

Public Policy Innovation in Objectifying Excellent Service

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ABSTRAK

Penelitian ini bertujuan untuk menyelidiki korelasi antara inovasi kebijakan dan mutu layanan publik dengan fokus pada peningkatan kesejahteraan Masyarakat dengan menyoroti urgensi inovasi kebijakan sebagai respons terhadap dinamika lingkungan global dan masyarakat. Penelitian ini mengidentifikasi model inovatif yang sesuai dengan kebutuhan spesifik masyarakat, mendorong partisipasi aktif dalam proses pembuatan kebijakan, dan memberikan arahan untuk pengembangan kebijakan yang progresif. Selain itu, terdapat hambatan dalam pelaksanaan kebijakan, terutama dalam konteks birokrasi dan ketidakpuasan masyarakat. Metode penelitian yang diterapkan adalah deskriptif kualitatif, melibatkan langkah-langkah seperti identifikasi fenomena berdasarkan referensi teoretis, perumusan tujuan penelitian, pengumpulan dan analisis data dengan pendekatan deskriptif kualitatif, serta penyusunan kesimpulan. Peran sentral inovasi kebijakan dalam mencapai layanan publik yang unggul. Penerapan model-model inovatif, seperti Public Service Mall (MPP) dan Community Satisfaction Index (IKM), menunjukkan potensi positif dalam meningkatkan kualitas layanan publik. Pentingnya tata kelola yang responsif dan efektif dalam konteks kebijakan publik untuk menyediakan layanan yang lebih baik kepada masyarakat, serta mengurangi kesenjangan antara perubahan sosial dan peraturan yang ada. Penelitian ini memberikan sumbangan pada pemahaman praktis dan teoritis mengenai bagaimana inovasi kebijakan dapat berperan dalam meningkatkan mutu layanan publik dan mencapai tujuan pembangunan berkelanjutan.

ABSTRACT

This research aims to investigate the correlation between policy innovation and the quality of public services with a focus on enhancing the welfare of the community, highlighting the urgency of policy innovation as a response to the dynamics of the global environment and society. The study identifies innovative models that suit the specific needs of the community, encourages active participation in the policy-making process, and provides guidance for the development of progressive policies. Additionally, there are challenges in policy implementation, especially in the context of bureaucracy and public dissatisfaction. The applied research method is qualitative descriptive, involving steps such as identifying phenomena based on theoretical references, formulating research objectives, collecting and analyzing data using a qualitative descriptive approach, and formulating conclusions. The research emphasizes the central role of policy innovation in achieving excellent public services. The implementation of innovative models, such as the Public Service Mall (MPP) and Community Satisfaction Index (IKM), demonstrates positive potential in improving the quality of public services. The importance of responsive and effective governance in the context of public policy to provide better services to the community and reduce the gap between social changes and existing regulations is highlighted. This study contributes to the practical and theoretical understanding of how policy innovation can play a role in improving the quality of public services and achieving sustainable development goals.

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INTRODUCTION

Civil servants (ASN), to provide excellent and quality service to society, must pay attention to several things, including implementing *5S* (*Senyum, Salam, Sapa, Sopan, dan Santun*), a positive attitude, limiting service time, being responsive and reactive, willingness to serve, honest, and clever in resolving customer complaints. This has also been explained in the legislation of Law Number 25 of 2009 concerning Public Services, specifically in Article 1 paragraph (1), and aligning with the principles articulated in Article (4) governing the execution of public services (RI, 2009), the Republic of Indonesia Regulation Number 25 of 2009 is highlighted. emphasizes the government's duty to meet the rights and requirements of its citizens, encompassing governance and the provision of goods and services. (Aliffina Nurhariska, Hayat, 2023). The aim of making a public policy is that it is useful for public order, both peace and tranquility, protecting people's rights, and most importantly, making a public policy is to realize the welfare of society. There are three (3) stages in making public policy, including Substantive Policy (Plan), Procedural Policy (Method), and Distributive Policy (concerning the distribution of services or benefits to society). Therefore, the government is expected to review the policy before the policy is ratified.

The idea of public service emerges from merging the term "service," which signifies providing essential support to others, with "public," originating from the English word representing the overall population or society. Additionally, Ministerial Decree Number 63 of 2003 elaborates on the definition of public services, emphasizing adherence to the principles governing service delivery and the public interest during its execution standards. In its application (Public Service) it cannot be separated from public policy itself, policy is a decision or action that regulates the distribution and management of natural, financial, or financial resources, and humans themselves for the sake of the public interest. (Carl Friedrich, n.d.) The concept that policy encompasses a sequence of actions or initiatives suggested by an individual, a collective, or a governing body within a specific setting, particularly in situations involving challenges and opportunities, with the aim of utilizing the policy to effectively address these hurdles and attain desired objectives. what is meant? The successful execution of this policy hinges on adherence to specific considerations, encompassing communication, resources, disposition (character), and bureaucratic structure. Failure to implement these crucial aspects can significantly impede the effective implementation of public policy.

