance, bureaucratic behavior, organizational behavior, mindset so that HR must have the ability to provide services because HR is the main determinant in providing services. . Next is the bureaucratic organizational factor, namely the forum that facilitates the government administration process, including public services. Bureaucratic organizations must have a clear division of tasks and functions to avoid accumulation in government organizations. They must also have good government management, for example in service processes, bureaucratic organizations must have service standards. Then there is the governance factor in government administration, the implementation of which must be based on various Standard Operating Procedures (SOP) as a form of mechanism that is used as a reference in the process of providing public services, such as helping to clarify the mechanism steps in the service process so as to minimize problems that occur in the process. serve. As well as the factors of bureaucratic innovation and information technology, with various innovations implemented so that the service process becomes faster, easier and of better quality. Information technology is an aid that can help the service process very quickly and with high quality. With this information technology, it is hoped that it will be able to create innovation in the service process so that reliable human resources and strong supporting facilities are needed. Network information technology has even killed existing bureaucratic mechanisms and procedures, but this technology has become a window for communication between government and society.¹²

According to Moenir, there are several factors that support the running of a service well, namely:¹³ (1). Factors of awareness of officials and officers involved in public services; (2). Regulatory factors that form the basis of service work; (3). Organizational factors, namely tools and systems that enable service activity mechanisms to run; (4). Organizational factors, namely tools and systems that enable service activity mechanisms to run; (5). officer skill factor; (6). Ease factor in carrying out service tasks. These six factors have different roles but influence each other and together will create optimal service delivery, whether in the form of verbal services, written services or services in the form of movements/actions with or without writing.

Apart from the factors above, there are also other factors such as employee income which is not enough to meet even minimal living needs. As a result, employees become restless at work so they try to find additional income during working hours by other means

¹² Titin Rohayatin, et al. Factors Causing Not Optimal Quality of Public Services in Government Bureaucracy. *Caraka Prabhu Journal*. 1(1), 2017.22-36. DOI: <https://doi.org/10.36859/jcp.v1i01.50>

¹³ Amelia R.S Amin & M Adil. Factors that influence the quality of public services at the Hingk District Office, Arfak Mountains Regency, West Papua Province. *Competitiveness*. 7(1), 2018.65-77. DOI: <https://doi.org/10.26618/jmbc.v7i1.4466>

such as selling services, and there are obstacles. Improving the quality of public services cannot be separated from the work systems and mechanisms implemented in the government bureaucracy. Formality in the details of organizational tasks demands a high degree of informality and uniformity. As a result, employees become afraid of making mistakes and tend to adjust their work according to implementation instructions even though these implementation instructions do not correspond to the realities faced in the field, which ultimately kills employee innovation and creativity.¹⁴

3.2. Policy to Improve the Quality of Public Services

Public dissatisfaction with public services can be caused by an administrative system that is too complicated so it has to speed up the process, costs are expensive and not transparent so that illegal levies are possible, as well as unclear costs and completion times being a signal. so that the government looks for strategic solutions to fix it. The first step that must be taken is to study how public services are in Indonesia, especially how the government is trying to improve the quality of these services. The next step is to examine government bureaucracy in Indonesia, especially problems related to its components. Apart from that, several ideas regarding bureaucratic reform are considered to refer to public service bureaucratic reform. Furthermore, problems related to public services in Indonesia and strategic solutions and their implementation can be evaluated using comparative studies from various literature.¹⁵ Service quality is a central point for agencies because it influences public satisfaction. Satisfaction will arise if the quality of service provided is carried out well.¹⁶

Public services must be based on service standards which serve as implementation guidelines and references for assessing service quality. The implementation of government services can run smoothly by using standard operational procedures. Every type of deviation can be avoided or, even if it occurs within government, the cause can be found and resolved properly.¹⁷ Public services will gradually become faster, easier and more professional if all activities comply with standard operating procedures. Public service is the organizer's obligation and promise to the community to provide quality, fast, easy,

¹⁴ Rudi Rinaldi. Public Service Quality Analysis. *Public Administration Journal (Public Administration Journal)*, 1(1), 2012.22-34. DOI: <https://doi.org/10.31289/jap.v2i1.945>