Lastly, there's the notion of exceptional service. Exceptional service involves actions or endeavors undertaken by a specific company or organization to deliver the utmost quality of service, aiming for customer or public satisfaction through the services rendered. Excellent service is a sense of care shown by the company to product customers or service users that is oriented towards increasing profits (profit-oriented). On the other hand, in non-profit entities like government institutions, exceptional service represents a service-oriented approach characterized by genuine care and tangible efforts aimed at offering solace and a feeling of security to the broader community. There are 7 things that ASN must pay attention to in providing excellent service, namely Attitude, Ability, Attention, Action, Responsibility, appearance, and Sympathy. It is hoped that this will fulfill and satisfy the customers or community for whom the service is provided (Republic of Indonesia, 2022).

This research holds undeniable importance when confronting dynamic shifts in both society and the global environment. The cornerstone for addressing intricate challenges, enhancing efficiency, and providing adaptable solutions to the changing needs of the community lies in the innovation of public policy. Through understanding and applying innovation, the government can formulate policies that are not only more responsive and effective but also sustainable. This study plays a crucial role in identifying innovative models tailored to the specific needs of the

community, ensuring active public participation in the policy-making process, and offering guidance for the development of more progressive policies. Furthermore, it serves as a bridge, narrowing the gap between social changes and existing regulations, thus laying a sturdy foundation for inclusive policy-making and aiding the government in attaining sustainable development objectives.

Within this research, the author will explore Public Policy Innovation in Achieving Outstanding Service and Superior Service in Actualizing Community Welfare. Additionally, the study seeks to examine and assess various innovative implementations of public policy to augment the effectiveness of public services. The intention is to provide valuable insights and recommendations to the government, facilitating decision-making processes related to the adoption of innovative policies that advance superior public services. Moreover, the research endeavors to disseminate the knowledge gained throughout the study to the wider public and policy circles, heightening awareness of the pivotal role of policy innovation in advancing both services and the well-being of the community.

Literature Review

First, numerous studies on excellent services in Indonesia highlight various issues, including challenges related to facilities and infrastructure. The primary focus of this research is to enhance public services towards excellence. Regulation Number 4 of 2010 on Integrated District Administration Services (PATEN) aims to improve the quality and availability of services. Although PATEN is expected to address issues in public services, Local Governments still face various obstacles such as the readiness of personnel, facilities, fund allocation, and community participation. These hindrances, including weak legitimacy, can impede the service process. Despite Law No. 25 of 2009 establishing principles for public services, failure to overcome these challenges can hinder the achievement of PATEN's goals and lead to dissatisfaction among the public with local government services (BKD, 2015). Second, the research conducted by Deni Triyanto (2017) focuses on analyzing the performance of BPPT in Semarang City. The study aims to evaluate the performance of BPPT in providing excellent services. While the performance of BPPT in Semarang City is considered quite good, there are still obstacles, including aspects related to human resources, systems, and contextual factors. Third, the research by Berlian Tyasotyaningrum & Arsita Putri (2021) emphasizes one-stop integrated services in Trenggalek Regency. The research findings indicate that one-stop integrated services have been successful, reflected in the proficiency of personnel in providing services according to applicable SOPs and the availability of adequate facilities and infrastructure. Fourth, Asep Sopyan's research (2017) indicates that in terms of excellent service, employees of PDAM Tirta Intan Garut tend to lack politeness and friendliness, and leaders are less strict in imposing sanctions on employees who violate SOPs. Fifth, Avela Dewi's study (2010) states that the success of excellent service is related to the level of customer satisfaction, with a warning that human factors play a crucial role in building good service. Sixth, the research by Merelius Suwando & Ignatius Adiwidjaja (2017) indicates that the village head has provided services as expected, but there are still obstacles related to inadequate human resources, limited funding, and minimal community participation.

While previous studies have examined the evolution of public services to achieve service excellence, these analyses tend to focus predominantly on the technical institutional aspects or emphasize the political aspects of leadership. These studies do not give due consideration to the role of innovation in implementing excellent services. The

evaluation of excellent service implementation should not only take into account violations of regulations or adopt an institutional perspective.