¹⁵ Awang Anwaruddin. Improving the quality of public services through bureaucratic reform. *Journal of Administrative Science: Media for the Development of Administrative Science and Practice*, 1(1), 2004.15-35. DOI: <https://doi.org/10.31113/jia.v1i1.186>

¹⁶ Bambang Suprianto. Literature Review: Application of Information Technology in Improving the Quality of Public Services. *Journal of Government and Politics*. 8(2), 2023.123-128. DOI: <https://doi.org/10.36982/jpg.v8i2.3015>

¹⁷ Regina L Maningkue, et al. Effectiveness of Implementing Standard Operating Procedures (SOP) in Quality Improvement Licensing Services At the Plantation Service Capital And One Stop Integrated Service Manado City. *Journal of Governance*. 2(1), 2022.1-11.

affordable and measurable services. UU no. 25 of 2009 concerning Public Services was created with the aim of providing legal certainty in the relationship between the community and public service providers. This law also aims to create clear boundaries and relationships regarding the rights, responsibilities, obligations and authority of all parties related to public services.¹⁸

Professional public services, meaning public services that are characterized by accountability and responsibility from service providers (government officials). With the following characteristics:¹⁹ 1) Effective, prioritizes achieving goals and objectives; 2) Simple, meaning that service procedures/procedures are carried out easily, quickly, precisely, without being complicated, easy to understand and easy to implement by people who request services; 3) Clarity and certainty (transparency), meaning clarity and certainty regarding: a. Service procedures/procedures; B. Service requirements, both technical requirements and administrative requirements; C. Work units and/or officials who are authorized and responsible for providing services; D. details of service costs/tariffs and payment procedures; e. Service completion time schedule. 4) Openness, meaning that procedures/requirements, work units/officials responsible for providing services, completion times, detailed times/tariffs and other matters relating to the service process must be informed openly so that they are easily known and understood by the public. general, whether requested or unsolicited; 5) Efficiency, which is meant by: a. Service requirements are limited to matters directly related to achieving service targets while still paying attention to the integration between requirements and related service products; B. Repeated fulfillment of requirements is prevented if the community service process concerned requires completeness of requirements from other relevant work units/government agencies. 6) Timeliness, this criterion means that the implementation of community services can be completed within the specified time period; 7) Responsive, more focused on being responsive and responsive to the problems, needs and aspirations of the people served; and 8) Adaptive, quickly adapting to the demands, desires and aspirations of the people served who are always experiencing growth and development.

Apart from the still strong culture of paternalism which encourages bureaucratic officials to focus on power rather than service, positioning themselves as authorities and treating service users as service objects who need their help, the power distribution system which tends to focus on leadership, causes poverty. bureaucratic performance of public services. . Therefore, until now the performance of government institutions has received a

¹⁸ Dian Anggraini. Efforts to Improve the Quality of Public Services Through Digitalization (Case Study at the Palembang City Investment and One-Stop Integrated Services Service). *PRAJA: Government Scientific Journal*. 11(2), 2023.109-120. DOI: <https://doi.org/10.55678/prj.v12i1.1040>

¹⁹ Muswizar Antoni. *Improving the Quality of Public Services*. West Sumatra Province Training Agency. Pages 4-5. Accessed at <https://sumbarprov.go.id/images/1477625473-Meningkatkan%20Kualitas%20Pelayanan%20Publik.pdf>

lot of attention, especially since the government has become more democratic. Apart from that, we also often see and hear the actions and behavior of service providers who are rude, unfriendly, discriminatory, as well as service systems that are complicated and not transparent.