Therefore, there is a need to explore the government's perspective to understand the ongoing dynamics of governmental reforms (Harsasto, 2020). This research shares similarities with previous studies in the context of providing excellent services, where the recipients of the services or the public are considered a key factor. Additionally, there are similarities in addressing specific issues, particularly related to human resources or public servants. However, this study highlights significant differences from previous research. These differences involve the adoption of public policy innovations to achieve excellent services. In the era of digital transformation, policy innovation is not only focused on regulatory changes but also includes the implementation of technological solutions to optimize service processes. By leveraging technologies such as artificial intelligence (AI), big data analytics, and mobile applications, the government can enhance efficiency, responsiveness, and accessibility of public services.

Moreover, this innovation can create an integrated platform facilitating collaboration among various government agencies, supporting a one-stop service or Public Service Mall, and providing accurate and timely information to the public. Overall, this innovative approach is not merely about conventional policy changes but represents a comprehensive transformation that elevates public services to a new level by harnessing technological advancements.

RESEARCH METHODS

According to Moleong (Supratiwi, 2018) the type the methodology employed in this study is descriptive qualitative, aiming to articulate socio-political phenomena in a comprehensive and meticulous manner. This research endeavors to interpret these phenomena by uncovering and narratively portraying data. The collection, condensation, presentation, and drawing of conclusions from data, inclusive of news articles and official documents, will address the research objectives (Juwono, Purwadianto, 2021).

This research will rely on qualitative primary data, specifically a literature review of various articles related to excellent service. This method aims to understand the real-world application of this system and its implications, while secondary data is obtained from books and trusted sources from the internet (Shinwan Fadhil, et al., 2023). This method aims to understand the real-world implementation of these systems and their impacts, while secondary data is obtained from book references and reliable sources on the internet. The stages in this research include: First, identifying phenomena and issues based on theoretical references and previous research. Second, formulating research objectives. Third, collecting, discussing, and analyzing data using qualitative descriptive methods. Fourth, formulating conclusions. The primary focus of this research is to enhance innovation in public services to achieve superior service.

The selection of case studies related to public policy innovation in realizing excellent service can be done by considering several key factors. First, the selection can focus on areas or countries that have successfully implemented innovative public policies to improve the quality of services to the community, allowing the research to evaluate the concrete impact of these policies. Second, consider selecting case studies that cover various aspects of public services, such as public administration, healthcare, education, or social services, to provide a comprehensive understanding of innovative efforts in these sectors. Third, choose case studies that demonstrate the success of implementing innovative public policy in improving efficiency, responsiveness, and public satisfaction, allowing positive results from these case studies to inspire and guide the implementation of similar innovations elsewhere. Fourth, consider the social, economic, and cultural context in which public policy innovation is implemented, as these

factors can influence the effectiveness and acceptance of innovation. Fifth, use criteria such as sustainability, scalability, and long-term positive impact in selecting case studies to ensure that the chosen public policy innovation has the potential to provide sustainable benefits and can be adopted by other entities. Considering these aspects, the selection of case studies can serve as a strong foundation to explore and understand how public policy innovation can contribute to realizing excellent public services for the community.

RESULTS AND DISCUSSIONS

Public Policy Innovation: In Objectifying Excellent Service

Community welfare and the public service perception index have a proximate relationship. The findings from the UNDP's welfare level survey reflect the actual state compared to our aspirations, while the World Bank's ease of doing business survey indicates ongoing endeavors. These results and initiatives collectively indicate that the welfare of Indonesians is presently diminishing, signifying suboptimal progress towards realizing the constitutional ideals. Consequently, the government's primary focus should be on enhancing public services and intensifying oversight on their execution (Emrin, 2019).

Regulation number 25 of 2009 delineates public services as a set of actions aimed at fulfilling the service needs outlined by legal regulations for citizens and residents, comprising goods, services, and/or administrative support offered by service providers to the public (BPK, n.d.). Moreover, Ministerial Decree Number 63/Kep/M.PAN/7/2003 detailing the General Guidelines for Public Services describes these services as all endeavors conducted by service providers to address the requirements of both service recipients and implementers, aligning with legal regulations (Tamin, 2003). The provision of public services by governmental officials to the populace symbolizes their role as servants of the state and society.

Based on the explanation above, public service's purpose is to make things easier for the community. To create convenience and satisfaction for the public, civil servants are required to improve the quality of excellent service, which consists of; First, transparency, that service providers must be open and easily accessible to various parties or communities in need. Secondly, accountability implies that the services rendered are in accordance with relevant laws and legal stipulations. Thirdly, it relies on the circumstances and abilities of both the service provider and recipient, prioritizing effectiveness and efficiency. Fourthly, participatory denotes services that stimulate community involvement in executing public services to achieve Good Governance. Fifthly, ensuring equal rights holds significance, ensuring no discrimination across various facets while providing services. Lastly, the equilibrium between rights and obligations necessitates that public services account for fairness between service providers and recipients.

The excellent service variable in the public sector as above can be realized when the service equipment has a mentality that prioritizes customer satisfaction, this is the main goal of public service. Of course, changing the mindset and behavior of public institutions is an absolute necessity. The level of implementation is oriented towards customer satisfaction. If this is implemented, the metric (individual that can be measured as a number or ratio) that can be used is feedback from the community.

Apart from that, according to Arriola and Grossman (Irvani, 2020), public policies made by the government are related to the ethnic and national background of the government leaders who establish these policies. The community will support government policies if the government leaders make the policies together with their ethnic groups and the community. Naturally, this policy should align with the community's demands, especially in the realm of public services.

Following the COVID-19 pandemic, the government is urged to be more attuned to community needs and enhance the effectiveness of public services in Indonesia, ultimately striving to ensure community satisfaction (Dwimawanti, 2004).

Furthermore, in its implementation, there are still many obstacles and problems, including discrimination in providing services, uncertainty regarding service costs and duration, coupled with inadequate public satisfaction with services delivered by government officials, necessitates a more responsive approach from the government to meet community needs and enhance the efficiency of public services. This underscores the need for the government to formulate policies, particularly concerning public services, to achieve the realization of excellent service.

An example of forward-thinking public policy geared towards superior service involves various endeavors such as the Public Service Mall (MPP), multiple service applications, and the creation of the Public Service Information System (SIIP) alongside online channels for community input and grievances. Additionally, a vital component involves comprehensive training for senior government officials to reframe their approach to providing services. The Ministry of State Apparatus Empowerment and Bureaucratic Reform emphasizes the mandate for each government body to introduce a minimum of one innovation yearly. This emphasis stems from the understanding that the success of public services significantly influences public trust, requiring a balance between effective services and adequate infrastructure and facilities (PANRB, 2020).

Public Service Mall (MPP) are considered effective according to (Haryana, Arnita Febriana Puryatama, 2020a). Indonesia's adoption of the Public Service Mall (MPP) model draws inspiration from Georgia's Public Service Hall (PSH) and Azerbaijan's Asan Xidmat. Both nations have entered into a Memorandum of Understanding (MoU) in partnership with the Ministry of State Apparatus and Bureaucratic Reform (KEMENPAN RB). This collaboration aims to fortify institutions and enhance human resources within the governmental apparatus. Public Service Malls are considered a renewal for the public service system in Indonesia. This is appropriate because many regions in Indonesia have implemented them. The Public Service Mall embodies a holistic method of providing public services, covering goods, services, and/or administrative aid by streamlining the public service structure. It expands on the unified service function provided by both central and regional governments, linking diverse services in a singular venue or specific structures. Often, these establishments are integrated with additional services and economic endeavors (Umam, 2020).

On the other hand, To enhance the caliber of public services, the government should establish or formulate a Community Satisfaction Index (IKM) to serve as a standard for enhancing public services. This requirement is stipulated in Law Number 25 of 2020 regarding Public Services. Republic of Indonesia Law Number 25 of 2000 concerning National Development. The Community Satisfaction Index is derived through quantitative and qualitative assessments of public service users' opinions, juxtaposing their expectations against their actual experiences. It serves as a tool to gauge service units' performance periodically, aiding in the formulation of policies aimed at enhancing future public service quality (POA, 2018).

Based on the Ministry of State Apparatus Empowerment and Bureaucratic Reform, 2017 In Ministerial Regulation Number 14 of 2017 by PANRB, delineating the Guidelines for Conducting Community Satisfaction Surveys, specifies nine key elements. These elements cover Requirements, which must be met for both administrative and technical service categories. Systems, Mechanisms, and Procedures outline standardized protocols for both service providers and recipients, encompassing procedures for addressing complaints. Completion Time refers to the duration required to conclude the entire service process for each specific service type. Fees

or rates are determined based on agreements between organizers and the community. Product Specifications Type of Service pertains to service outcomes in accordance with established provisions. Implementing Competency concerns the necessary skills of implementers (ASN). Implementing Behavior addresses the demeanor of officers while providing services. Handling Complaints, Suggestions, and Input involves implementing procedures for addressing and following up on complaints. Lastly, Facilities and Infrastructure encompass supporting tools crucial for achieving goals, particularly in ensuring excellent service.

Therefore, community satisfaction is an indicator of success in providing excellent service, and through the Community Satisfaction Index (IKM) the government can find out how high the satisfaction received by the community is. Apart from that, the government must also pay attention to the Community Satisfaction Index (IKM) which is used as a benchmark for the success or failure of implementing excellent service in Indonesia.