In this regard, there are several efforts that can be made to improve the quality of public services, including:²⁰ The first step in efforts to improve the quality of public services is revitalization, restructuring and deregulation in the field of public services. This is done by updating the position and role (revitalization) of the bureaucracy in providing services to the community. From those who like to manage and command, to those who like to serve, from those who like to use a power approach, to those who like to help in a flexible, collaborative direction, and from slogan methods to realistic ways of working. Another important aspect in improving the quality of public services is carrying out institutional restructuring to produce a perfect organization. The perfect organizational form can be interpreted as an effort to simplify government bureaucracy which is directed at developing an organization that is more proportional, flat, transparent, has a short hierarchy and decentralized authority. The posture of public service organizations will be more proportional, effective and efficient and supported by quality human resources. Next is deregulation, namely reviewing and perfecting the legal regulations that underlie the delivery of services in various regional government agencies so that they are more adapted to reform aspirations, cutting various regulations that hinder them to make them simpler/more efficient and shortening long bureaucracy. path for the convenience and smooth implementation of services. These efforts also include establishing various service standards, institutional simplification and span of control.

Furthermore, to improve the quality of public services is to increase the professionalism of public service apparatus, such as 1) conducting a study or analysis of the need for functional technical training by the central government and regional governments that is applicable and practical; 2) determine the authority for administering functional technical training between the central government, provincial government and district/city governments; 3) strive to develop functional positions in the field of public services; and 4) conducting comparative studies of public service delivery systems. Corporate public service units can also improve the quality of public services. Management or corporate autonomy policy is the granting of firm and clear authority to certain work units in government agencies to manage service delivery independently and autonomously. Basically, this policy is intended to develop and improve the performance of government organizational units, so that they can provide excellent service and gain a

²⁰ Karjuni Dt Maani. Efforts to Improve the Quality of Public Services in the Era of Autonomy Area. *Journal of Democracy*. 4(2), 2005.25-34.

competitive advantage, especially in matters relating to the implementation of public service functions. This corporatization step must be followed by various changes and adjustments to the system and management of service units, including changes to the values and work culture of the organizers.

Then, efforts to improve the quality of public services through development and utilization *e-Government* in the public sector. In line with the information technology development program in Indonesia, the government sector seeks to improve and develop the application of e-Government in all government organizations, both central and regional, as an application to strengthen national institutions, so that it can be utilized by the public. and other users to access and use data and information provided to serving institutions quickly, accurately, and securely.

Apart from that, there are also several strategies in providing public services that can be implemented to improve the quality of public services, namely: ²¹

1. Core strategy relates to the organizational goals and core functions of government organizations. The aim of this strategy is to increase the government's ability to create new mechanisms for setting strategic goals and clarifying the organization's vision and mission. This strategy will help clarify the goals, roles of leaders and employees, as well as the direction of government organizations in carrying out their duties and responsibilities his responsibility considers various relevant aspects.
2. Consequence strategies are an intensive systems approach that focuses on generating positive and negative consequences. This method will increase employee motivation and performance by providing rewards or punishments that take into account economic risks. In addition, this approach can encourage organizations to encourage their employees to comply with applicable regulations.
3. Regarding accountability in providing quality assurance to customers, the customer strategy focuses on creating a strategic environment to achieve the best level of service by utilizing community feedback, creating simple procedures, and an internet-based service system that keeps up with developments.
4. Supervision strategies relate to organizational structuring and forms of control that focus on the vision and mission of the organization and society. This strategy is expected to grow the community's ability, independence and trust in service providers.
5. To increase public trust in service providers, cultural strategies involve changing work culture such as habits, emotions and psychology.

²¹ Nurputri Yunita Simarmata, Edy Sutrisno. Strategy for Improving the Quality of Public Services Through the Principles of Good Governance at the Rawalumbu District Office, Bekasi City. *Journal of Development and Public Administration*. 4(2), 2022.37-48. DOI: <https://doi.org/10.32834/jpap.v4i2.550>

4. CONCLUSION

Efforts to improve the quality of public services at the regional level are an urgent need. Regional autonomy provides great opportunities for local governments to manage resources and meet community needs more directly and effectively. However, the challenges faced are not small, starting from managing quality human resources, to implementing appropriate information technology. Although the journey towards optimal public services at the regional level has complex challenges, commitment to continuous evaluation and improvement is very important. Thus, it is hoped that the joint efforts of various parties can bring about significant positive changes in improving the quality of life of the community and building a better government in the future.

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