Excellent Service in Objectifying Community Welfare

In today's era of globalization, the demands of individuals have grown increasingly intricate, particularly amplified post the COVID-19 pandemic, with rising needs compounded by escalating prices of essential commodities. To overcome this, the government has issued various policies to improve people's welfare. Regarding services, the government established Public Service Malls (MPP). The introduction of Public Service Malls marks a novel chapter in Indonesia's history of administrative reforms in public services. First, on aspects of bureaucratic structure and procedures. With the implementation of the MPP, bureaucratic procedures that were previously considered complicated can now be simplified because there are predetermined service time standards (Haryana, Arnita Febriana Puryatama, 2020b).

The Public Service Mall (MPP) refers to a site where various operations are performed to provide the public with goods, services, and/or administrative aid. It extends the integrated service functions of both central and regional bodies, catering to State-Owned Enterprises, Regional-Owned Enterprises, and private entities. Its goal is to deliver swift, convenient, economical, secure, and comfortable services (Rb, 2017). With the existence of MPP, it will be easier for the community to process permits. Apart from that, the presence of MPP also requires the government to be observant in encouraging the ease of doing business and investing in its regions so that it can increase economic growth and with the existence of investment it becomes one of the basic capitals for sustainable economic growth (MENPANRB, 2022). Furthermore, at present, numerous government websites and applications have been made available to streamline the process of obtaining various permits and documents, allowing individuals to manage these tasks online. This is very much in line with the aim of excellent service itself and is further strengthened by the central government's commitment to accelerate poverty reduction resulting in new binding regulations so that all efforts are made, as stipulated in Presidential Regulation Number 15 of 2010 in Indonesia, focusing on expediting poverty reduction, emphasizes the crucial need for the government to actively promote innovation (Kushandajani, 2015).

Furthermore, getting an excellent service model cannot be done immediately, especially nowadays (post-pandemic) sudden changes will not get maximum results. The current situation requires concern because it is the initial situation that will encourage the changes that will occur. In delivering services to the public, the government must promptly evolve beyond its traditional role. This shift aims to enable the government to deliver exceptional service to the community, thereby fostering customer satisfaction (SAPTAWAN, 2009).

The Relationship Between Public Policy and Public Services

In its implementation, public services cannot be separated from public policy. Public policy is related to what is carried out by the government or the private sector for the benefit of society or the public. Public policy is a decision that binds many people and is made by holders of public authority (power/influence). After that, public policy will be carried out by the government bureaucracy while public administrators are tasked with implementing it.

The primary emphasis of public policy revolves around public services, encompassing both services and goods, which fundamentally constitute the government's responsibility and obligation to enhance the quality of life for a vast populace. Public policy itself is static while public services are dynamic. The process of policy analysis involves political engagement, depicting the policymaking process as a series of stages, including Agenda Setting, Policy Formulation, Policy Adoption, Policy Implementation, and Policy Evaluation.

Every phase of policy development, such as policy adoption, policy implementation, and policy evaluation, maintains a close connection to public services, this is because public services are the output of public policy itself. In essence, the state apparatus is a servant of the community, while the bureaucracy is tasked with carrying out established policies. Apart from that, there are four (4) essential matters that the government must conduct; they are providing goods or services that are economical, accountable, effective, and efficient. In this scenario, the government is obligated to adhere to the Equity principle, ensuring that public services offered are not discriminatory. Discrimination, in this context, implies that government services should not differentiate based on factors like status, position, social class, wealth, or any other attributes that might disadvantage certain groups (the parties served).

The standard of public services in Indonesia hasn't met public expectations. Assessing the quality of these services involves how they align with the principles outlined in Regulation Number 25 of 2009 on Public Services and Ministerial Decree Number 63/KEP/M.PAN/ 7/2003 regarding General Guidelines for Public Services. It's anticipated that the government can achieve the exemplary service that Indonesians have consistently desired.

CONCLUSIONS

Specifically, the relationship between policy innovation and public services is described as interrelated elements. The foundation of public policy is static, while public services are dynamic to meet the evolving needs of society. The findings of this study also highlight challenges in policy implementation, particularly in the context of bureaucracy and the dissatisfaction perceived by the public. Thus, the conclusion of this research affirms that policy innovation plays a central role in achieving excellent public services and enhancing the well-being of society. The implementation of innovative models, such as MPP and IKM, demonstrates positive potential in improving the quality of public services. This conclusion emphasizes the importance of responsive and effective governance in the context of public policy to provide better services to the community.

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